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File Ref: PO 7195

Date: 21 February 2020

Contract Amendment No: 2

CONTRACT FOR: Agriculture Policy Research in Africa (APRA)

CONTRACT NUMBER: PO 7195

With reference to the contract dated 27 June 2016, (as most recently amended by the letter dated 8 July 2019) both Parties have in principle agreed to the following variations to the Contract:

Section 1 - Form of Contract, Paragraph 4, Financial Limit

Delete: "Payments under this Contract shall not, in any circumstances, exceed £6,799,997 inclusive of any government tax, if applicable (the "Financial Limit")"

Insert: "Payments under this Contract shall not, in any circumstances, exceed £6,934,642 inclusive of any government tax, if applicable (the "Financial Limit")"

Section 3 – Terms of Reference

Add the attached Annex C

Section 5 – Schedule of Prices

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2. These amendments relate to an increase to the financial limit of the contract to allow additional work in programme monitoring through the development of an integrated approach to programme monitoring, review and learning and the inclusion of additional Terms of Reference which covers the additional work. The Schedule of Prices has been revised accordingly.

3. Please confirm in writing by signing and returning one copy of this letter, within **15 working days** of the date of signature on behalf of DFID that you accept the variations set out herein.

4. The Contract, including any previous variation, shall remain effective and unaltered except as amended by this letter.

5. Words and expressions in this letter shall have the meanings given to them in the Contract.



Department
for International
Development



Signed by an authorised signatory for and on behalf
of the Secretary of State for International Development

Name:

Position:

Signature:

Date:

Signed by an authorised signatory for and on behalf of
the Supplier

Name:

Signature:

Institute of Development Studies

Date:

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Annex C- Terms of Reference

APRA ACCOMPANIED LEARNING ON RELEVANCE AND EFFECTIVENESS

APRA-ALRE

October 2019

1. Agricultural Policy Research in Africa (APRA)

‘What are the pathways to agricultural commercialisation that have been most effective in empowering women and girls, reducing rural poverty and improving nutrition and food security?’

The Agricultural Policy Research in Africa (APRA) consortium is a five-year research programme which is working to address this question. APRA researchers are conducting multi-country studies to examine how African farmers engage with commercial agriculture, from production to processing and marketing, and the effects these pathways have on rural groups, particularly women and young people. APRA research will assess the consequences of different types of market engagement on poor rural groups across a variety of contexts, such as estates, plantations, contract farmers and small/medium sized farms. It will provide new insights into the changing dynamics of agricultural commercialisation trajectories, examining their impacts on disadvantaged women and men. **APRA research will offer high-quality evidence, to inform policy and practice on future agricultural commercialisation options and investments in Sub-Saharan Africa.**

2. Accompanied Learning on Relevance and Effectiveness (ALRE) Objectives

The APRA team, working closely with the DFID SRO and evaluation advisor, identified the opportunity and need for an independent accompanied learning process to run alongside the existing APRA research and communication programme to provide three key objectives:

1. Informed and independent ‘critical friend’ input at key planning and reflection points during the five-year APRA programme **to improve the quality of the APRA programme’s overall outcomes, by improving APRA’s relevance and effectiveness.**
2. Robust support to outcome tracing during and after APRA **to improve the independence and quality of outcome evidence reporting.**
3. Support to APRA process reflection and documentation **to improve the learning on research-evidence-policy linkages for future programme design.**

In order to achieve these three objectives in an efficient and effective way a combination of methods will be used with significant synergy between them. Implementation will be through a combination of



a small team that will work closely with existing APRA personnel, this not only providing improved value for money (compared to a purely external team), but also ensuring that learning is embedded with African researchers, improving effectiveness and capacity building.

1) Output 1 - Improving APRA relevance and effectiveness

The overall approach will be to gather existing best practice advice from existing knowledge as well as emerging APRA experience on research-for-policy change projects to enable APRA to have access to best practice advice.

Improve learning on research-for-policy

Incorporation of best practices will be primarily achieved during existing APRA annual reflection and planning events through an enhanced critical friend function of:

Challenge ↔ Reflection ↔ Incorporation ↔ Learning

This internal reflection process already occurs within APRA. ALRE will add value to this internal monitoring and review process by bringing in an external perspective with a focus on outcome verification, which will inform DFID Annual Reviews and Project Completion Report processes. ALRE will achieve this by:

- **Informed challenge** – ALRE will bring additional independent evidence to the challenge function, both through site visits to APRA research areas and by considering knowledge from other similar programmes;
- **Critical reflection** – ALRE will ensure that reflection is positive but robust, being prepared to think outside the box;
- **Additional data collection** – interviewing and surveying stakeholders on the relevance and effectiveness of APRA’s thematic focus and research process;
- **Incorporation of conclusions** – challenging APRA to incorporate learning into plans and avoid reverting to ‘business as usual’;
- **Processing and documenting learning** – contributing to APRA’s 3rd programme outcome of ‘improving the learning on research-evidence-policy linkages for future programme design’.

Review relevance and effectiveness

Specific review questions will be used to ensure the focus of ALRE and guide the data collection and reflection:

- **Optimizing evidence production**
 - Are the research design and plans appropriate to produce the evidence needed in the appropriate form at the appropriate time?
 - Is the Participatory Impact Pathways Analysis (PIPA) tool providing effective pathways for evidence use in policy development?
 - What lessons from previous/existing research → policy programmes can be fed into APRA research-evidence-policy process design and implementation?

- **Optimizing relevance to stakeholders**
 - Are the themes as prioritised by APRA, key to provide evidence for the current and future policy debate on pathways to commercialisation of agriculture?
 - Are the themes appropriate to producing the evidence needed?

- **Optimizing future Sustainability**
 - Are APRA activities embedded in a funding and implementation context that can be expected to continue to produce policy-relevant outputs in the mid to long-term?
 - How can APRA maximise the capacity of partners in the South to contribute to future research-evidence-policy delivery beyond the current APRA programme? This requires capacity at both supply (researcher/communicator capacity) and demand (policy maker/evidence user¹) ends.

- **Optimizing policy outcomes**
 - Harvesting, reviewing, learning from, and documenting policy outcomes (and lack of traceable outcomes) from previous research. Many researchers involved in APRA have been (or still are) involved in the Futures Agriculture Consortium (FAC) or have experience with similar programmes and have opinions/evidence about factors for success (and failure) of research-for-policy programmes. Some of this experience will be written-up, while some is part of individual or institutional memories. A moderate investment in harvesting and reviewing this experience will provide a rich source of learning for current and future programme improvement. There are opportunities for sharing this learning across geographic APRA clusters. This work will include assessing why seemingly appropriate evidence has not produced appropriate policy change and what can be learnt from this.

2) Output 2 - Improving the independence and quality of outcome reporting

There are existing methods, both structured and anecdotal, to trace and report on policy outcomes linked to APRA, and these are fed into and reported on in annual reviews and learning. However, there is a need to increase the quality and credibility of this process. It is important that APRA-researchers participate in outcome tracing in order maintain a focus on policy change. It is also important that there is an independent and robust element to outcome tracing to ensure that appropriate claims for outcome and attribution/contribution are made and that the maximum learning is harvested, both to feed back into the work implemented by the APRA Impact, Communications and Engagement (ICE) Team, but also for longer term learning, the outcome tracing process contributing to robust independent evidence which will inform the programme's project completion report (PCR).

Work to be implemented under this output will involve the **harvesting, reviewing, learning from and documenting emerging policy outcomes from APRA-ICE**. This will start emerging in the second half of the programme when the first research outputs are produced. ALRE will add value by having robust processes in place to trace outcomes and document the research uptake and use in policy processes. ALRE will also support the critical review process, learning, sharing between teams and ensuring

¹ This includes programme implementers, policy makers, governments, DFID staff and country offices and other decision-makers.



appropriate documentation takes place. This will also involve working with teams to identify early if any research efforts seem likely not to influence policy - early critical friend engagement supporting improved relevance and effectiveness.

3) Output 3 - Improving the learning on research-evidence-policy linkages for future programme design.

Learning throughout the APRA programme will be recorded and evaluated. Early learning will be fed back into APRA to support output 1. At the end of the APRA programme, learning will be collated, tested in a final participant workshop and then written up for publication so that it is available in an accessible format for future programme design.

This output will be developed and work alongside existing programme monitoring data processes generating learning both from successful and unsuccessful programme outputs. In addition, 'course correction' inputs, and the outcomes of these corrections during programme implementation will be recorded and reflected upon to generate learning.

Part of the learning will also include monitoring the cost effectiveness of the accompanied learning approach compared to more traditional mid-term and final evaluation approaches. This will be presented in the final lesson learning report.

3. Methodology

A mixed methods approach to data collection will be used. Preliminary methodologies are outlined in the following diagram and table which provides a link between the expected learning outputs, methodologies proposed and learning outputs produced. It is expected that that there will be evolution in the methodology during the lifetime of the programme as part of the internal learning and quality improvement process.

Fig 1 - ALRE Theory of Change

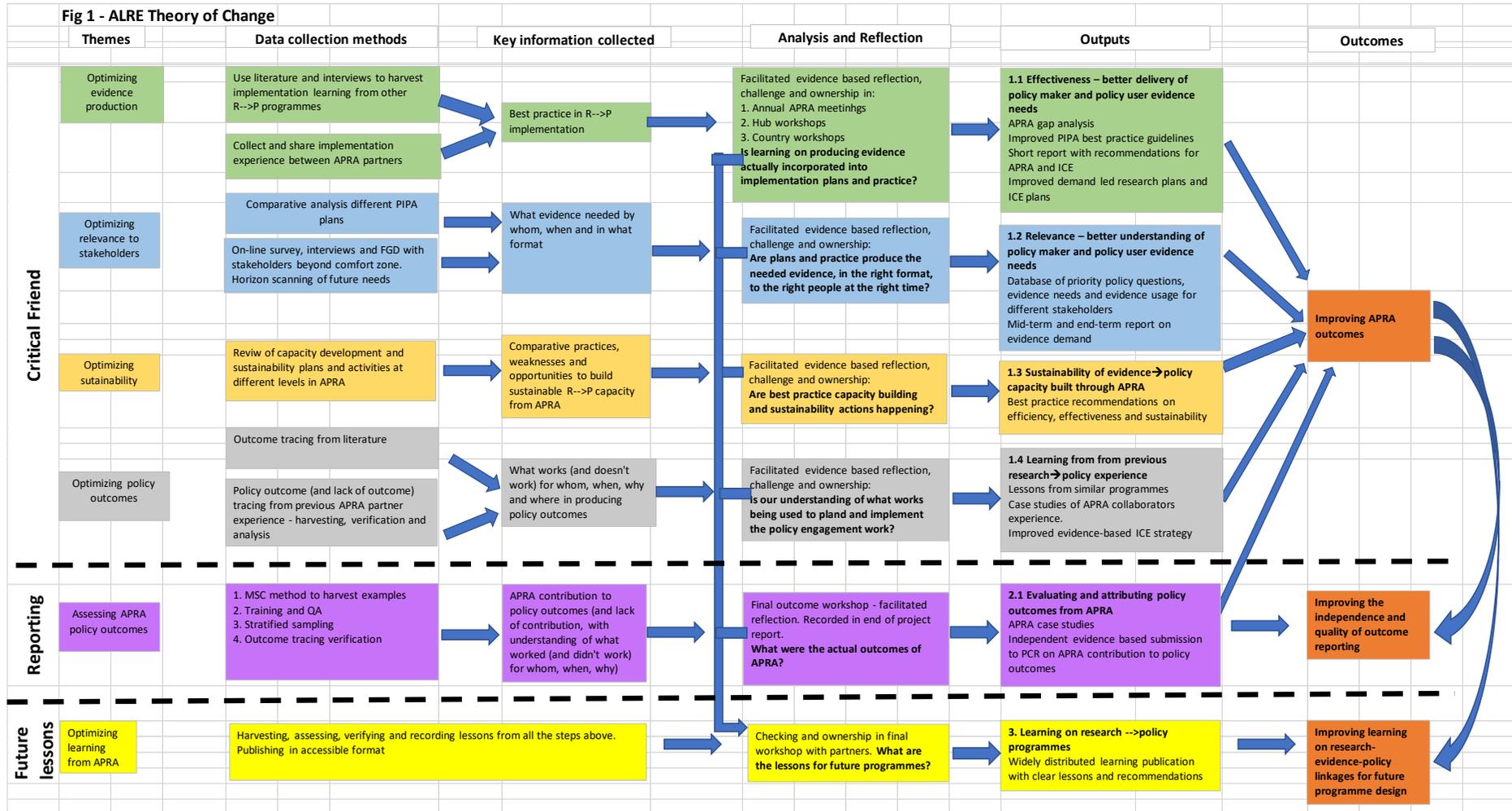


Table 1 – ALRE methodological approach

Outputs	Methods	Learning	Outputs
Improving APRA outcomes			
1.1 Effectiveness – better delivery of policy maker, programme implementers, governments, DFID COs and other decision-makers and user evidence needs	Cross-comparison of stakeholder needs (policy priority, evidence need, timing, format) from APRA LF output 1.1 with PIPA and expected APRA outputs	Relevance and gaps in existing APRA plans and activities	APRA gap analysis
	Compare PIPA process and effectiveness for different countries/regions. Compare with information from LF output 1.1.	Identify PIPA design principles and organise cross-country learning as appropriate	Improved PIPA best practice guidelines
	Collect best practice implementation lessons from recent and current similar research → policy programmes and	What has worked in similar programmes, for whom, when and why	Short report with recommendations for APRA and ICE
	Feed findings (from above) into APRA and ICE at annual review 2019 (see also 2.1 below) Challenge ↔ Reflection ↔ Incorporation learning workshop with research teams and incorporation into work plans. Follow-up at hub level	Strategies to make APRA demand led by policy	Improved demand led research plans and ICE plans
1.2 Relevance – better understanding of policy maker, programme implementers, governments, DFID COs and other decision-makers and user evidence needs.	On-line survey – to a multi-stakeholder panel, at least half with thematic insight but not directly involved in APRA activities (min. 50 respondents in each country).	Relevance of APRA policy themes How stakeholders use evidence What evidence is needed by policy makers/users, when and in what format	Database of priority policy questions, evidence needs and evidence usage for different stakeholders Mid-term and end-term report on evidence demand
	Interviews and focus groups - (commercial farmers, input/output agribusiness, smallholders, stakeholders out of comfort zone of APRA hubs) - search for perspectives that might challenge the dominant views within APRA, identify key policy		

Outputs	Methods	Learning	Outputs
	<p>areas where policy change is needed, and where research/evidence is contested.</p> <p>Review the strength of the evidence behind these stakeholder perspectives in APRA annual meetings.</p>		
1.3 Sustainability of evidence → policy capacity built through APRA	<p>Information collection at country and hub level on effective and efficient capacity building and its sustainability.</p> <p>Facilitated workshop at annual meeting on how APRA is integrated into different host and partner institutions, considering different parameters of efficiency, effectiveness and sustainability</p> <p>Follow-up Challenge ↔ Reflection ↔ Incorporation with individual hubs</p>	Which implementation frameworks are best for the different parameters of efficiency, effectiveness and sustainability	Best practice recommendations on efficiency, effectiveness and sustainability
1.4 Learning from outcomes (and lack of outcomes) from previous research → policy experience	<p><u>Outcome tracing in literature</u></p> <p>Comparative literature survey of outcome tracing from current recent similar research → policy programmes (can combine with 1.3 above) and harvest lessons relevant to APRA</p>	What worked (and didn't work) for whom, when, where and why in similar programmes	Summary of policy influencing lessons from programmes similar to APRA
	<p><u>Outcome tracing from APRA partners</u></p> <ol style="list-style-type: none"> Harvest examples of policy influence (and lack of policy influence) from APRA collaborators (perhaps from the previous FAC programme etc.) - (probably using a most-significant change method) Select appropriate shortlist to investigate Review existing documentation with additional outcome tracing where required. Use realist approach to analyse 	What worked (and didn't work) for whom, where, why and when in existing APRA collaborators experience	<p>Compilation of short evidence assisted policy outcome (or lack of outcome) case studies of APRA collaborators experience.</p> <p>Preliminary lessons on policy influencing.</p>



Outputs	Methods	Learning	Outputs
	Combine the learning from the above two methods into lessons. Challenge \leftrightarrow Reflection \leftrightarrow Incorporation workshops with research teams		Improved evidence-based ICE strategy and implementation

Outputs	Methods	Learning	Outputs
Improving the independence and quality of outcome reporting			
2.1 Evaluating and attributing policy outcomes from APRA	<ol style="list-style-type: none"> 1. Use most significant change (MSC) or other method to harvest both perceived policy outcomes and lack of outcomes. 2. Use training and quality assurance processes to verify and improve quality of MSC stories 3. Use stratified sampling method to select which to use as case studies (including those with policy and lack of policy outcomes) 4. Use outcome tracing methodologies and realist approach to analyse and write-up as case studies. 5. Incorporate findings from Output 1.1 on relevance 	<ol style="list-style-type: none"> 1. Robust independent evidence of APRA contribution to policy outcomes for PCR 2. APRA contribution to learning on what works (and didn't work) for whom, where, why and when 	<p>Compilation of evidence assisted policy outcome (or lack of outcome) APRA case studies</p> <p>Independent evidence-based submission to PCR on APRA contribution to policy outcomes</p>
Improving learning on research-evidence-policy linkages for future programme design			
3.1 Learning on research→policy programme implementation, efficiency and effectiveness	<ol style="list-style-type: none"> 1. Harvest and document knowledge from the various methodologies used above and other APRA experiences 2. Use this knowledge to stimulate reflection workshops with APRA key participants 3. Collate conclusions 	Experience based implementation lessons	Widely distributed learning publication on what worked (and didn't work) for whom, where, why and when in research→policy programming with clear lessons and recommendations
3.2 Learning on research→policy programme design		Evidence based design lessons	
3.3 Learning on research→policy programme capacity building and sustainability		Evidence based capacity building and sustainability lessons	

The tools for capturing outcomes will be developed over time. This will involve piloting and discussion with stakeholders, including DFID, as part of this process.



4.Planning

APRA-ARLE Project Planner

Select a period to highlight at right. A legend describing the charting follows.

Actual Start
 % Complete
 Actual (beyond plan)
 % Complete (beyond plan)

ACTIVITY	PLAN START	PLAN DURATION	2019												2020												2021				
			6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29					
APRA-ARLE contract addendum signed	6	31	[Actual Start]																												
Online survey design & sample frame	7	4	[Actual Start]																												
Mission East Africa Hub	8	1	[Actual Start]																												
Mission West Africa Hub	9	1	[Actual Start]																												
Mission Southern Africa Hub	10	1	[Actual Start]																												
PIPA follow-up & best practices	15	3	[Actual Start]																												
Online surveys to panels #1	11	3	[Actual Start]																												
APRA Gap analysis	13	2	[Actual Start]																												
Compare APRA with other R4P programmes	20	4	[Actual Start]																												
APRA Annual 2019/20	12	1	[Actual Start]																												
Mission East Africa Hub	15	1	[Actual Start]																												
Mission West Africa Hub	16	1	[Actual Start]																												
Mission Southern Africa Hub	17	1	[Actual Start]																												
Partners' sustainability assessment	15	3	[Actual Start]																												
APRA Annual 2020/21	24	1	[Actual Start]																												
Mission East Africa Hub	20	1	[Actual Start]																												
Mission West Africa Hub	21	1	[Actual Start]																												
Mission Southern Africa Hub	22	1	[Actual Start]																												
Online surveys to panels #2	23	3	[Actual Start]																												
Most Significant Change Story harvesting	18	6	[Actual Start]																												
Process tracing case studies	23	3	[Actual Start]																												
Meeting with DFID staff	27	1	[Actual Start]																												
Final PCR reporting	26	4	[Actual Start]																												
APRA Final Workshop 2021	28	1	[Actual Start]																												



5. Independence and Rigour

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6. Value for Money

ALRE adds value and benefits the processes (e.g. annual review meetings, outcome tracing, PIPA) that are already underway and funded within the APRA-ICE programme. It will achieve this by providing independent expertise to challenge business as usual. This challenge function is deeper and more rigorous than would be achieved by typical peer challenge, given that ALRE will have the opportunity to collect evidence from across the APRA network, over an extended period, working with APRA staff to find and develop solutions. Furthermore, ALRE will add additional value by being able to develop and record lessons from this process, developing these into learning products both for APRA and wider stakeholders. It is expected that this process will be significantly more cost effective than the traditional mid and end-term evaluation, and evidence to test this assumption will be tested during implementation. ALRE also offers good value for money through the synergy between its three output areas: data collection, processing and challenge workshops overlap between ALRE output areas, and by careful integration within the ALRE team, significant duplication can be avoided. As a result, data collected, and issues addressed in ALRE Output 2 (**Improving the independence and quality of outcome evidence**) will inform the work on Output 1 (**Improving APRA Outcomes**). The experience from both these output components will directly inform Output 3 (**Improving learning on research-evidence-policy linkages for future programme design**). Value for money has also been ensured by carefully balancing those tasks that require the input of specialised consultants, and those areas that can be handled by research assistants.

Specific Value for Money indicators will be developed and agreed with **DFID within three months from commencement of ALRE activities** and will be included in the overall APRA Value for Money indicator matrix which are reported on in in biannual and annual reporting to DFID.

Logframe (see attached) and Payment by Results indicators have been developed and agreed for ALRE with DFID and are included in the agreed APRA reporting process.



7.Budget

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Section 5

SCHEDULE OF PRICES (Revised January 2020)

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