



## Terms of Reference

### Endline Assessment and Final Evaluation of Misereor- and CAFOD-funded project: Supporting Enhanced Economic Development through Saffron (SEEDS)

#### I. Background

CAFOD is an international development agency that supports local development initiatives across the world through partnerships with other NGOs and CSOs. In Afghanistan, CAFOD has supported local NGOs and sister agencies since the 1980s.

Sanayee Development Organization (SDO) was established in 1990 to work towards serving vulnerable and disadvantaged people in the sectors of education, peacebuilding, community development and community health in rural areas of Afghanistan.

CAFOD and SDO have supported the saffron value chain in Herat since 2011, when the partnership began. The project was jointly developed by both organisations and builds on previous experience in livelihoods work and specifically in saffron.

As a result of CAFOD and SDO's work, production quality and quantity has increased amongst targeted saffron farmers, access to international markets has expanded amongst targeted enterprises and their ability to market their saffron has improved. The successful growth of the value chain in Herat province demonstrated that saffron can provide a viable livelihood for poor households but for Afghan saffron to be competitive, farmers must be properly trained in quality production and processing. Previous project phases also showed that there is international interest in Afghan saffron, but this is impeded by a lack of standardization and certification, and policy engagement and influence tend to be ad hoc and uncoordinated. Farmers and enterprises lack the opportunity to inform saffron policy formulation and policies are developed without a strong evidence base.

The overall project goal is to improve the resilience of rural households by increasing sustainable economic livelihoods with saffron production. To achieve this, the programme sets out three outcomes:

- 1) Improved capacity of 2,000 saffron farmers to maximise quality through cultivation and processing;
- 2) Improved organisational and technical capacity of 30 saffron enterprises;
- 3) Strengthened coordination between value chain stakeholders.

The timeframe of the current project is from 1 May 2016 to 30 April 2019. The period covered to date is to be evaluated.

## **II. Purpose of the Endline Assessment and Final Evaluation**

The selected consultant will undertake two key tasks: preparation of an Endline Assessment (with methodology developed by the consultant and data collected by SDO staff) and, separately, a final evaluation (with all actions including data collection completed by the consultant and/or members of his/her team. The consultant must ensure both male and female data collectors are engaged for this element).

The purpose of the Endline Assessment is to determine how the project has met its intended outcomes and indicators, as identified in the monitoring matrix of the project. The SEEDS project included a baseline measure of the project's key indicators right after commencement of the project, the endline assessment is intended to provide an insight into the influence SEEDS project has had in bringing about change in the same indicators during implementation. SDO staff will undertake the data collection for the endline Assessment, based on methodology jointly agreed with the consultant.

The purpose of the Final Evaluation is to provide an independent assessment and third-party recommendations in the following areas:

- The progress made by CAFOD and SDO towards achieving the intended purpose and outputs of the project;
- The design, implementation and monitoring of the project and the extent to which it influenced the achievements;
- The use of funds throughout the project and whether they were used effectively and efficiently;
- CAFOD's management of the project and approach to working in partnership and the extent to which these influenced the changes made;
- The contribution made by the project towards the overall objectives of SDO.

The findings and recommendations from the evaluation will be reflected in the final report to the donor and will also be shared and discussed within CAFOD and SDO for future programme development in Afghanistan.

## **III. Evaluation Criteria**

The project must be evaluated considering the following:

**Relevance:** The extent to which the aid activity is suited to the priorities and policies of the target group, recipient and donor.

- Did the project achieve the specific objectives?
- Were the specific objectives appropriate to the context and did the actions adequately address the needs of the target population?
- Did the actions allow the project to achieve the desired results?
- Did the project design and preparation allow for a logical and coherent project?

**Efficiency:** Efficiency measures the outputs -- qualitative and quantitative -- in relation to the inputs. It is an economic term which signifies that the aid uses the least costly resources possible in order to achieve the desired results. This generally requires comparing alternative approaches to achieving the same outputs, to see whether the most efficient process has been adopted.

- How well were the inputs transformed into results?
- Did the activities take place in a timely and cost-effective manner, and were they of good quality?
- What are the costs and benefits of this project?
- Overall, did the project represent good value for money?
- What could be done to improve value for money assessments in future projects implemented by CAFOD and SDO?

**Effectiveness:** A measure of the extent to which a development activity attains its objectives.

- Was the project successful? If not, why not?
- What are the benefits to the beneficiaries and indirect beneficiaries?

**Impact:** The positive and negative changes produced by a development intervention, directly or indirectly, intended or unintended

- To what degree did the project contribute to solving the problem identified?
- To what degree has the project changed attitudes and behaviours?
- What are the key learning points to be taken forward by each organisation?
- How has participation in the project changed the lives of targeted saffron farmers?
- What specific impacts did the project have on men? Women?

**Sustainability:** Sustainability is concerned with measuring whether the benefits of an activity are likely to continue after donor funding has been withdrawn. Projects need to be environmentally as well as financially sustainable.

- What is the likelihood of the beneficiaries continuing to enjoy the positive impact of this project once the project ends?
- What local structures and capacities have been created or strengthened?
- To what extent is responsibility for project implementation being handed over to third parties?
- Will further financial support be required to maintain the project's outcomes and impacts?

**Quality of partnerships:**

- What value has the CAFOD-SDO partnership added to the project?
- How has the project impacted the partnership approach to each organisation?
- How could each of the organisations collaborate differently to better support the achievement of the expected results?

**Coordination:**

- How could the coordination amongst stakeholders (SDO, CAFOD, farmers, enterprises, local authorities, government bodies) be improved?

**Internal processes:**

- Have CAFOD's and SDO's organisational structures successfully accommodated the project in reaching its objectives?

**Replicability:**

- What aspects of the project are replicable elsewhere, including by other organisations/projects?
- Under what circumstances and/or in what contexts would the project be replicable?

**Lessons learned and recommendations:**

- What can be learned from the successes and failures of the project and how can this information be used to improve future projects?
- What are the innovative aspects of the project?
- What are recommendations for CAFOD and SDO for future projects that support: sustainable and resilient livelihoods for saffron farmers; prosperous saffron enterprises; and a supportive enabling environment including all key stakeholders (e.g. Saffron Union, MAIL, DAIL)?
- What recommendations are there to improve the design, management and sustainability of future projects?

**IV. Methodology**

The Consultant(s) will be invited to present the methodology to be used for both the Endline Assessment and the Final Evaluation. CAFOD and SDO request that the following are considered:

- Sensitivity to CAFOD's and SDO's ways of working, stewardship of resources and values
- A good cross-section of staff from both organisations should be included, with attention to ensuring women are given opportunities to express their views
- A desk review of project information, including key documents (proposal, outcome matrix, baseline assessment, progress reports, monitoring reports, any studies undertaken during the project period)
- Interviews with key CAFOD and SDO staff to understand the project's achievements and challenges
- The Consultant(s) to expand in their Expression of Interest how they propose to accompany staff in the field, how many communities they would visit etc.
- Part of the accompaniment of SDO staff will involve soliciting views of women and men in the project working areas

The consultant will present their proposed methodology within their Expression of Interest.

**V. Outputs**

Endline Assessment

1. A methodology that identifies sample size and sites as well as a tool for data collection to be used by SDO staff. This is to be based on discussions with key SDO and CAFOD staff to ensure the proposed sample size is realistic and representative of target communities and survey questions are relevant to project indicators and consider the questionnaire used for the baseline.
2. A written analysis of the endline data collected and how the project has progressed against indicators in the monitoring matrix, (in English, maximum 15 pages, excluding annexes).

#### Final Evaluation

1. A final written evaluation report (in English, maximum 30 pages, excluding annexes) including the following section headings: Executive summary; main text (including introduction, methodology, evidence of project impact and assessment of each criteria outlined below); conclusion and recommendations; annexes including contact details of evaluator and evaluation team, as well an explanation of the evaluation methodology and evaluation plan. The Final Evaluation report will be considered final once approved by CAFOD and SDO. It is to be grounded in:
  - a. A discussion with key CAFOD and SDO staff regarding the methods proposed to sample a representative cross section of the communities studied (for the consultant to undertake the data collection).
  - b. Data collection from at least one community in each district targeted by the project (data collection to be undertaken by the consultant and members of his/her team. At least one male and one female are to be involved in data collection. Unlike the Endline assessment, SDO staff will not support data collection for this Final Evaluation). Data is to be collected in eight target districts in both Balkh (4 districts) and Herat (4 districts), with 70-90% of respondents coming from Herat.
  - c. A feedback session with each community visited to discuss and clarify key findings and observations.
  - d. A presentation with the staff of SDO to discuss preliminary findings and analyses and to reflect upon lessons learned from the evaluation.
  - e. Debriefing a draft of this report with key CAFOD and SDO staff.

#### **VI. Consultant(s)**

The consultant(s) must be suitably qualified and experienced. The Evaluator and his/her team profile should include:

- A strong track record in undertaking evaluations of programmes funded by a variety of institutional donors.

- Experience and understanding of partnership approaches to international development and advocacy.
- Demonstrable experience or technical expertise in agriculture projects, and preferably saffron-related projects.
- A solid understanding of statistical analysis, results-based monitoring and evaluation with experience of using mixed-methods approaches to assessing impact.
- Demonstrable experience of participatory evaluation approaches.
- A sound understanding of gender issues and challenges faced by Afghans in rural Afghanistan.
- Excellent interpersonal and communication skills, both written and verbal. Ability to work fluently in English, Dari and Pashto is essential.
- Consultants must not have a conflict of interest with the ongoing activities of CAFOD or SDO.

#### **VII. Resourcing**

- Fee for consultancy days (agreed by negotiation), including preparation, site visits, data analysis, report writing and presentations of key findings;
- Reasonable expenses will be reimbursed.

#### **VIII. Reporting and Location**

The consultant will report directly to SDO programs director/manager who will provide supervision from SDO office in Kabul (house # 408, 6th Street Taimani. Kabul – Afghanistan). All work must be conducted at the consultants' office/home, except for: 1) Orientation meetings in SDO's office in Kabul, Balkh and Herat; and 2) field visits in Herat, which will involve approximately 5 days and Balkh, which will involve approximately 3 days.

#### **IX. Management Arrangements**

The recruitment and initial briefing to the consultant(s) will be shared by CAFOD and SDO. A bid committee made up of CAFOD and SDO staff will be formed to assess the expressions of interest.

SDO will provide logistical and administrative support, including supply of relevant documentation, and help with the organisation of initial meetings and interviews. The consultant(s) will be responsible for working with SDO staff to arrange workshops and field visits ensuring all relevant stakeholders are available at the place and time agreed; the consultant(s) will provide facilitation of workshops, meetings and field visits.

#### **X. Duty of Care**

The consultant is requested to take their own security coverage. However, SDO will help with safety and security of the consultant(s) on the ground. In case of emergency and should there be a need for relocation/evacuation, SDO will include the consultant in their

evacuation procedure, or, if not possible, will assist him/her in arranging his/her evacuation. SDO staff will also provide the consultant(s) with all the information they possess about current safety and security issues in country and field level as well as in country security orientation so to ensure that the consultant(s) will have a high level of contextual awareness.

## **XI. Selection Process**

Submitted Expressions of Interest will be reviewed and scored according to

- **Administrative compliance:**
  - Application received by email by the specified date.
  - Submission of CV, detailed expression of interest and financial expectation.
- **Technical capacity:**
  - The skills and experience of the applicants are appropriate to meet the TOR.
  - The approach to the assignment is appropriate to the assignment TOR.
- **Financial capacity and cost breakdown:**
  - Financial expectation reflects value for money.
  - A clear breakdown of costs is provided, and all costs are included.
  - Any additional services that will be provided at no cost are included.
- **Ethical standards:**
  - Possible conflicts identified and suggestions on how they will be addressed.
- **Client References and other considerations:**
  - Provided the details of 2 references (including names and phone numbers) that can provide references on the applicant's service delivery and capacity.

A final selection will be made by the bid committee following discussion with shortlisted consultant(s) and upon checking of references.

## **XII. Confidentiality statement**

All data and information received from CAFOD and SDO for this assignment are to be treated confidentially and are only to be used in connection with the execution of these Terms of Reference. All intellectual property rights arising from the execution of this TOR are assigned to CAFOD and SDO.

## **XIII. Next Steps**

Interested and eligible suppliers are invited to submit:

1. CVs of the consultant
2. A short expression of interest (EOI) – maximum 4 pages - detailing the consultant's proposed approach to conducting both the endline assessment and evaluation, proposed methodologies and more generally how the requirements in the Terms of Reference will be met. In the EOI, please also declare any possible conflicts of interest and how they will be addressed;
3. A financial expectation to carry out this work; and
4. The contact details of two references.

**The name of the supplier and the tender reference (Consultancy EOI – SEEDS Endline Assessment & Final Evaluation) should be written in the email Subject Line.**

**Please send your Expression of Interest by 5<sup>th</sup> January to both emails:**

sdo.programs@gmail.com

hmerzaye@cafod.org.uk

#### **XIV. Payment**

The consultant will be paid in two tranches based on delivery of key outputs:

Tranche 1: Detailed implementation plan (30%)

Tranche 2: A final report of end line assessment/evaluation (70%)

#### **XV. Summary Timeline**

18 <sup>th</sup> December 2018	Circulation of Terms of Reference and Invitation To Tender.
5 <sup>th</sup> January 2019	Closing date for Expressions of Interest (EOIs).
9 <sup>th</sup> January 2019	Discussions with short-listed consultants (based on EOIs) and selection.
20 <sup>th</sup> January 2019	Document Review and Fieldwork.
26 <sup>th</sup> March 2019	Submission of draft report and discussion with CAFOD and SDO.
15 <sup>th</sup> April 2019	Submission of Evaluation Report to CAFOD and SDO.

#### **Annex 1: Proposed Schedule**

A suggested schedule follows:

<b>Dates</b>	<b>Days</b>	<b>Task</b>	<b>Activity</b>
January 2019	2 days	Both Endline Assessment and Final Evaluation.	Meet with key staff, and study relevant programme documents.
	4 days	Endline Assessment	Design endline process and methods, select sample size, and develop questionnaires with team.
	4 days	Final Evaluation	Design evaluation process and methods, select sample communities, develop guide questionnaires with team, finalise and submit work plan to key staff.
February 2019	4 days	Final Evaluation	Visit communities, conduct interviews and focus group discussions.
	2 days	Final Evaluation	Interview staff, local consultants, local government officials, and other development agencies concerned.
March 2019	5 days	Endline Assessment	Written analysis of endline data.
	1 day	Endline Assessment	Discuss draft endline assessment with CAFOD and SDO.
	3 days	Final Evaluation	Write evaluation report and submit draft to CAFOD and SDO.
	1 day	Final Evaluation	Discuss draft report with CAFOD and SDO.
April 2019	2 days	Endline Assessment	Complete final endline assessment and submit to CAFOD and SDO.
	2 days	Final Evaluation	Complete final report and submit report to CAFOD and SDO.

#### **Annex 2: Exclusion Criteria**

**Grounds for exclusion:** The contracting authority will exclude from participation in the tender procedure, candidates or tenderers falling into any of the following cases:

1. They are bankrupt or being wound up, are having their affairs administered by the courts, have entered into an arrangement with creditors, have suspended business activities, are the subject of proceedings concerning these matters.
2. They have been convicted of an offence concerning their professional conduct by a judgement that has the force of res judicata.
3. They have been guilty of grave professional misconduct proven by any means that the contracting authority can justify.
4. They have not fulfilled obligations relating to the payment of social security contributions or the payment of taxes in accordance with the legal provisions of the country in which they are established or with those of the country of the contracting authority or those of the country where the contract is to be performed.
5. They have been the subject of a judgement that has the force of res judicata for fraud, corruption, involvement in a criminal organisation or any other illegal activity detrimental to the communities' financial interests.
6. Following another procurement procedure or grant award procedure, they have been declared to be in serious breach of contract for failure to comply with their contractual obligations. Candidates or tenderers must certify by any relevant means that they are not in one of the situations listed above.

### **Annex 3: Conditions of Tendering**

1. Tenders must be received by the stated deadline.
2. The invitation to tender concerns consultancy services for SDO in Afghanistan.
3. Neither SDO nor CAFOD are responsible for any costs associated with preparing the tender response.
4. Any attempts to discuss with, or influence, SDO or CAFOD's staff will lead to disqualification.
5. The Organisation is under no obligation to accept any tender.
6. If the tenderer wishes to propose modifications to the Specification these must be considered as an Alternative offer. The tenderer must make Alternative Offers in a separate letter to accompany the tender.
7. Tenderers must treat the Invitation to Tender and all associated documentation supplied by the Organisation as confidential.
8. The selected consultant will be responsible for any tax liabilities resulting from the contract.
9. SDO and CAFOD do not bind themselves to accept the lowest or any tender.
10. Respondents are bound by their offers for a period of 30 days as from the closing date for the receipt of bids.
11. SDO and CAFOD support the ethical procurement policy developed by SDO and CAFOD and seeks to only purchase goods that are produced and delivered under conditions that do not involve the abuse or exploitation of any persons. By responding to this tender the supplier warrants that neither they nor any of their vendors are in breach of this provision.
12. We will not engage in any kind of business relation with suppliers involved in the manufacture of arms or the sale of arms to governments which systematically violate the human rights of their citizens, or where there is internal armed conflict or major

tensions, or where the sale of arms may jeopardise regional peace and security; have business relations with army organisations or with governments for war purpose or transport SDO and/or CAFOD products together with military equipment.

13. Tenders are requested not to contact SDO or CAFOD during the tender assessment period. On receipt of the evaluation of tenders, the tenderer may contact the SDO representative dealing with the Tender for a debriefing.

#### ARBITRATION AND AGREEMENT TERMINATION

Where disagreement arises in the course of performance of the contract, all disputes will be settled finally in accordance with the Rules of Conciliation and Arbitration of the International Chamber of Commerce. The agreement can be terminated at any time by either party with one month's notice.