

TERMS OF REFERENCE

TERMINAL EVALUATION OF THE RAPID RESPONSE IMPLEMENTATION SUPPORT PROJECT UNDP TANZANIA

Job title:	Consultants for the Final Evaluation Rapid Response Implementation Support (RARIS) to the Ministry of Agriculture and Agriculture Led Ministries
Contract type:	Individual Contract (IC)
Contract duration:	March – April 2021
Starting date:	March 2021
Duty Station:	Dar es salaam

1. Background

The Tanzania Ministry of Agriculture (MoA) expressed the need for support to improve its efficiency in carrying out its primary roles of increasing productivity, analytics, market efficiency and monitoring and evaluation in the agriculture sector. In response to that, UNDP designed a project named the Rapid Response Implementation support (RARIS) to the ministry of agriculture and agriculture led ministries to build on the former Catalyzing Agricultural Development in Tanzania (ADD) project. The project closely aligned with the objectives of the former ADD project and its endeavors to make them realizable through implementation of the agricultural sector development programme phase II.

The RARIS Project and the Agricultural Sector Lead Ministries (ASLMs) project aims at supporting financially and technically the Ministry of Agriculture and other Agricultural Sector Lead Ministries (ASLMs) to deliver the Agricultural Sector Development Programme (ASDP II) and other immediate mandates related to the achievement of agricultural sector growth. The support intends to complement other initiatives by providing flexible and quick wins activities which enables the MoA to improve its systems and functions. The project provides, Business Development Support (BDS) services to MOA and LGAs capacity to be able to respond fast and meet the day to day demand for agricultural development business planning, investment and resource mobilization. Through such interventions, the expected outcomes of the project are:

- i) Enhanced performance and analytics of the sector
- ii) Efficient and effective decision making and problem-solving capacity by the ministries
- iii) Focused and prioritized financing framework for the ASDP II
- iv) Improved stocking and logistics management systems and

The RARIS project seeks to achieve the following:

Output 1 Policy coherency, Problem Solving and Analytics supported

Output 2 Value Chain Agro-processing, Stocking and Logistics Management supported

Output 3 Stakeholder Engagement, Partnerships and Communication Supported

Output 4 Investment and Business Opportunities Identified; and Performance Management, Knowledge Management and Innovation, and Mind Set Change to Managers in the Ministries and Related Institutions Enhanced

2. Objectives of the terminal evaluation

The main objective of the evaluation is to collate all lessons learnt, challenges faced, best practices and to provide information on the extent and where possible, the potential impact and sustainability of the RARIS project. That also implies the evaluation aims to assess the performance of the project against planned results, preliminary indications of potential impact and sustainability hence to inform programming strategy in the next phase of the project and other future UNDP programming.

Other specific objectives of the end-term evaluation includes:

1. Assessing performance against the original works as stated in the project document and inform to what extent that has evolved in view of demand from the beneficiaries and environment.
2. Assess the relevance of the project with regards to consistency, ownership, quality of the technical assistance, and complementarity of the project with other initiatives
3. Determine the effectiveness of the project in achieving the results, highlighting the reasons for those achievements and un-achieved results, and identify reasons contributing/hindering the achievement of the results.
4. Assess the sustainability of the project including the participation of partners and other stakeholders in planning and in implementation of the planned interventions, as well as assessing the measures taken to ensure that activities initiated by the project will be completed and continued after the project's closure.
5. Assess risk management and mitigation measures taken by the project in ensuring progress on implementing the interventions.
6. Derive lessons learned, best practices and areas of improvement for the remaining project activities and other future programming.

3. Scope of Work and Expected Output

The expected output for the consultant's assignment will be to provide a holistic, impartial and credible review of the activities implemented by the project. To achieve the stated output and the objectives above, the consultant(s) will undertake the following responsibilities:

Inception Phase

1. Conduct a comprehensive desk review of the project documentation after an initial briefing by the project team.
2. Draft an Inception Report, including evaluation questionnaire, proposed methodology, and work plan with agreed deliverables and timeframes.

3. Provide a Final Inception Report, which incorporates feedback received from UNDP, ESRF and the Ministry of Agriculture.

Data Collection and Analysis

1. Carry out interviews with UNDP relevant staff, ESRF, Ministry of Agriculture staff, implementing organizations, donors, beneficiaries, and other relevant organizations.
2. Conduct an analysis that is gender-sensitive, covering the following topics:
 - a) Assess the project's progress towards attaining its objectives, envisaged outcomes and recommend measures for improvement, if needed.
 - b) Assess the targeting of project activities, including equal participation by men and women, as well as various categories of staff.
 - c) Determine the effectiveness of the project in achievement of results, highlighting reasons for achievement and non-achievement of results and factors contributing/hindering achievement of the results.
 - d) Evaluate the overall impact of the project and its contribution to the development of the National Assembly.
 - e) Evaluate the efficiency of project implementation for which the consultant(s) shall assess amongst others the following aspects: performance of the project in terms of timeliness, quantity and cost effectiveness of the activities undertaken including procurement of experts/facilitators, equipment, training programmes, etc.
 - f) Review the responsibilities of project stakeholders, clarity of the roles and the level of coordination between the project team and stakeholders.
 - g) Identify and analyze the challenges and constraints, which confronted the project during the reviewed implementation period.
 - h) Evaluate the project's risk management and any mitigation measures taken by the project team.
 - i) Assess the prospects of the sustainability of the project outcomes with a specific focus on national and institutional capacity and ownership and recommend measures for its further improvement.
 - j) Review the Results and Resources Framework for assessment of the project's monitoring and evaluation of project performance.
 - k) Derive lessons learned across the focus areas for the analysis and identify areas for improvement for the remaining project activities; and
 - l) Provide recommendations and identify best practices that may be used in the future programming.

Report writing

- Develop and present the first draft Mid-term Evaluation Report with concrete findings and recommendations.
- Convene a debriefing meeting with UNDP on the preliminary findings, main recommendations and lessons learned.
- Finalize the Mid-term Evaluation Report based on the feedback received at the debriefing meeting and, if needed, present the final report at a project Board meeting.

4. Evaluation questions

The questions should cover the following key areas of evaluation criteria:

Relevance:

- To what extent was the project in line with the national development priorities, the country programme's outputs and outcomes, the UNDP Strategic Plan and the SDGs?
- To what extent does the project contribute to the theory of change for the relevant country programme outcome?
- To what extent were lessons learned from other relevant projects considered in the project's design?
- To what extent were perspectives of those who could affect the outcomes, and those who could contribute information or other resources to the attainment of stated results, taken into account during the project design processes.
- To what extent does the project contribute to gender equality, the empowerment of women and the human rights-based approach?
- To what extent has the project been appropriately responsive to political, legal, economic, institutional, etc., changes in the country?

Effectiveness

- To what extent did the project contribute to the country programme outcomes and outputs, the SDGs, the UNDP Strategic Plan and national development priorities?
- To what extent were the project outputs achieved?
- What factors have contributed to achieving or not achieving intended country programme outputs and outcomes?
- To what extent has the UNDP partnership strategy been appropriate and effective?
- What factors contributed to effectiveness or ineffectiveness?
- In which areas does the project have the greatest achievements? Why and what have been the supporting factors? How can the project build on or expand these achievements?
- In which areas does the project have the fewest achievements? What have been the constraining factors and why? How can or could they be overcome?
- What, if any, alternative strategies would have been more effective in achieving the project's objectives?
- Are the projects objectives and outputs clear, practical and feasible within its frame?
- To what extent have stakeholders been involved in project implementation?
- To what extent are project management and implementation participatory and is this participation contributing towards achievement of the project objectives?
- To what extent has the project been appropriately responsive to the needs of the national constituents and changing partner priorities?
- To what extent has the project contributed to gender equality, the empowerment of women and the realization of human rights?
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Efficiency

- To what extent was the project management structure as outlined in the project document efficient in generating the expected results?
- To what extent have the UNDP project implementation strategy and execution been efficient and cost-effective?
- To what extent has there been an economical use of financial and human resources? Have resources (funds, human resources, time, expertise, etc.) been allocated strategically to achieve outcomes?
- To what extent have resources been used efficiently? Have activities supporting the strategy been cost-effective?
- To what extent have project funds and activities been delivered in a timely manner?
- To what extent do the M&E systems utilized by UNDP ensure effective and efficient project management?

Sustainability

- Are there any financial risks that may jeopardize the sustainability of project outputs?
- To what extent will financial and economic resources be available to sustain the benefits achieved by the project?
- Are there any social or political risks that may jeopardize sustainability of project outputs and the project's contributions to country programme outputs and outcomes?
- Do the legal frameworks, policies and governance structures and processes within which the project operates pose risks that may jeopardize sustainability of project benefits?
- To what extent did UNDP actions pose an environmental threat to the sustainability of project outputs?
- What is the risk that the level of stakeholders' ownership will be sufficient to allow for the project benefits to be sustained?
- To what extent do mechanisms, procedures and policies exist to allow primary stakeholders to carry forward the results attained on gender equality, empowerment of women, human rights and human development?
- To what extent do stakeholders support the project's long-term objectives?
- To what extent are lessons learned being documented by the project team on a continual basis and shared with appropriate parties who could learn from the project?
- To what extent do UNDP interventions have well-designed and well-planned exit strategies?
- What could be done to strengthen exit strategies and sustainability?

Cross-cutting issues

Human rights

- To what extent have poor, indigenous and physically challenged, women and other disadvantaged and marginalized groups benefited from the work of the project in the country?

Gender equality

- To what extent have gender equality and the empowerment of women parliamentarians been addressed in the design, implementation and monitoring of the project?
- Is the gender marker data assigned to this project representative of reality?
- To what extent has the project promoted positive changes in gender equality and the empowerment of women? Were there any unintended effects?

5. Methodology

The evaluation is expected to take several methodological approaches, a “theory of change” (TOC) approach to determine causal links between the development challenges, the interventions that UNDP has supported and observe progress in accordance with the project outcome. The evaluation will be based on the findings and factual statements identified from the review of relevant documents including the project document, quarterly and annual progress reports, bi/annual project reports, annual workplans results oriented monitoring report, minutes of project board meetings in addition to the technical reports produced by the project and different publications. These will be shared with the consultant(s) at the beginning of the assignment.

- The consultant is also expected to use Semi-structured interviews with key stakeholders including key government counterparts, donor community members, the leadership and management of the project, relevant UNDP officials and project donors, to collect relevant data for the evaluation report.
- Develop evaluation questions around relevance, effectiveness, efficiency and sustainability and designed for different stakeholders to be interviewed.
- Hold Key informant interviews with men and women, beneficiaries and stakeholders. All interviews should be undertaken in full confidence and anonymity. The final Evaluation report should not assign specific comments to individuals.
- Semi-structured interviews will be held with key stakeholders including key government counterparts, donor community members, representatives of key civil society organizations, and implementing partners. All interviews should be undertaken in full confidence and anonymity. The final evaluation report should not assign specific comments to individuals.
- The evaluator is expected to follow a participatory and consultative approach that ensures close engagement with the evaluation managers, implementing partners and direct beneficiaries.
- Questionnaires including participants in development programmes, and questionnaires involving other stakeholders at strategic and programmatic levels.

Field visits and on-site validation of key tangible outputs and interventions

Data review and analysis of monitoring and other data sources and methods.

- Ensure maximum validity, reliability of data (quality) and promote use; the evaluation team will ensure triangulation of the various data sources.
- The final methodological approach including interview schedule, field visits and data to be used in the
- evaluation should be clearly outlined in the inception report and be fully discussed and agreed between UNDP, stakeholders, and the evaluators.

Evaluation products (deliverables)

- Evaluation inception report (10-15 pages). The inception report should be carried out following and based on preliminary discussions with UNDP after the desk review, and should be produced before the evaluation starts (before any formal evaluation interviews, survey distribution or field visits) and prior to the country visit in the case of international evaluators.
- Evaluation debriefings. Immediately following an evaluation, UNDP will ask for a preliminary debriefing and findings.
- Draft evaluation report
- Evaluation report audit trail. Comments and changes by the evaluator in response to the draft report should be retained by the evaluator to show how they have addressed comments.
- Final evaluation report.
- Presentations to stakeholders and/or the evaluation reference group
- Evaluation brief and other knowledge products or participation in knowledge-sharing events, if relevant.

6. Evaluation Team - Required Skills and Experience

The outcome evaluation will be undertaken by two (2) national evaluators comprising of an Evaluation Team Leader and an Evaluator.

6.1 National Consultant – The Evaluator

Required Competencies

- Demonstrates integrity by modeling the UN's values and ethical standards.
- Displays cultural, gender, religion, race nationality and age sensitivity and adaptability.
- Ability to conduct strategic planning, results-based management and reporting.
- Ability to actively seek to improve programmes/services, offer new and different options to solve problems.
- Excellent oral and written communication skills.
- Ability to establish and maintain good working relationships in a multi-ethnic, multi-cultural and multi-disciplinary environment.

Education

- At least a master's degree in Agricultural Science, Agri-Business, Development Studies or other Social Sciences

Experience

- Minimum 5 years programme management work experience in agricultural sector, growth market and productivity
- Minimum 5 years' experience evaluating projects in the agricultural sector
- Experience in undertaking programme and project monitoring and evaluation
- Demonstrable track record of producing high quality and analytical reports
- Experience in conducting evaluations for UN agencies, is an added advantage.
- Knowledge of/experience with UNDP monitoring and evaluation policies and procedures;
- Experience in evaluation of international donor driven development projects will be an advantage

Language Skills

- Written and oral communication skills in English (required)
- Excellent written and oral communication skills in English (required)

7. Evaluation Ethics

The evaluation must be carried out in accordance with the principles outlined in the UNEG 'Ethical Guidelines for Evaluation' and they must sign the Ethical Code of Conduct for UNDP Evaluations. Evaluators must be free and clear of perceived conflicts of interest. To this end, interested consultants will not be considered if they were directly and substantively involved, as an employee or consultant, in the formulation of UNDP strategies and programming relating to the outcomes and programmes under review. The code of conduct and an agreement form to be signed by each consultant are included in Annex

8. Deliverables and Timeframe

The expected duration of the assignment is 30 days starting March 2021

Deliverables	Estimated Number of Days
Desk review of project's documents and the preparation of the Inception report (Deliverable 1)	5
Submitting the Evaluation Inception Report and meetings with the UNDP to receive feedback on the inception report (Deliverable 2)	2
Interviews with the project team, stakeholders (Board members, MPs, parliamentary staff, donors, government officials, CSOs, including field visit to Dodoma); and preparation and submission of the draft Terminal evaluation report (Deliverable 3)	10
Preparation and submission of the final terminal evaluation report following the written feedback of UNDP on the draft report (Deliverable 4)	13

While UNDP will provide some logistical support during the evaluation, for instance assisting in setting up interviews with senior government officials, it will be the responsibility of the evaluators to logistically and financially arrange their travel to and from relevant project sites and to arrange most interviews. Contact details will be provided by UNDP staff upon request. Planned travels and associated costs should be included in the financial proposal and included in the Inception Report and agreed with UNDP.

9. Fees and Payments

Interested consultants should provide their requested fee rates when they submit their expression of interest in USD for the Evaluation Team Leader and TZS for the National Consultant. Financial proposals should include all expected local and national travel costs within Tanzania, including DSA. Fee payments will be made upon acceptance and approval by the UNDP Country Office of planned deliverables, based on the following:

- Payment 1: 15% upon confirmation by UNDP of satisfactory delivery of Deliverable 1 and 2
- Payment 2: 35% upon confirmation by UNDP of satisfactory delivery of Deliverable 3

- Payment 3: 50% upon confirmation by UNDP of satisfactory delivery of Deliverable 4

10. Evaluation Criteria

Criteria	Weight
Technical Proposal	70 points
Extensive practical international experience in or with Agricultural Science, Agri-Business, Development Studies or other Social Sciences	10
Sound track records in managing successful impact evaluations preferably within the technical area of the TOR (projects Agricultural Science, Agri-Business)	20
The technical proposal should demonstrate a sound understanding of the TORs and must adequately describe the mentioned approach, methodology and timeline of the assignment.	40
Financial Proposal	30

11. Approval

This TOR is approved by:

Name: Sergio Valdini

Designation: Deputy Resident Representatives

Signature: _____ Date: _____

12 Annex

ANNEX 1: Documents to be consulted

- United Nations Development Assistance Plan 2016-2021
- UNDP Country Programme Document 2016-2021
- Project Documents, reports and project evaluation reports
- ROAR reports
- UNDP Evaluation Guide and addendum
- UNDG Ethical Code of Conduct of Evaluators

ANNEX 2: Evaluation Matrix

Evaluation matrices are useful tools for planning and conducting evaluations; helping to summarize and visually present an evaluation design and methodology for discussions with stakeholders. In an evaluation matrix, the evaluation questions, data sources, data collection, analysis tools and methods appropriate for each data source are presented, and the standard or measure by which each question will be evaluated is shown.

Relevant evaluation criteria	Key Questions	Specific Sub-Questions	Data Sources	Data collection Methods/Tools	Indicators/ Success Standards	Methods for Data Analysis

ANNEX 3: Evaluation Report Template

The length of the Report should not exceed 40 pages in total (not including annexes)

- Title and opening pages
- Table of contents
- List of acronyms and abbreviations
- Executive summary
- Introduction
- Description of the intervention
- Evaluation scope and objectives
 - Evaluation scope
 - Evaluation objectives
 - Evaluation criteria
 - Evaluation questions
- Evaluation approach and methods
 - Data sources
 - Sample and sampling frame (if applicable)
 - Data collection procedures and instruments
 - Performance standards
 - Stakeholder engagement
 - Ethical considerations
 - Background information on evaluators
 - Major limitations of the methodology
- Data analysis
- Findings and conclusions
 - Findings
 - Conclusions
- Recommendations
- Lessons learned
- Report annexes

ANNEX 5: Ethical Code of Conduct for UNDP Evaluation

Evaluators:

- Must present information that is complete and fair in its assessment of strengths and weaknesses so that decisions or actions taken are well founded
- Must disclose the full set of evaluation findings along with information on their limitations and have this accessible to all affected by the evaluation with expressed legal rights to receive results.
- Should protect the anonymity and confidentiality of individual informants. They should provide maximum notice, minimize demands on time, and respect people's right not to engage. Evaluators must respect people's right to provide information in confidence and must ensure that sensitive information cannot be traced to its source. Evaluators are not expected to evaluate individuals and must balance an evaluation of management functions with this general principle.
- Evaluations sometimes uncover evidence of wrongdoing. Such cases must be reported discreetly to the appropriate investigative body. Evaluators should consult with other relevant oversight entities when there is any doubt about if and how issues should be reported.
- Should be sensitive to beliefs, manners and customs and act with integrity and honesty in their relations with all stakeholders. In line with the UN Universal Declaration of Human Rights, evaluators must be sensitive to and address issues of discrimination and gender equality. They should avoid offending the dignity and self-respect of those persons with whom they come in contact in the course of the evaluation. Knowing that evaluation might negatively affect the interests of some stakeholders, evaluators should conduct the evaluation and communicate its purpose and results in a way that clearly respects the stakeholders' dignity and self-worth.
- Are responsible for their performance and their product(s). They are responsible for the clear, accurate and fair written and/or oral presentation of study limitations, findings and recommendations.
- Should reflect sound accounting procedures and be prudent in using the resources of the evaluation.

Evaluation Consultant Agreement Form

Agreement to abide by the Code of Conduct for Evaluation in the UN System

Name of Consultant:

Name of Consultancy Organization (where relevant):

I confirm that I have received and understood and will abide by the United Nations Code of Conduct for Evaluation.

Signed at _____ on _____

Signature: _____

