Scope of Work

1. Background

Since January 2010, Land O’Lakes has been implementing the Rebuilding Livelihoods and Resiliency in Zimbabwe (ZDL) project, in Manicaland, Mashonaland East, Masvingo, Midlands and Matabeleland South Provinces of Zimbabwe. This USAID-funded project aims to build the livelihoods and promote food security of farmers through interventions in the livestock and dairy value chains. Livestock were once an important pillar of Zimbabwean households’ food production capacity and livelihood asset base, but herds and productivity have been decimated as households sold off whatever livestock and other assets they had at whatever price was offered to buy staple foods. The livestock and dairy sectors, and the Zimbabweans that depended on them, are in dire straits.

Organized under three program components, ZDL focuses on assisting vulnerable households, particularly women-lead households, to increase milk production; rebuilding the cattle and dairy herds through pass-on schemes; improving rangeland/fodder flow management and preventative animal health services; stimulating market linkages between value chain actors; building profitable livestock and dairy businesses; and promoting the use of donkey draught power in dairy production. The program has been implemented in two phases with roughly the same activities: January 2010–April 2011 (16 months); May 2011 – November 2013 (30 months).

Strategies and activities contribute to USAID’s IR 3.2.1: Improved Livelihoods, Income Generation, and Employment, including:

- Linking 1200 households receiving dairy cattle and their dairy farmers to high-value milk markets;
- Increasing access to animal health services for 1200 farmers through training of Community Animal Health Workers;
- Increasing capacity of rangeland/fodder flow management; and
- Promoting the use of donkeys for animal traction services and milk collection for 1,200 farmers.

2. Assignment objective

The main assignment objective is to document the impacts (intended or unintended) results of this project – considering project design, project targets, budget and the results realized. As part of this
objective, the assessment will generate key lessons and best practices that will inform implementation of other USAID projects, programs, new interventions, and innovation strategies. Finally, lessons learned will be made available to USAID/Zimbabwe, other development partners and local stakeholders who may continue to implement similar support strategies.

**Specific objectives include:**

- Carry out a quantitative survey of a sample of participating farmers, (1258 farmers total - sample frame) smallholder milk producer associations (MPAs) working with the program to track program progress towards set targets;
- Assess program progress in addressing environmental, youth and gender concerns. The consultant will be guided by the past ZDL Environmental Monitoring and Mitigation Reports for environmental concerns and household gender data for gender concerns;
- Identify any weaknesses in the implementation approach, project design, activity implementation and what could have been done more effectively or efficiently;
- Document cases (using case studies/testimonies) and quantify the extent to which the project made a positive impact at the household and community level;
- Document the impact using quantitative analysis and capital investment appraisal methods
- Identify the most significant constraints and/or difficulties in implementing the project and, where appropriate, how ZDL addressed them;
- Document lessons learned that have implications for similar interventions in the future, especially regarding sustainability of similar projects.

3. **Scope of Work**

The Consultant shall collaborate with Land O'Lakes staff to develop an appropriate survey design, including using statistical techniques to estimate the optimum sample size and random selection of survey participants, survey tools and methodology for conducting the evaluation. The Consultant will then be expected to take the primary lead in providing local expertise in the design phase, actual enumeration, and data collection during implementation in the field, data analysis and interpretation, support in drawing conclusions regarding the efficacy of the selected process and the results of the assessment and drafting a final evaluation narrative report.

a) **Micro enterprise level program data**

**Farm level**

Develop a farm level assessment questionnaire and protocol, collect and process exhaustive primary data on 1258 farmers participating in the ZDL program in 21 MCCs to evaluate/measure dairy enterprises performance in five key areas including;

- Farm budgets: Yield, cost of production and gross margins from the dairy enterprise
- Access and use of Business Development Services: Level of adoption of productivity enhancing technologies, including: Adoption of Artificial Insemination; stainless steel cans and bucket, fodder establishment, feed conservation, among others
- Dairy husbandry practices, including: Calving interval, Culling interval, milking period, heifer breeding maturity, animal housing, feeding, milk handling practices, routine health practices – drenching, and de worming among others
- Access to financial services as defined by farmers accessing loans by financial service providers
- Estimate number of short term jobs created at farm level in Full Time Equivalent (FTE).
- Milk production at farm level

The farmers will be classified as:

1. Group One: Households who received an in calf cow, and with at least one year of owning the cow given by the project.
2. Group Two: Households Producing milk for delivery to the MCCs
3. Group Three: Households with their own animals and did not receive either an in-calf dairy cow from the program but received technical training
4. Group Four: Households that either indirectly benefited or not benefited at all from the program and living in the same communities with direct beneficiaries.

There will be other sub-groups that we may want to tease from the data, and the way the data will be collected and coded at entry should permit such selection (e.g. a general group of households with training, but not receiving heifer/calf, for example).

**Milk Collection center level** Develop a questionnaire and protocol, collect and process performance data (from 2010 to current) on MCCs working with the ZDL program. Key indicators will include among others:

- Volume and value of milk purchased from smallholder dairy farmers (2010 to current)
- Volume and value of other inputs and services besides milk cooling and processing offered by the MCC. This will include a breakdown by input e.g. feeds; semen, drugs etc. (2010 to current) from MCCs that offer these inputs as an embedded service
- Financial performance of the MCCs based on ABS records

**Milk value chain**

- Develop a questionnaire to collect and process data on business growth - volume and value (from 2010 to current) from selected milk processors working with the program - the key variable being the volume and value of milk sold by the small holder farmers to the processing plants.

**Other stakeholders**
Develop a tool for interviewing other stakeholders who worked with the program to assess their views and perception about the program.

b) Environmental concerns

Farm level

Assess program mitigation measures on farm-level environmental threats including; Use of acaricides; AI; overgrazing; control of milk-borne diseases; and fuel wood among program beneficiaries.

MCC level

Compliance with set environmental standards as evidenced by compliance certificates from Dairy services for all MCCs.

c) Gender Concerns

Gauge the effectiveness of USG efforts to promote gender equality by measuring:

- Changes in attitudes about whether men and women should have equal opportunities in social, political, and economic spheres.
- Level of participation, including benefits accruing to women.

d) Personnel

Land O Lakes Personnel

- Full briefing by the LOL Chief of Party and senior technical team, with priority given to what the LOL team feels to be the principal accomplishments made over the life of the project, as well as lessons they have learned.
- The project staff should outline areas of program accomplishments, challenges, and where efforts may not have reached expectations (and why).
- Land O’Lakes M&E team on how the Performance Management Plan was (or was not) a useful tool for program monitoring over the life of the project.

USAID personnel

USAID/Zimbabwe AOTR to find out the USAID perception of the program, its challenges, accomplishments, and working relationships.

e) Reporting

Prepare a comprehensive narrative report detailing progress at all the levels of ZDL intervention, best practices and lessons learnt in program implementation. The report will also include the program progress on gender and environment. The report shall have tables and charts, graphs with the data disaggregated and the outputs for each intervention should be clearly spelt out in the report.
The output for the assessment will be a report with the following focal points:

- Efficiency and relevance of assistance to the target beneficiaries
- Sustainability of the project
- Analysis of objectives and outcomes against the activities
- Challenges, gaps and learning’s from implementation
- Recommendation and way forward aggregated by gender, age and MCC.

4. Deliverables

Deliverables under this consultancy will be:

- Prepare an evaluation report addressing the objectives of this final evaluation as outlined in this Scope of Work, including feedback from the presentation and recommendations on the overall Land O’Lakes ZDL program.
- The report will be submitted in both electronic and 3 hard copies. Please note that a report that does not meet the management’s expectations in terms of quality will not be accepted. A penalty will also be imposed for late submissions at a rate of 2.5% of the total value of the consultancy. This will be charged on a daily basis.
- Develop a Power Point presentation of evaluation findings, present and submit to Land O’Lakes and stakeholders.
- Fully address the concerns, comments, and issues raised during the presentation of the final evaluation report.
- Submit clean and final English versions of quantitative data sets in Excel formats and qualitative transcripts, field and interview notes in Word to Land O’Lakes.
- Produce pictures of the process.

5. Time frame and proposed Level of effort

This assignment will not take more than 45 Calendar days starting in the second week of September 2013. The consultant is expected to propose a staffing scenario/budget consistent with the requirements of the terms of reference.

6. Application Submission Requirements:

All interested candidates will submit their proposal to the following e-mail address, landolakesconsultant2013@gmail.com. The proposal must be organized as follows:
1. Technical proposal (not exceeding 15 pages): The technical proposal should reflect how the consultant will undertake all the tasks in the Scope of Work. The consultant will provide a detailed plan of specific activities and timetable for carrying out the assignment.

2. Financial Budget: The consultant shall propose a realistic cost estimate for this assignment, including a breakdown of the budget and justification of expenses. The budget shall include only those costs that can be directly attributed to the activities proposed and must include a budget narrative that explains each line item.

3. Personnel: The consultant shall list and briefly describe the name and qualifications of the consultant(s) proposed to work on the assignment. (CVs of proposed personnel to be included in an annex)

4. Experience of the firm: A two to three page capability statement (Typically including organizational overview, technical representatives and qualifications.

All interested applicants must provide a list of all contracts, grants, or cooperative agreements involving similar or related assignment in the last one year before this application submission. Reference information must include the location; award numbers (if available); a brief description of work performed; contact with current telephone numbers.

7. Criteria for Evaluation:

Proposals will be evaluated according to the following Criteria:

1. Technical approach and methodology (40%)

2. Proposed Personnel - ability to address different components of the assignment (15%)

3. Relevance of the firm or organization’s core capability/skills base to service request, and capacity to implement or manage the assignment and funds awarded (15%)

4. Budget Justification, Cost Realism (25%)

5. Evidence that the participation of women MCC’s in the sector is encouraged (5%)

8. Relationship and Responsibilities

The consultant shall perform the tasks described above with the support of Zimbabwe Chief of Party, the Land O’Lakes Zimbabwe M&E Specialist, and the field team. During the evaluation, the consultant is also expected to work with the Land O’Lakes headquarters and Regional M&E team, in which case, he/she will be available for questioning and inquiry.

9. Logistics and other Land O’Lakes Obligations
In addition to providing information as may be required by the bidder to complete the study, Land O’Lakes shall,

- Provide the Bidder with specific and detailed relevant information concerning the study
- Provide all information and access to project personnel;
- Provide a vehicle for field work
- Print and photocopy all relevant survey tools upon finalization
- Appoint relevant staff who shall arrange any access to its information and staff required by Bidder for its performance under the contract, if agreed and required.

12. Required Expertise

- The selected consultant is expected to have in-depth knowledge and experience in carrying out project assessments, specifically, evaluations of similar agricultural programs, preferably in Zimbabwe. The Evaluator is also expected to have prior experience in evaluating USAID-funded programs. Desirable qualifications include:
  - Minimum 10 years work experience in evaluation of development projects (preferably in Dairy and/or Agriculture) filed;
  - Previous experience in evaluation of USAID implemented project would be an asset;
  - Demonstrated experience in qualitative and quantitative project evaluation.
  - Proven experience in designing, planning and implementation of project assessment.
  - Strong and competent knowledge of mixed approaches and tools to conduct data collection;
  - High capacity for writing in English and preparing quality written products in respect of deadlines., knowledge of the region would be an asset;
  - Demonstrated experience in the processing, analysis and synthesis of information;
  - Proven ability to design and conduct evaluations;
  - Ability to work within the international and multicultural environment