

# **Terms of Reference for Programme Monitoring, Reporting and Evaluation (MR&E) Livelihoods and Food Security Programme (LFSP)**

## **1. Introduction**

The Department for International Development (DFID) mission is to help eradicate poverty in the world's poorest countries and this is underpinned by our set of values:

- Ambition and determination to eliminate poverty
- Ability to work effectively with others
- Desire to listen, learn and be creative
- Diversity and the need to balance work and private life
- Professionalism and knowledge

DFID is seeking to work with Service Provider(s) (SP) who embrace the DFID supplier protocol and in addition demonstrate Corporate Social Responsibility (CSR) by taking account of economic, social and environmental factors in an ethical and responsible manner, complying with International Labour Organisation (ILO) standards on labour, social and human rights matters.

Value for Money (VfM) is important for all DFID programmes and as such, in all our activities, we will seek to maximise the impact of DFID's spend on programmes and encourage innovative ideas from our partners and suppliers to help us to deliver Value for Money.

DFID Zimbabwe wishes to engage a Monitoring, Reporting and Evaluation (MR&E) contractor to design, and implement a monitoring, reporting and evaluation strategy for a 4 year Livelihoods and Food Security Programme.

## **2. Objectives of this Contract**

The objective of this contract is to design and implement a monitoring, reporting and evaluation strategy for the Livelihoods and Food Security Programme (LFSP) in the 8 programme districts over 3 years.

The contractor will be required to do the following:

- Put in place a robust baseline for the LFSP programme,
- Put in place a comprehensive monitoring system for gathering data and information to assess implementation progress.
- Consolidating quarterly and annual reports from the three lead management organisations into single compact programme reports and providing necessary feedback to the lead Management Organisations (MO). The reporting will endeavour to track progress against target results as set out in the Business Case, parent logframe and project proposals.
- Inform DFID led annual reviews with required reports and monitoring information.
- Carry out thematic and formative evaluations e.g. cross cutting issues such as gender, power relations and innovative approaches within the programme.
- Carry out a programme impact mid-term review and
- Carry out the programme impact final evaluation
- Consider a follow-up evaluation around 2 years after the programme has ended to ascertain the sustainability of the programme.

### **3. The Recipient**

Smallholder farmers will be the primary recipients of services offered by this contract. DFID, the 3 Management Organisations (MOs) and a wide range of stakeholders in the agriculture, food security and livelihoods sectors will be secondary beneficiaries.

### **4. Scope of Programme Monitoring and Reporting**

The contractor will work in the following 8 rural districts of Zimbabwe: Mutare, Makoni, Mutasa, Shurugwi, Guruve, Mt Darwin, Gokwe South and Kwekwe. The scope of the monitoring and reporting will be as follows:

#### **1. Setting Up of Systems**

- The contractor shall be responsible for leading the development of a comprehensive programme monitoring, reporting and evaluation strategy synchronised with the monitoring and evaluation strategies of the lead management organisations. The strategy will ensure sub-baselines and should collect necessary programme data required for the programme reports.
- Working with the MOs, the contractor shall develop the final consolidated logframe with clear indicators for tracking achievements towards the delivery of programme targets. The consolidated logframe should be nested with the logframes of the three lead management organisations. There should be clear link between the various outputs, indicators, milestones and target.
- Working with MOs, the contractor will develop and establish a baseline for the programme and develop standard methodologies on data collection for different indicators for MOs and Implementing Partners (IPs).
- Working with MOs, the contractor will put in place a risk monitoring and mitigation strategy.
- The contractor will support the MOs and IPs to build their capacity to develop and maintain synchronised, coherent, efficient and effective programme monitoring and reporting systems.
- Design and agree reporting formats for the three programme components for purposes of tracking overall implementation progress and easier consolidation of the narrative reports, in line with DFID's needs.
- To the extent possible, synchronise the programme monitoring system with the systems of other donor programmes supporting agriculture, food security and nutrition programmes maximising potential to harmonise reporting through use of common indicators.

#### **2. Field Monitoring**

- The contractor shall conduct independent monitoring visits to various component activities to triangulate the reports received and to review field monitoring systems. They will report on programme field visits as part of monitoring information triangulation.
- The contractor shall accompany the lead MOs on monitoring visits to observe their monitoring approach and make necessary recommendations to enhance the overall programme monitoring strategy.
- The contractor shall work with the lead MOs to facilitate DFID and other stakeholder visits to the field, including logistics and written and verbal pre-briefings.
- The contractor will provide leadership to the design of tools and data collection mechanisms specifically on field monitoring visits and oversee

the collection of this information by MOs and will be responsible for collating it and present a programme wide view.

- The contractor will work with the MOs to promote the use of monitoring information to manage the programme. The use of monitoring information will be reported regularly by the MOs and the contractor.

### **3. Reporting**

- The contractor will consolidate reports from the MOs and produce standard quarterly, bi-annual and annual reports.
- The reports must include both results and processes of the IPs, MOs and those of the contractor.
- The contractor will also be required to produce ad hoc reports as and when requested by DFID, co-funding donors and key stakeholders.
- The contractor shall be responsible for reporting to the LFSP governance structures during monthly, quarterly, bi-monthly and ad hoc meetings.
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### **4. Annual Reviews**

- Annually the contractor will collaborate with an independent DFID team carrying out annual reviews and will facilitate meetings and field visits as necessary.

### **5. Communications**

- In addition to programme monitoring and reporting, the contractor will develop and produce branded communications material, press releases and stories for the media in and outside Zimbabwe, based on monitoring and reporting information.

### **6. Knowledge Management**

- The contractor will be the repository of all LFSP information over its period of implementation. This includes all reports and lessons learnt from the programme.
- The contractor will develop and manage a website with information on the program for the public and intranet access for the organisations involved in the programme to share information. Innovation will be encouraged on this area to enhance accessibility and interactive communication.
- The contractor will work with the MOs to document lessons learnt.

### **7. Interface with other Stakeholders**

- The role of the contractor require interface with other stakeholders including but not limited to the following:
  - Lead Management Organisation;
  - Sub-grantees/Implementing Partners
  - Donors supporting the Agriculture & Food Security Sector
  - Other programmes in the Agriculture and Food Security Sector
  - Government through the LFSP Governance structure

## **5. Scope of the Evaluation**

The scope of the programme evaluation will be as follows:

### **1. Evaluation design**

- Specify the recommended evaluation questions in more detail based on evidence gaps in the Theory of Change, initial experience on the programme in the inception period and the requirements of stakeholders of the evaluation

- Propose an evaluation design for the Programme including recommended evaluation methods to be used, proposed counterfactuals where appropriate, and proposed data collection methods
- Provide a communication and dissemination plan for the evaluation, including the intended process for engaging with and communicating findings to stakeholders at all levels
- Define the resource requirements to implement the recommended evaluation design and methods, including plans for contracting data collection or preparatory research as appropriate, and provide indicative budgets and timeframes for its completion

## **2. Impact – proposed questions**

- The impact of the Agricultural Development Fund on raising the productivity of B1 farmers compared to the baseline data.
- Level of uptake of B1 farmers labour on B2 farms.
- The extent to which the Productive Safety Nets improved the livelihoods and food and nutrition security of B1 farmers.
- The extent to which B2 farmers have been able to engage in commercial agriculture.
- The impact that the engagement of B2 farmers in commercial agriculture has had on their incomes compared to the baseline data.
- The extent to which rising incomes of B2 farmers has increased demand for goods and services for agricultural sector and other non-food items like health and education.
- The wider impact that this may have had on the local economy
- The extent to which the markets were stimulated by the markets development initiatives including the Markets Innovation Fund and the sustainability of the new business ventures created for both private sector and smallholder farmers.
- The increase in nutritional status of households consuming Vitamin A enriched maize flour and other nutritious foods promoted by the programme.
- The wider level of uptake of fortified foods in the targeted districts

## **3. Sustainability - proposed question**

- The extent to which markets and market actors have been strengthened and the sustainability of the new business ventures created by the programme between farmers and private sector beyond the end of the programme

## **4. Efficiency - proposed questions**

- What has been the overall Value for Money for the delivery of the agricultural productivity, Access to markets and bio/fortification (nutrition) components of the programme?
- Could the intervention have been implemented with fewer resources without reducing the quality and quantity of the results?

## **5. Mid-term review**

- The midterm review will be carried out after two years of programme Implementation. The scope of the midterm evaluation will be defined in the contractor Inception Phase report. The midterm review should contribute to the final evaluation by including a review of the monitoring information available, the work on counterfactuals, the key themes and detailed evaluation questions, and making any necessary recommendations for refinement of plans for the final evaluation.
- The midterm review will provide an assessment of progress made in areas being covered by the evaluation.
- Make recommendations to improve the design and delivery of interventions.
- Ensure the appropriateness of the data gathering mechanisms and identify, plan and execute studies that are necessary for the final evaluation.

## **6. Final Impact evaluation**

- Carry out the final programme impact evaluation

## **6. Methodology**

Bidders are expected to provide a clear description of the methodology they will use to address the issues set out above. The plan should demonstrate the bidder's ability to design and deliver a clear, comprehensive and coordinated monitoring, reporting and evaluation strategy. Applicants are encouraged to propose innovative approaches that reflect global best practice. Bidders are also encouraged to creatively utilise longitudinal approaches to impact, monitoring and evaluation methodologies in order to get the full benefit of previous work by the donors in Zimbabwe.

It is envisaged that a mixed methods approach will be followed, incorporating both qualitative and quantitative methods. The evaluation should be able to show that observed changes would not have happened in the absence of the intervention. A quasi-experimental or randomised design, comparing districts within the programme and some excluded from the programme is expected to be the best means of achieving this although bidders are invited to suggest alternatives. Applicants are encouraged to propose innovative approaches that reflect global best practice.

It will be important to ensure that the treatment and comparison groups are similar. Statistical techniques such as propensity score matching may be used to match the groups on relevant variables.

The qualitative methods should include case studies, semi-structured interviews and focus group discussions. The focus group discussions will be particularly useful in generating information on lesson learning from farmers and local leaders regarding the impact of the project.

As this programme will involve deploying a set of interventions in a number of differing environments, the scope of the evaluation must go beyond simply assessing implementation. The evaluation will need to reinforce the process of learning from interventions and test the validity of the relevant components of the theory of change. It will examine whether/how the combination of programme interventions leads to enhanced agriculture productivity, increased incomes and improved nutrition ultimately leading to improved and sustainable food and nutrition security.

Submissions to deliver these services should set out a separate budget for monitoring & reporting and evaluation.

## **7. Outputs**

The contractor will produce an Inception Report within the first three months of signing the contract, the report should include but not limited to the following:

### **1. M&R System**

- Monitoring and Reporting Overview
- LFSP Logframe
- Hierarchical Approach to Information Management
- Headline Indicators
- Links to DFID and national systems

### **2. Monitoring and MIS**

- Setting targets
- Collection methodologies

- Data Management
- Reporting Schedules (IPs, MOs, contractor)
- Field Verification (IPs, MOs, contractor)
- Beneficiary accountability mechanisms
- Risk assessment

### **3. Evaluation Assessment**

- IP evaluations
- MOs evaluations
- Baseline design and schedule
- Preparation for independent mid-term and end line evaluation
- Qualitative Socio Economic Tracking and Analysis
- Thematic studies

### **4. Roles and responsibilities of**

- DFID, MOs, IPs, contractor, communities/beneficiaries

### **5. M&R Capacity Development and Learning**

- MO capacity assessment and recommendations
- IP capacity assessment and recommendation
- Monitoring and Reporting Practice Group
- Wider learning

### **6. Operationalising the Monitoring and Reporting System: An Action Plan**

- Regular monitoring reports
- Annual Review Reports
- Quarterly Communications pieces and upon request
- Reports on lessons learnt from specific components of the program upon request.

**7.** Submit a mid-term evaluation report to DFID within two months of commencement of the programme midterm review mission.

**8.** Convene a workshop with IPs, MOs, DFID, Government of Zimbabwe and other stakeholders and present the evaluation strategy and get necessary feedback and agreement on how the strategy will be implemented. This should be held within one month after production of the inception phase.

**9.** Submit a final evaluation report within 2 months following the final evaluation mission.

**10.** Produce accessible communication tool/strategy to inform policy makers such as the Ministry of Agriculture and Food and Nutrition Council of programme achievements and best practice that can be used to improve policy and replicated in other areas. This should be developed within 6 months of signing the contract and kept functional throughout the programme life and 2 months after the final evaluation mission.

**11.** Produce a summary of the final evaluation and dissemination plan to ensure the information gleaned reaches the intended audience outlined above

**12.** Produce a draft Project Completion Review for comments by DFID highlighting the main findings, challenges and recommendations to future programming 3 months before the programme actual end date.

**13.** Submit an electronic final programme narrative report and final DFID Project Completion Review that takes into account DFID comments. This must be submitted a month before the end date of actual programme activities.

## **8. Logistics and Procedures**

- The consultants will be expected to supply their own logistic requirements including office space and transport.
- The consultants are expected to undertake the tasks as laid out and all inputs including staff for survey design, data collection and analysis, and report production should be in the agreed financial proposal.
- The consultants should provide a design document in a form that can be published, not only on the DFID website.
- It is expected that the MR&E systems to be set up should conform to OECD-DAC principles of accuracy and credibility and to the evaluation principles set out in the UK's 2009 policy on evaluation for international development. The contractor should set out how they will ensure the study is ethically sound and comply with relevant ethical protocols.

## **9. Milestone/Deliverable based payments**

Payments for this contract will be processed based on agreed deliverables and bidders must include a proposed payment schedule stating the deliverable, percentage payment, amount and date. The deliverables should be synchronised with the outputs stated in 8 above and should dissect through the design strategy, setting up of systems, field monitoring, reporting, communication, knowledge management, annual reviews, mid-term review and the final impact evaluation. DFID will assess, discuss and agree the appropriateness of the proposed milestones with the winning bidder before the contract is signed-off.

## **10. Project Reporting**

The contractor will produce quarterly, bi-annual, annual reports and any other reports as requests by DFID, implementing partners and stakeholders. This section should be read in conjunction with paragraph 4 sub-paragraph 3.

## **11. Timeframe**

The LFSP is a 4 year programme with an official start date of 30<sup>th</sup> January August 2015. However, procurement and negotiations with lead management organisations were delayed and actual implementation on the group is expected to start by the end of 2014. This contract is expected to commence in January 2015 with an end date of 31 July 2017 (31 months) with a possible 24 months extension.

## **12. DFID Coordination**

The contractor will report to DFID Zimbabwe Livelihoods and Food Security Advisor.

## **13. Duty of care**

- a. The contractor team will be responsible for their own safety and well-being and Third Parties affected by the teams' activities under this contract, including appropriate security arrangements. The contractor will also be responsible for the provision of suitable security arrangements for their domestic and business property.
- b. DFID will share available information with the contractor on security status and developments in-country where appropriate.
- c. The contractor will be offered a security briefing by the British Embassy on arrival. They must register with their respective Embassies to ensure that they are included in emergency procedures. A copy of the DFID visitor notes (and a further copy each time these are updated).
- d. The contractor team are responsible for ensuring appropriate safety and security briefings for all of their Personnel working under this contract and

ensuring that their personnel register and receive briefing as outlined above. Travel advice is also available on the Foreign and Commonwealth Office (FCO) website and the contractor team must ensure that they are up to date with the latest position.

- e. Bidders must develop their Tender on the basis of being fully responsible for Duty of Care in line with the details provided above and the initial risk assessment matrix developed by DFID (see Annex D of this TOR). The contractor team must confirm in the Tender that:
  - They fully accept responsibility for Security and Duty of Care.
  - They understand the potential risks and have the knowledge and experience to develop an effective risk plan.
  - They have capability to manage their Duty of Care responsibilities throughout the life of the contract.
- f. If you are unwilling or unable to accept responsibility for Security and Duty of Care as detailed above, your Tender will be viewed as non-compliant and excluded from further evaluation.
- g. Acceptance of responsibility must be supported with evidence of capability and DFID reserves the right to clarify any aspect of this evidence. In providing evidence, Tenderers should consider the following questions:
  - Have you completed an initial assessment of potential risks that demonstrates your knowledge and understanding, and are you satisfied that you understand the risk management implications (not solely relying on information provided by DFID)?
  - Have you prepared an outline plan that you consider appropriate to manage these risks at this stage (or will you do so if you are awarded the contract) and are you confident/comfortable that you can implement this effectively?
  - Have you ensured or will you ensure that your staff (if any), are appropriately trained (including specialist training where required) before they are deployed and will you ensure that on-going training is provided where necessary?
  - Have you an appropriate mechanism in place to monitor risk on a live / on-going basis (or will you put one in place if you are awarded the contract)?
  - Have you ensured or will you ensure that your staff (if any) are provided with and have access to suitable equipment and will you ensure that this is reviewed and provided on an on-going basis?
  - Have you appropriate systems in place to manage an emergency / incident if one arises?

## **15. Skills and Qualifications**

The team leader should have experience of successfully managing, monitoring, reporting and evaluation of large programmes across multiple agencies. Skills and experience within the core multidisciplinary team should include:

- Strong track record of designing, implementing, monitoring and analysing qualitative and quantitative research and evaluation, demonstrating ability to employ a range of different and innovative methodologies in complex, multi-component development programmes.
- Experience of evaluating rural development programmes
- Experience of working in Southern Africa and Zimbabwe is desirable and International experience is also necessary.
- Socio-economic analysis
- Strategic analysis

## **16. Background**



DFID Zimbabwe is implementing a livelihoods and food security programme with a budget of £45.035 million over 4 years. Actual implementation on the ground has not yet started but expected to start toward the end of 2014. The objective of the programme is to improve the food and nutrition security of smallholders in the following 8 districts: Mutare, Makoni, Mutasa, Shurugwi, Guruve, Mt Darwin, Gokwe South and Kwekwe.

The programme aims to:

- a. Raise farm productivity in a climate smart way, by training farmers and introducing improved agricultural practices. This includes conservation agriculture, improved soil and water use, better adapted crops, improved breeds of small livestock (poultry, goats) and, most importantly encouraging sound natural resources management practices.
- b. Establish an Agricultural Development Fund that will be the funding window for technical and advisory services and rural finance to smallholder farmers. The fund should deliver innovative solutions to raise the productivity of B farmers and increase their access to local markets.
- c. Foster innovative new ways of linking farmers groups and commercial markets, to bring about a step-change in farm productivity and incomes by offering innovation grants to market actors (traders, storage providers, processors, transporters) to strengthen markets for smallholder farmers.
- d. Develop a productive safety nets programme to (i) provide incomes for poorer farmers so that they can invest in their farms and engage in markets and (ii) construct productive community infrastructure (e.g., irrigation wells, soil conservation).
- e. Stimulate demand and supply of affordable and nutritious foods including promoting bio-fortification and fortification of maize – the mainstay of the Zimbabwean diet - with vitamin A and other micronutrients;
- f. Generate and communicate evidence to promote investment and policy reform and improve practice in programming.

These aims and results below will be jointly pursued through the following three inter-linked components and delivery mechanisms:

1. Agricultural productivity: This component will address a), b), e), f) and part of c) above. This component has substantial intersection with the market development component
2. Market development: This component will primarily address c) above and will interlink closely with the agricultural productivity component in a number of areas.
3. Productive safety nets: This component will address item d) above. It is designed to create employment for poorer rural people during the agricultural off-season through creation and rehabilitation of productive community assets. This component has limited interface with the market development component.

The overall programme is designed to deliver the following results:

- Food insecurity reduced by 69,795 households/348,975 people
- Stunting in children under-5 reduced by 30,000;
- Incremental increase in farm output for poor women and men farmers of \$70 million;
- 53,200 new women and men farmers in programme villages in contract farming relationships with traders and/or processors;
- 60,000 person-months of employment created for B1 farmers in Productive Safety Net programmes;
- 900 technically sound community assets (e.g., wells, irrigation channels, link roads and tracks) built, operated, managed by and benefitting communities and
- Improved diets based on varied and nutritious foods in programme households.



