

Annex 1

Terms of Reference

DRAFT TERMS OF REFERENCE

External Evaluation

Market Assistance Pilot Program (MAPP): C-SAFE

1. Purpose of Evaluation

The overall purpose of the evaluation is to provide an independent, constructive evaluation of the performance of the USAID-funded Market Assistance Pilot Program (August 2003 –March 2004) in meeting the program objectives and to inform the development/implementation of MAPP-2.

Description of the program

The MAPP operates within the framework of the USAID-funded C-SAFE program. The program goal of C-SAFE is to improve household food security in targeted communities. The specific objectives and intermediate results of the MAPP are:

MAPP Objectives:

1. *Maximize the amount of food that reaches the target beneficiaries at the target price*
 - a. Maintain nutritional status of targeted children, women and vulnerable groups
 - b. Maintain sorghum at target price
 - c. Maintain/increase availability of sorghum on the markets through the life of the program
2. *Increase market activity by small-scale traders*
 - a. Improve market linkages

The MAPP program was designed to reach the urban poor of Bulawayo, Zimbabwe, with commercially available food at a time when food markets in the country were in turmoil. The program, created by C-SAFE, represents the first time that aid agencies have sought to boost food availability through the use of existing commercial market channels.

MAPP targeted more than 800,000 families in the Bulawayo area. Through the MAPP, poor families are able to self-select to purchase sorghum meal at subsidized prices. The sorghum meal prices allow poor families in the target area to purchase sufficient food to feed all family members three meals per day for the six month duration of the pilot program. MAPP's total program value is approximately four million USD including 20,000 MT of sorghum grain.

2. Specific Objectives

The objectives of the external evaluation exercise are 1) to assess compliance to donor (USAID), country (Government of Zimbabwe) and internal NGO operational

requirements, regulations and standards for sorghum distribution and 2) assess performance according to program objectives. The following information will be needed to address the above objectives. 3) make recommendations for the MAPP expansion (MAPP-2)

2.1 *Sorghum commodity*

- Selection of sorghum as a food commodity for the program: quality, suitability and appropriateness to local conditions and local preferences
- Procurement: compliance with USAID and consortium member' Procedures
- Importation: compliance with Government of Zimbabwe regulations
- Storage and Handling: compliance with World Vision commodity Procedures

2.2 *Targeting*

- Selection of retailers and processors– appropriateness, transparency, effectiveness.
- How effectively were target communities and poor urban households reached with sorghum. What other groups were reached or have benefited from MAPP
- How much re-channeling has taken place (ie. leakage to non-low income areas) and how can we minimize this in the future?
- Food gap: how much of the food gap in Bulawayo was met through the MAPP

2.3 *Sorghum Distribution through retailers*

- Process: efficiency and effectiveness of distribution process and procedures in compliance with humanitarian standards and consortium members' operational standards.
- Distribution objectives: completion of established sorghum distribution objectives.
- Impact of the sorghum sale on the local market/economy
- Leakage/hoarding of commodity – what was the level, was this effectively monitored.

2.4 *Social impact of the program*

- Were there any unintended important benefits or negative consequences of the program
- Is there an exit strategy for the program
- Has the program effectively collaborated with local administrative bodies

2.5 *Market linkages*

- Has the program improved market linkages
- How did the program influence the parallel/ informal markets

2.6 *End of program survey*

- Comparison of indicators of program achievements from baseline and end of program surveys

3. Recommendations

Recommendations for improving the program, and how lessons learnt from MAPP can be best incorporated into future programs i.e. MAPP-2.

4. Expected Output

The output of the evaluation assignment will be a Final Evaluation Report prepared in English. (a soft and hard copy of the report done in Word using aerial font size twelve following the annexed (Annex 1) format should be submitted at the end of the evaluation).

Evaluation Methodology

Consultant

A consultant will lead the evaluation process and produce the final evaluation report. The expectations of the consultant are outlined in the contract terms of reference.

Methodology and Responsibilities

Data collection will occur through 2 main methods:

- 1) Implementation of the end of program quantitative survey
- 2) Review of procedures and monitoring data collected during the program, meetings with stakeholders

Person	Task
C-SAFE M&E Co-ordinator	<ul style="list-style-type: none"> • Implement the end of program survey (data collection, data entry)
Independent consultant	<ul style="list-style-type: none"> • Analyze data from end of program survey and compare with baseline results • Design, implement and oversee collection of additional data needed to meet objectives • Prepare final report

Timeframe

- Final survey implementation and data entry: April 19-30
- Study design, planning and implementation of any additional data collection – May 3-14
- Data compilation and analysis May 3-31
- Final report –31 May 2004

Bidding consultants will supply, on the latest by the 31st of March 2004 a draft evaluation plan, outlining proposed methodology, budget and schedule to be reviewed and authorized by World Vision Zimbabwe prior to award of contract.

Annex I

Final Evaluation Report Outline

Executive summary

- 1) Brief description of program
- 2) Context and purpose of the evaluation
- 3) Main conclusions, recommendations and lessons learned

Introduction

- 1) Purpose of the evaluation
- 2) Key issues addressed
- 3) Methodology of the evaluation
- 4) Structure of the evaluation

The program context

- 1) Program start and its duration
- 2) Problems that the program seek to address
- 3) Objectives of the program
- 4) Main stakeholders
- 5) Results expected

Findings and Conclusions

1) Performance of the program

- a. Attainment of the program immediate objectives and outputs as per Program Document
- b. Program implementation approach

- program adaptation to changing conditions;
- changes in program design and work plan;
- effective partnerships in the implementation of the program;
- stakeholder participation;
- Analyze the wider context of the program implementation, taking into account the overall goal of improving household food security in targeted communities in Zimbabwe.

c. Implementation of the program

- execution and implementation modalities;
- program management arrangements, including stakeholder participation;
- program financial planning and control;
- cost-effectiveness of program operations;
- potential gaps in the course of program implementation;
- monitoring and evaluation.

2) Overall program achievements

- a. contribution of the program to the capacity development of program stakeholders;
- b. program achievements beyond the planned program outputs;
- c. program impact in terms of contribution of the program to the stated objectives;

3) *Sustainability of the results achieved*

- a. development of suitable organizational arrangements
- b. development of policy frameworks that further the program objectives

4) *Linkages between the program and other interventions in the sector/region; synergies with similar programs.*

Lessons learnt in the course of program implementation

Recommendations

- 1) Future actions that will build on and reinforce the initial benefits from the program;
- 2) Recommendations for viable new program interventions in the future, based on the achievements of the program.

Annexes

- 1) TOR
- 2) Itinerary
- 3) List of persons interviewed
- 4) List of documents reviewed
- 5) Summary of results