

Terms of Reference



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UNDP
United Nations Development Programme

TOR for Impact Evaluation (Endline Study) UNDP ZIMBABWE RESILIENCE BUILDING FUND PROGRAM

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1. BACKGROUND & CONTEXT

Over the last two decades, Zimbabwe has experienced a number of unprecedented economic, climatic, environmental and political shocks and stresses, many of which will have long-lasting impacts. Poverty, food insecurity, malnutrition, and environmental degradation are serious challenges in Zimbabwe, particularly in rural areas, and will continue to be challenging due to the effects of climate change. The concept of resilience has emerged as a plausible framework among humanitarian and development actors and governments as a longer-term and more cost-effective strategy for substantially improving regional or local capacity to withstand shocks and stresses, ultimately leading to a reduced need for humanitarian response. Since Independence on the 18th of April 1980, rural development programmes in Zimbabwe have centred primarily on agriculture and food security within smallholder farming systems. While these have helped improve livelihoods for many rural communities, not everyone is dependent on farming for their livelihoods. Indeed, not everyone wants to be a farmer, and this includes some who are at present, farming on very small plots. Furthermore, many of these programmes have failed to deliver the levels of expected economic transformation and certainly have failed to protect smallholders from recurrent climatic, macroeconomic and other shocks due to their lack of resilience lens.

The nature of risks and their inter-relations is changing, especially in rural communities. Progress towards sustainable development and peaceful societies is undermined by multiple and intersecting threats that are intensified by several persistent risk drivers, including more persistent and recurring floods, long dry spells, drought and prolonged and volatile macroeconomic challenges. Of late cyclones transboundary pest infestation and COVID-19 are further exacerbating the level of vulnerability of communities. Making progress towards the SDGs in such a volatile context will be contingent on our collective ability to address interconnected risks. Resilience is a unifying approach, especially in rural areas, that transcends the humanitarian, development, human rights, and peace and security divide and can guide the design of integrated and cost-effective approaches to lower risks, reduce vulnerability of at-risk communities and thereby prevent a crisis. The Zimbabwe Resilience Building Fund (ZRBF) is a six-year multi-donor initiative, which started in 2015 and currently has an overall budget of close to USD 100 million. The ZRBF was set up to assist communities to proactively make decisions on responding to severe economic, environmental, climatic, and social shocks and stresses in Zimbabwe's fluid development context. It is envisaged that ZRBF will assist communities by building their resilience to the shocks and stresses that

they face instead of being dependent on external actors in times of crisis. The programme also aims to contribute to lowering the annual request for humanitarian assistance by targeting areas that have been perpetual recipients of relief assistance.

ZRBF is managed by the United Nations Development Programme (UNDP), as the Administrative Agent, with the main government partner being the Ministry of Land, Agriculture, Fisheries, Water and Rural Development (MoLAFWRD) under a national implementation modality. ZRBF is supported with funds from the European Union (EU), the Foreign, Commonwealth and Development Office (FCDO), the Swedish Development Agency (SIDA), the Danish government and United Nations Development Programme (UNDP). The donor contributions to the programme are: EU USD44.1M(€40.1m), FCDO USD35.69m (£28m), Sweden USD 14.4m (SEK135m), Danish Government USD2.99M (DKK20M) and UNDP USD\$2m. This initiative has a strong focus on evidence-based programming and the work focuses on 3 overall sets of components.

Component 1: Increase effective evidence-based institutional, legislative and policy frameworks in place at national and sub-national levels for resilience. The component has focuses on capacity building and generation of evidence and ensure its utilization in policy and programming decisions. Funded activities included developing evidence around the impact and vulnerabilities to shocks and climate change, and build coalitions of change to influence relevant Government of Zimbabwe policies (e.g. the Food and Nutrition Policy, the National Gender Policy, the Environmental Act, the Traditional Leaders Act, the Disaster Risk Management policy, the new Social Protection Framework) and other donors. Furthermore, more than 20 analytical work and technical notes were generated to inform policy and programming decisions and this includes hazard mapping, barrier analysis to small grain production and value chain, and Humanitarian analysis to mention a few. The programme provided both technical and financial support to national surveys that are critical for resilience programming such as ZIM Vulnerability Assessment, Crop and Livestock Assessments and The Poverty, Income, Consumption and Expenditure Survey (PICES) to inform policy and programming decisions. Capacity development of government departments that include hardware and capacity building trainings in data management, analysis and utilization was also done.

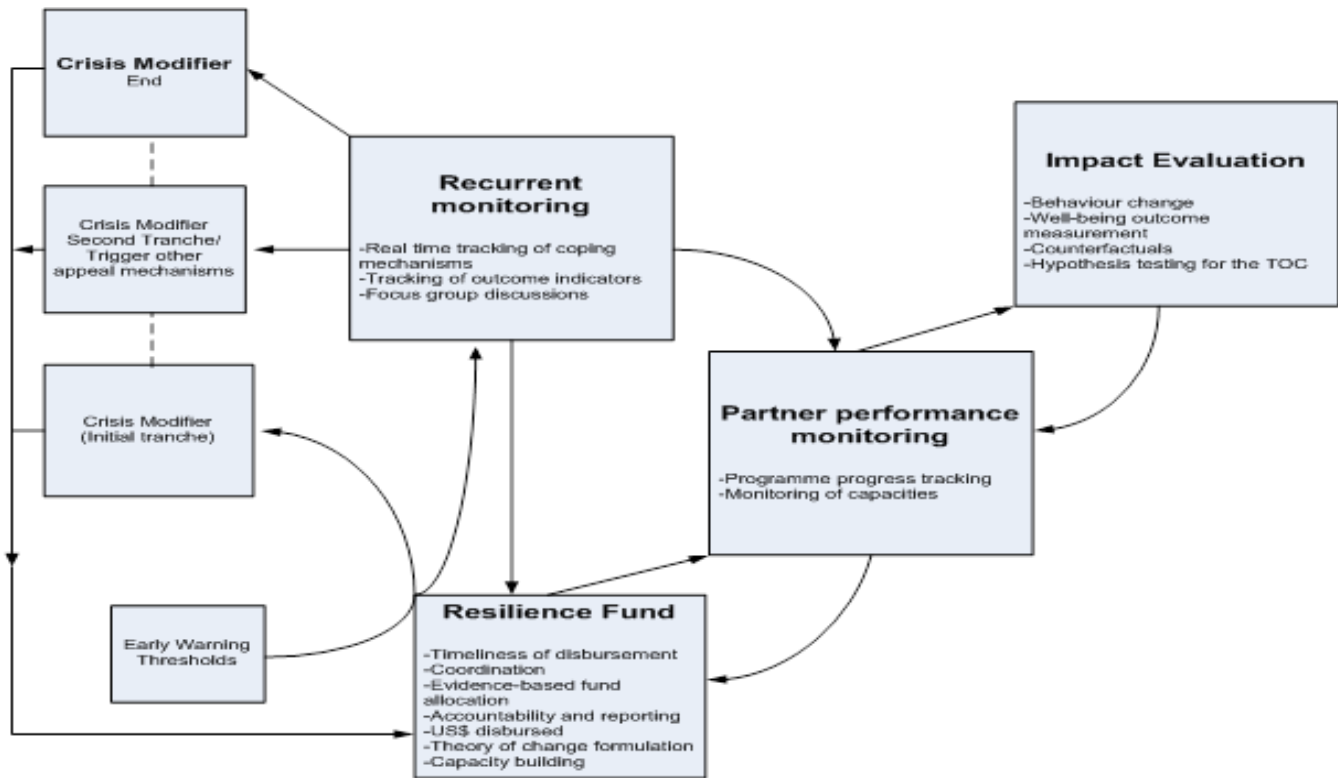
Component 2: Increase the absorptive, adaptive, and transformative capacities to face shocks and the effects of climate change for approximately 1,115,000 people, in vulnerable communities frequently exposed to multiple hazards. ZRBF has supported a combination of interventions implemented in innovative, cost effective and sustainable ways to address both the causal links between hazards exposure, poverty, limited rural livelihoods options and food insecurity, and also take into account key social aspects of health, nutrition, access to basic services and social practices. Intervention implemented include but not limited to disaster risk reduction/management (DRR/DRM), early warning and early action support to improve absorptive capacity by helping households and communities reduce risk and absorb the impacts of shocks without permanent, negative impacts to their livelihoods (**Absorptive Capacity Activities**).

Support in context specific, risk informed livelihoods and economic activities diversification, asset accumulation, and improved social and human capital for households and communities to make proactive and informed choices about alternative livelihood strategies based on an understanding of changing conditions (**Adaptive Capacity Activities**). Strengthening of governance mechanisms, policies/regulations, infrastructure, community networks, and formal and informal social protection mechanisms that constitute the enabling environment necessary for systemic change (**Transformative Capacity Activities**).

Component 3: A crisis modifier that can provide early warning, early action to reduce impact of climate induced shocks for the fund in ZRBF programme areas. It is a pre-humanitarian tool that can be used to quickly mobilise resources prior to a major shock in order to protect development gains. The programme managed to set up a robust High Frequency Monitoring System to support activation of the Crisis Modifier (CM) and a standard operating procedure was developed to guide operationalization of the Crisis Modifier, and this has improved the efficiency and effectiveness of the CM. From inception (2016) 6 cycles of CM were successfully activated. De-prioritization of certain activities in preference of critical ones to reduce severity of identified shocks was conducted throughout the implementation period. As a result, there has been early warning for early action that has protected development gains built under component 2.

Based on the evidence from Component 1, the programme targeted chronically vulnerable areas with high levels of poverty and/or food insecurity, where the negative effects of climate change are already manifesting themselves, and where frequent and/or multiple shocks occur. These areas often received repeated rounds of humanitarian assistance and are where climate stresses are having the greatest negative impact and longer-term approaches are required. Further the programme has a robust M&E system as articulated below

Figure 1. M&E System for ZRBF



2. PURPOSE, OBJECTIVES & SCOPE

The purpose of this evaluation is to assess the Endline status of key indicators and understand what works in resilience programming in Zimbabwe, how and why. Results will be used to compare with baseline status, to test the program theory of change and understand the relationship between variables at community, household, and individual level to inform future program design. As such this evaluation focusses on the following evaluation areas:

1. Carry out a robust final impact evaluation for the Zimbabwe resilience building fund & projects (End-line evaluations)
2. Test the program and projects Theory of Change (ToC) through quasi-experimental or experimental methods to determine their impact on resilience outcomes at community, household and individual level. Understand the impact of the ZRBF on the resilience of households and communities. This evaluation area should also focus on the core capacities on which resilience is built and should ride on design and results of the baseline and outcome monitoring surveys conducted during implementation.
3. Investigate the relationships between household outcomes, shock exposure, and resilience capacities in the ZRBF and selected projects.

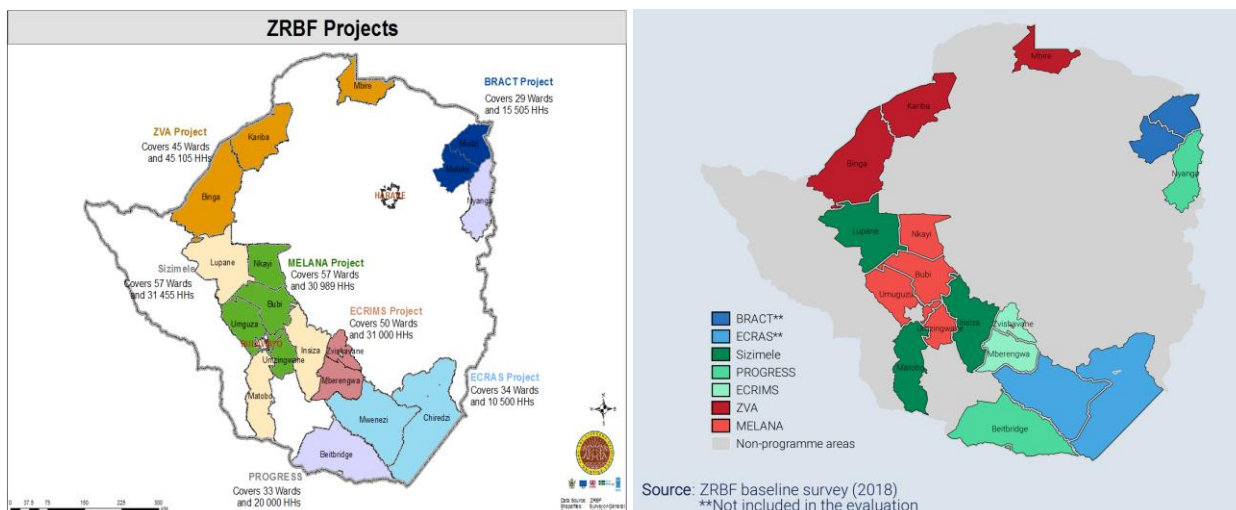
4. An assessment of the use of evidence generated by the programme under Component 1, which is expected to be used to both improve resilience programming as well as inform policy making within Zimbabwe.
5. An assessment of the extent to which the Component 3 crisis modifier has been able to respond to humanitarian shocks and protect development gains.
6. Conducts a Value for Money Assessment (VFM) that considers the financial costs in order to examine whether the ZRBF has offered VFM in terms of the cost to deliver the programme.

The programme-level baseline survey was designed as the first step in a two-part evaluation process (i.e. baseline & end-line) with the final evaluation at program end as the second step. Both steps should be conducted at approximately the same time of the year that is the lean season (January to April 2022). Data collection for project-level impact evaluations will be conducted at same time and geographical areas as baseline, building on the overall baseline if possible. The contractor expects to conduct the final evaluation (end line) as close as possible to the end of the program June 2022 for the projects, depending on prevailing conditions at that time.

UNDP Zimbabwe Resilience Building Fund is seeking the services of an independent contractor to carry out end line evaluation for the ZRBF Program. The contractor will work closely with the UNDP ZRBF Management Unit, EU, FCDO, SIDA, GoZ and/or Lead grantees for specific result areas to execute the survey. The scope of this evaluation covers the period from November 2021 to June 2022.

ZRBF program targets 18 rural districts for the direct interventions via awarded grantees for improving the absorptive, adaptive and transformative capacities of at-risk communities. The baseline, quantitative survey covered 4,200 households in 210 wards (communities), across 14 selected districts in January and February 2018. The quantitative survey was designed as a panel survey meaning that the same households and communities will be revisited at the endline round of evaluation. The quantitative evaluation follows both treatment households who are exposed to the ZRBF programme and control households who have not been exposed, allowing for the implementation of a quasi-experimental methodology known as Coarsened Exact Matching, which will be used to rigorously attribute the impact of ZRBF interventions on resilience and the capacities that underpin this resilience. This is expected to be complemented by a small qualitative research study that focusses on baseline perceptions of the functioning of the crisis modifier under Component 3, as well as the progress made with the delivery of Component 1&2.

ZRBF Programme Locations



3. AUDIENCE AND INTENDED USES

The main users of the evaluation will be UNDP, its development partners, (EU, FCDO and SIDA), the ZRBF implementing partners, the Government of Zimbabwe and the grantee recipients. It is expected that the findings of the evaluation will deliver insights on the overall impact of the interventions, achievements and challenges and future recommendations.

4. EVALUATION DESIGN & QUESTIONS

The Contractor is expected to help formulate and incorporate evaluation questions into the survey in line with the purpose and specific objectives of the evaluation and concert with the grantees for each project.

- Specify the recommended evaluation questions in more detail based on evidence gaps in the Theory of Change, initial experience, and results of the baseline and in between outcome monitoring surveys results and the requirements of stakeholders of the evaluation
- Adhere and make necessary adjustments to the evaluation design already in place for the baseline following the applied evaluation methods, 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, and provide indicative budgets and timeframes for its completion aligned to the baseline.

The intent is to include additional variables or strata that will add to the anticipated ZRBF Next generation extension and help strengthen next program design, impact consolidation and sustainability. Building on the objectives outlined above the primary evaluation questions are:

a) Programme level:

- What is the impact of ZRBF (can include a combination of interventions) on community, household and individual resilience, as measured through KPI4 and other ZRBF-relevant impact and outcome indicators? To what extent has beneficiary resilience increased as a result of selected ZRBF? What is the impact of selected ZRBF interventions/projects on women and young people? How have women and young people contributed to the achievement of the results / impact?
- To what extent the relationships between household outcomes, shock exposure, and resilience capacities in the ZRBF selected districts improved as the result of ZRBF?
- What is the impact of shock response mechanism on resilience, e.g., timeliness and effectiveness of shock response in comparison to in-kind humanitarian aid? Are the triggers of the crisis modifier / shock response appropriate?
- To what extent has evidence been used in ZRBF programming, policy and decision making
-
- How effective was the crisis modifier in protecting development gains?

b) Project level:

- **Impact:** What is the impact of selected ZRBF-funded projects (can include a combination of interventions) on community, household and individual resilience, as measured through KPI4 and other ZRBF-relevant outcome indicators? To what extent has beneficiary resilience increased as a result of selected ZRBF projects? What is the impact of selected ZRBF projects on women and young people? How have women and young people contributed to the achievement of the results / impact?
- **ToC:** Which interventions or combination of interventions worked or failed to work, for whom and why and under what range of climate conditions? What, if any, are the unintended consequences, positive and negative, of selected ZRBF-funded projects?
- **Value for Money:** How cost-effective are selected ZRBF resilience interventions and combinations of interventions compared to other relevant resilience programmes globally, and why?

The Contractor is expected to refine the priority evaluation questions and select and refine some of the secondary questions put forward above based on review of the available programme documents such as annual reports, outcome monitoring survey reports etc.

5. METHODOLOGY

The Contractor should explain in detail the adjusted evaluation design and methodology they propose to use for the different aspects of the evaluation tapping of the baseline design, the potential risks and challenges for the evaluation and how these will be managed. The evaluation management expect the methodology to ride from the baseline and outcome monitoring surveys done before and that at the programme level, questions will be answered through quantitative and qualitative data, and at the project level priority questions will be answered using experimental or quasi-experimental methods.

Programme level:

- The Contractor is expected to take responsibility for all aspects of the Endline quantitative survey, including sampling design adjustments, questionnaire instrument updating, field work, and data collection, entry, cleaning, treatment, and analysis. The Contractor will be responsible for collecting data on all selected indicators listed in the ZRBF M&E Plan and reference guide, plus a limited number of additional indicators in line with the program ToC. The final list of indicators to be collected will be discussed and agreed upon in consultation with UNDP ZRBF, EU, FCDO, GoZ and ZRBF grantees. Given that UNDP requires for this program that the endline survey be an impact evaluation, the survey will be built on key research questions/hypotheses formulated from the theory of change. The evaluation will involve an end line measurement of indicators with a clear strategy to compare the resilience of participants and non-participants and use of baseline results and outcome monitoring survey to some extent. A counterfactual analysis¹ will also be considered to compare what actually happened and what would have happened in the absence of the intervention. Managing attrition rates would be required to ensure sufficient overlap in the panel of data collected for the baseline and end line. The Contractor should specify the details of the adjusted sampling design in the Inception Plan document in advance of field implementation.

¹ This is achieved through quasi-experimental design that controls for differences in the intensity and timing of the programme.

The practical reality of implementation and changing context will determine which design options are most feasible. The evaluators would be expected to work closely with the UNDP, FCDO and EU M&E teams during assignment. The Contractor is expected to use different data collecting methods: desk review, direct observation, quantitative survey, interviews, and focus group discussions, to establish Endline status as stated in the purpose and specific objectives of this evaluation.

At the project level, options for impact evaluation questions could include:

- What has been the overall Value for Money for the delivery of the resilience capacities of the programme?
- Could the intervention have been implemented with fewer resources without reducing the quality and quantity of the results?

The practical reality of implementation and changing context will determine which design options are most feasible. The contractor should note that we are committed to quality and rigor in line with international good practice in evaluation, as set out in UNDP's and FCDO/DFID's evaluation policy. As per UNDP, FCDO & EU evaluation policy, the evaluation should adhere to international best practice standards in evaluation, including the OECD DAC International Quality Standards for Development Evaluation, the OECD DAC principles Standards for Development Evaluation, and UNEG's Ethical guidelines for Evaluation. The methods and assessment frameworks employed for this evaluation should facilitate the collection and analysis of data, be relevant to the evaluation specific objectives and questions, and make optimal use of existing data.

The Bidder is expected to provide a clear description of the updated 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. 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 and followed up from the baseline dataset. 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

improved absorptive, adsorptive & transformative and improved nutrition ultimately leading to improved and sustainable food and nutrition security.

6. SURVEY DELIVERABLES, TIME-FRAME FOR THE PROCESS AND MILESTONES²

The Contractor will be engaged for a period of up to 6 months, between December 2021 and May 2022 with work commencing following completion of the necessary contractual arrangements and team mobilisation. The indicative timeframe for the activities and outputs for the Inception and Implementation Phase is summarised in the Table below. The management team expects Contractors to propose a detailed work plan, having regard to the following:

Table 2: The following deliverables are required from the Contractor team:

	Deliverables	Timeline (2021-2022)					
		Dec	Jan	Feb	Mar	Apr	May
1	Evidence of insurances and permits for implementing survey and other data collection activities in each districts in electronic form						
2	Inception report and detailed survey implementation plan: Specifying details for updated methodology, critical tasks, anticipated outputs, date-bound timelines, resource needs, and responsible person(s). Composition of a standard field survey team, including expected tasks and responsibilities of each team member, should also be described.						
3	Updated Quantitative survey instrument Detailing a questionnaire instrument that responds to the needs to ToR and any supplemental questionnaire components, such as those that may be required to address the inclusion of gender, ZRBF program indicators, and grantee-specific indicators.						
4	Updated Qualitative evaluation description and guidance Detailing the methods to be used, general domain of questions to be asked, and instructions and guidance that will be provided to those collecting the qualitative data.						

5	Supervisor and enumerator training curriculum a. Updated training materials to address the quantitative and qualitative components of the survey. b. Developing supporting materials and carrying out anthropometric standardization with enumerators. c. Pilot testing the quantitative survey instrument during enumerator training with a small number of households that are not included in the sampling frame. It is recommended that each enumerator team have the opportunity to carry out at survey with at least two households during the pilot testing phase					
6	Sampling plan document Updated detailing a sampling plan for the quantitative population-based household survey that responds to the specific objectives and evaluations questions.					
7	Field procedure manual Detailing a field procedure plan for the quantitative population-based household survey that responds to the specific objectives and evaluations questions.					
8	Data treatment and analysis plan Updated detailing a data treatment and analysis plan that responds to the specific objectives and evaluations questions.					
9	Data set, data codebook, edit rules, and syntax for data analysis, including syntax for variable transformations					

	a. Raw data set; b. Edit rules for cleaning data; c. Data codebook; d. Syntax for all data analysis and variable transformations; e. Final data set for each implementing partner that includes cleaned data, sampling weights at each stage, final sampling weights, and all derived indicators; and f. Sampling weights used to tabulate the aggregate-level estimates for the ZRBF performance Indicators					
10	Briefings for the UNDP ZRBF Management unit, steering committee, GoZ and development partners Presenting findings, conclusions, lessons learned, and recommendations of the baseline survey. A formal, final briefing should include a PowerPoint presentation and cover the contents of the evaluation's report, such as findings, conclusions, lessons learned, and recommendations					
11	Draft Endline survey report a. The draft report must be presented in English. b. Presenting the estimates and confidence interval for all indicators (impact and outcome) at the overall program level and by implementing partner.					
12	Final Endline survey report This report will be a revised version of the draft Endline survey report that incorporates the comments of the steering committee, UNDP, EU, FCDO, GoZ & grant recipients consortia. The final report must be presented in English. Any translation costs must be considered in the Contractor's cost proposal.					

7. TEAM COMPOSITION & REQUIRED COMPETENCIES

The required areas of technical and subject matter expertise represented on the team should reflect the multi-sectoral nature of ZRBF program and the expertise required to conduct qualitative research and quantitative population-based household surveys. The evaluation team should include the following key personnel:

- A) Evaluation Team Leader** (This individual will serve as team leader in a full-time position for the duration of the evaluation. S/he will be the primary point of contact between UNDP, the evaluation review committee and the evaluation team and have responsibility for the overall compilation of the final baseline & endline survey reports).
- B) Senior Evaluation Specialist** – This individual will be responsible for designing, managing, and coordinating the evaluation approach
- C) Qualitative Research Specialist** – This individual will be responsible for designing, managing, and supervising qualitative data collection
- D) Field Operation Manager** – This individual will be responsible for planning, managing, and supervising survey data collection in-country.

The key essential competencies and experience that contractor's team will need to deliver the work are:

- Extensive knowledge of impact evaluation methods and techniques

- Strong qualitative and quantitative research skills;
- Good knowledge and understanding of resilience in international development, incl. good understanding of resilience measurement concepts and existing resilience funds and their research outputs (e.g. BRACED)
- Good understanding of the Zimbabwean context. Preferably, the evaluation team will include Harare based/Zimbabwean team member(s).
- Good network of experienced enumerators, supervisors, and data entry clerks in the country where the field work will be conducted or demonstrated ability to effectively recruit skilled enumerators, supervisors, local language and data entry clerks in developing countries;
- Demonstrated experience to engage and use statistical or evaluation firms and institutions in the country where the field work will be conducted or in developing countries;
- Demonstrated strong capacity in sampling, data management, analysis, and statistics;
- Strong knowledge in any of the following software programs: CS-Pro, SPSS, Stata, SAS, or any other analytical software with the capacity to take into account complex survey designs; and
- Demonstrated ability to deliver quality written and oral products (evaluation report and PowerPoint briefing). PhD or Master's Degree in development economics, agricultural economics, applied statistics or related field
- Good knowledge of gender analysis

As per the key competence presented above and given the multi-sectoral approach of ZRBF program, the Contractor will be expected to involve sectoral experts in the areas of agriculture, livelihoods, livestock, health, and nutrition, as needed. These experts can either be external consultants engaged on a full- or part-time basis or members of the selected firm with the necessary

skills. The additional sectoral experts may be needed based on the Zimbabwe context and ZRBF program activities.

8. JOINT EVALUATION MANAGEMENT & IMPLEMENTATION ARRANGEMENTS

While the evaluation will be independently designed, led, and reported by the Contractor, staff from UNDP, FCDO, EU, SIDA, GoZ and consortia will provide input and be involved during all stages. The Contractor will consult with the ZRBF team, the development partners, the implementing partner and the awarded grantees to understand the program description and theory of change, obtain inputs for the quantitative survey instrument and qualitative evaluation, and receive contextual information to properly develop a sampling and logistics plan. In discussion and coordination with ZRBF, the Contractor will provide draft and final versions of specific deliverables to the steering committee, UNDP, FCDO, EU, SIDA, GoZ and awarded grantees for review and information. The contractor is expected to work closely and overseen by evaluation technical review committee, which is linked to the overall ZRBF steering committee. This group will be responsible for approving the evaluation outputs and commenting on draft reports. The evaluation review committee will include ZRBF Management Unit, EU, FCDO, SIDA, GoZ & Grantees. The contractor will be responsible for delivery of all expected evaluation outputs. UNDP ZRBF's Monitoring and Evaluation Specialist will lead/day-to-day point of contact for all technical issues and ZRBF Programme Manager will oversee the processes and approval of the deliverables. ZRBF Management Unit, FCDO, SIDA, EU & GoZ will have unlimited access to the data and material produced by the contractor. Specifically, the relevant drafts outputs (e.g. inception report) of the evaluation should be circulated to and discussed with relevant program stakeholders. Liaison will include regular meetings with the ZRBF Management Unit and one or more presentations by the contractor. UNDP will be responsible for a management response to the evaluations recommendations, and for their implementation. Where relevant, recommendations from the evaluation will be forwarded to development partners, grantees and implementing partner for their consideration.

9. LOGISTICS

- 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.
- It is expected that the evaluation process to be set up should conform to OECD-DAC principles of accuracy and credibility and to the evaluation principles set out in the UNDP's policy on evaluations. The contractor should set out how they will ensure the study is ethically sound and comply with relevant ethical protocols.
- UNDP ZRBF PMU will provide overall direction to the contractor, identify key documents, and assist in facilitating a work plan.
- The Contractor is responsible for arranging other meetings as identified during the course of this evaluation and advising the evaluation committee to each of those meetings.
- The Contractor will be responsible for procuring its own computers, internet access, printing, photocopying, and other logistics arrangements with the local authorities.
- The Contractor will be required to make its own payments.
- UNDP, EU, FCDO, SIDA, and GoZ and grantees personnel will be made available to the team for consultations regarding sampling adjustment, geographical targeting, sources, and technical issues before and during the evaluation process.

10. 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 6 above and should dissect through the design strategy, knowledge management and the final impact evaluation. UNDP ZRBF PMU will assess, discuss and agree the appropriateness of the proposed milestones with the winning bidder before the contract is signed-off.

11. REPORTING FORMAT

The format for the evaluation reports (a program level and 1-2 project level) are as follows:

1. **Cover page, Table of Contents, List of Acronyms;**
2. **Executive Summary** should be a clear and concise stand-alone document that states the most salient findings, conclusions, and recommendations of the evaluation and gives readers the essential contents of the evaluation report in two or three pages. The Executive Summary helps readers to build a mental framework for organizing and understanding the detailed information within the report.
3. **Introduction** should include purpose, audience, and synopsis of task;
4. **Methodology** should describe sampling design, evaluation methods, data collection techniques, constraints and limitations of the evaluation process and rigor, and issues in carrying out the evaluation;

5. **Overview of the Current risks, vulnerability and resilience Situation** in the country and selected districts;
6. **Summary of results** should present evaluation findings in table form for all the indicators by grantees geographical area and for the aggregate for the ZRBF program;
7. **Findings** should present findings in response to the evaluation questions. Baseline and Endline values must be presented in quantitative format and complemented by descriptive analysis for each grantees and at the aggregate program level;
8. **Conclusions and Recommendations** should provide additional analysis of the data and results, drawing out programmatic and organizational recommendations for planning or modifying program design and the theory of change. Recommendations must be relevant to program and context and include concrete and realistic steps for implementing or applying the recommendation.
9. **Annexes** should document the evaluation methods, TOR, schedules, interview lists and tables and be succinct, pertinent, and readable.
 - a. References, including bibliographical documentation, meetings, interviews, and focus group discussions;
 - b. List of stakeholder group with number, type, and date of interactions;
 - c. Data collection instruments in English and the local language, including qualitative protocols developed and used;
 - d. Data sets in electronic format;
 - e. Data dictionary and program files used to process the data in electronic format;
 - f. Evaluation survey TOR; and
 - g. Other special documentation identified as necessary or useful.

12. ETHICS

The contractor is required to conduct the evaluation in accordance with the principles outlined in the UNEG ‘Ethical Guidelines for Evaluation’³ and these issues should be address in the design and implementation of the evaluation, including evaluation ethics and procedures to safeguard the rights and confidentiality of information providers, for example: measures to ensure compliance with legal codes governing areas such as provisions to collect and report data, particularly permissions needed to interview or obtain information about children and young people; provisions to store and maintain security of collected information; and protocols to ensure anonymity and confidentiality.

13. DUTY OF CARE

³ <http://web.undp.org/evaluation/guidance.shtml#handbook>

The Contractor is responsible for the safety and well-being of their Personnel (as defined in the Contract) and Third Parties affected by their activities under this contract, including appropriate security arrangements. They will also be responsible for the provision of suitable security arrangements for their domestic and business property. UNDP will share available information with the Contractor on security status and developments in-country where appropriate. The Contractor is 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. Travel advice is available on the UNDSS website and the Contractor must ensure they (and their Personnel) are up to date with the latest position.

Contractor must develop their proposal on the basis of being fully responsible for Duty of Care in line with the details provided above. They must confirm in their proposal 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 the capability to manage their Duty of Care responsibilities throughout the life of the contract.

If you are unwilling or unable to accept responsibility for Security and Duty of Care as detailed above, your proposal will be viewed as non-compliant and excluded from further evaluation.

14. INTELLECTUAL PROPERTY

UNDP, GoZ, DFID & EU shall, solely and exclusively, own all rights in and to any work created in connection with this agreement, including all data, documents, information, copyrights, patents, trademarks, trade secrets or other proprietary rights in and to the work. The Contractor is not allowed to withhold any information related to this agreement, as this will become public information.

15. EVALUATION CRITERIA FOR PROPOSALS

Contractor proposals will be evaluated on the merit of the proposed approach including the following criteria:

- 1) Technical Approach as illustrated in the description of proposed methodology.
- 2) Timeline reflecting proposed activities, which emphasizes the ability to meet the proposed deadlines.
- 3) Key personnel and composition of the technical team, including CVs and commitment of availability. UNDP would like the Team Leader and key personnel identified as practical. UNDP will also consider the contractor's ability to engage and use local firms.

- 4) Past performance including a sample document (preferably on related areas) provided as a writing sample to evaluate these criteria. The contractor should also include in the submission a list of references, preferably from UNDP, SIDA, EU & FCDO, related to the completion of impact evaluations for a related program.
- 5) Financial proposal

DocuSigned by:
Titus Kuuyuor 03-May-2022
Signed:..... Date:.....
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ZRBF Programme Manager- Titus Kuuyuor