

**World Renew**  
**Terms of Reference**  
**Program Evaluation of Zambia Emergency Drought Response**  
In two districts of Western Province (Shangombo and Mwanzi districts)

**Preamble**

World Renew is currently implementing short-term food assistance programming to respond to drought emergency conditions in two districts located in the Western Province of Zambia. Working with local partner United Church of Zambia (UCZ) and funded by the Canadian Food Grains Bank (CFGB) and the UK Department for International Development (DFID), the programming consists of two projects, and requires an external evaluation to be completed by March 2020. This Terms of Reference (ToR) is, therefore, prepared to help interested consultants grasp basic information and requirements about the upcoming evaluation process of the two project areas. The first project is in Mwanzi district and the second is in Shangombo district. The ToR highlights the overall program description, goal and objectives, as well as the purpose of the evaluation, objectives, qualification for interested consultants along with roles and responsibilities of the awardee and the awardee. The ToR also outlines timeline and deliverables.

**1. Background**

World Renew is a Christian non-profit organization working in international development and disaster response. World Renew has home offices in Burlington, Ontario, Canada, and Grand Rapids, Michigan, USA and local staff and partners working in 30 countries around the world. World Renew has been operational in Zambia since 1991. Following the 2015-2017 El Nino, World Renew had implemented the largest single-agency response in Zambia. Since April 2019, World Renew has provided food assistance to 4,000 households in Mwanzi district through a US\$2million drought response program.

Currently all districts in Western Province and the vast majority in Southern Province of Zambia are in IPC phases 3 or 4 which imply crisis and emergency conditions. World Renew has been part of and are leading a broader consortium of humanitarian responders to ensure a well-coordinated National Response under the mandate of the Disaster Management and Mitigation Unit of the Government of the Republic of Zambia and UNOCHA.

**2. Project Description**

The food assistance programming in Zambia consists of two projects - Mwanzi Food Assistance (CFGB 2915) and Shangombo Food Assistance (OR 2020-05). The programming aims to increase and sustain food consumption levels and reduce reliance on negative coping strategies

CFGB 2915 is funded by Global Affairs Canada through the Canadian Foodgrains Bank and the United Church of Canada. The project is being implemented in 16 villages in Mwanzi district and comprises of monthly food distributions from October 2019 to March 2020 to 4000 Households. It is a follow-up and expansion of an initial response carried out from April to September 2019 that targeted 2000 households.

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OR 2020-05 is being implemented with funds from DFID to a joint partnership between World Renew and World Vision. World Renew will target 5,664 Households in Shangombo district with 6 months of food assistance running from October 2019 to April 2020 with the project concluding in June 2020.

The project locations in general are designated as an acute food insecure zone as per the Integrated Phase Classification on Food Security (IPC). Extremely poor rainfall has impacted vegetation and has led to poor grazing and poor surface water conditions. This in turn has significantly affected livestock production, a primary livelihood resource and traditional coping strategy in these areas. It has also resulted in a significantly reduced area planted, poor crop germination and the widespread wilting of crops prompting unprecedented crop loss in the two provinces. In addition to food assistance the projects also includes components to focus on stakeholder capacity building as well as livelihood support through seed distributions.

World Renew and its partners are strong advocates of gender equality in communities within which they operate. The gender analysis conducted by World Renew in Western Province in March 2019, revealed that although women are the primary producers of food including its cultivation and growth, preparation and processing, they are not the main decision makers in the household food supply chain. To improve gender equality in communities, World Renew has incorporated gender based activities into its programming and as a part of its objectives.

**3. Program Goal and objectives:**

Program Goal/Ultimate Outcome:

Prevent deterioration of food security situation of vulnerable population affected by drought in 2 targeted districts with Integrated Phase Classification (IPC) 3 & 4 in Western Provinces.

Intermediate and immediate outcomes of the programming:

- 1) Increased immediate consumption of food by hunger-affected individuals and households
  - a. Increased equitable access to food for hunger-affected individuals and households
  - b. Improved safeguarding and complaints handling mechanisms in target communities
- 2) Protected livelihoods of hunger-affected individuals and households
  - a. Restored sustainable agricultural production
- 3) Increased empowerment for women and girls as change agents and leaders
  - a. Increased confidence for women on advisory committees to participate meaningfully in decision-making and leadership in food assistance projects
  - b. Raise gender awareness, sensitivity and parity among all of the community stakeholders

**4. Purpose of the Final Evaluation**

The purpose of the evaluation is to assess in real-time the performance of the project including the extent to which particular intervention activities (i.e. Community participation, empowering women, and improving safeguarding mechanisms) have contributed to the effectiveness of the food assistance response for vulnerable populations in the target areas of the two projects. Based on this critical assessment, the

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evaluation will provide recommendations on the way forward, identifying best practices and organizational gaps to be focused in order to impact sustainability of gender-equality outcomes and improve of safety in food assistance programing.

## **5. Objectives of the Final Evaluation**

The specific objectives of the evaluation are to:

- 1) Critically assess and measure the extent to which the project outcomes that relate to gender and safeguarding/protection mainstreaming are achieved as well and how do they support improved gender dynamics in the community and food assistance response.
- 2) Determine whether or not these particular project outcomes, indicators, activities and inputs were appropriately carried out.
- 3) Focusing on the components of safeguarding and that of gender, examine the strengths, weaknesses, challenges, opportunities, and best practices of the project design, implementation and the connectedness to impacts.
- 4) Explore whether the project addresses gender gaps, ideally in comparison to the WV UK project done for the neighboring districts (Gwembe and Kazungula); and recommend opportunities for integration of gender elements moving forward (ranging from gender sensitive to, transformative to gender justice). World Renew will consult with WV UK to determine if there is a project site they recommend the consultant visits to compare with World Renew project sites and assess gender gaps.

Taking into consideration some of the ALPNAP Criteria for Evaluation of Humanitarian Action some of the overarching questions to be answered through the real-time evaluation process are:

- 1) Do the two projects contribute to achieving the goal? What factors make the project designs the best solution for an effective food assistance response? How well did World Renew harmonize its activities with other stakeholders (NGO's, government etc.) to avoid duplication or gaps in coverage?
- 2) To what extent are current safeguarding measures, Community Help Desk operations and Community Response and Feedback Mechanism, improving the safety and participation of program participants, especially women and girls?
- 3) How appropriate and effective have the Community Help Desk and Community Response and Feedback Mechanisms been in improving accountability to the participants? Are the complaints and response mechanisms appropriate with respect to their context?
- 4) To what extent did the interventions incorporate gender aspects into its design and implementation based on input from female participants? What gender related impacts were seen? What opportunities are present for further gender integration?
- 5) What are the enabling factors and barriers to empowering women in decision-making, leadership and meaningful participation in activities? Which activities need to be continued or further developed to support women in the long-term as leaders and change agents in the intervention communities?

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- 6) How culturally, socially and economically acceptable are the project activities to the beneficiaries with respect to their values and priorities?
- 7) How cost-efficient are the activities related to safeguarding and gender in its use of resources?

## **6. Methodology**

The consultant/evaluation persons should consider appropriate quantitative and qualitative/participatory methods in the design of their evaluation methodology. The evaluation will likely take place simultaneously alongside a knowledge exchange opportunity amongst the staff of the CFGB and DFID projects (including from the consortium partner- World Vision). The quantitative data will be collected from samples of households and secondary sources such as periodical project reports. Using flexible or semi-structured data collection tools, qualitative information will be collected through focus group discussions, discussion with partner offices, in-depth or key informant interviews, use of community participations tools and field observations. Such discussion groups must include project participants, distribution committee members, women from the community advisory committees and staff. Key informants will include technical support staff, relevant stakeholders and subject experts (e.g. gender or safeguarding experts, as deemed relevant).

## **7. Qualifications and Skills: Criteria for Selection**

The consultant is required to have rich research experience and technical background in designing and evaluating emergency food assistance programs. Expertise in related practices contributing to women's empowerment is essential, particularly gender transformative approaches. Practical experience on Safeguarding and protection mainstreaming is also highly desirable.

In reality, the evaluation process is a dynamic process that calls for demonstrated ability to cater to the needs and achieve expected results by potential consultants. It requires strong pragmatic experience in the field. World Renew would like to invite consultants with the following minimum qualifications to take part:

- Eligible lead consultants should comprise of professional/s in the area of food assistance, humanitarian response, gender studies or other relevant social science fields of study with proven work experience;
- A minimum of Post Graduate degree (MSc., MPH or MA.) is required;
- 5 or more years of experience in the consulting industry/ in conducting external evaluations related to food distributions and/or humanitarian response;
- Multi-disciplinary team displaying strong statistical background in quantitative and qualitative data collection, analysis, interpretation and reporting;
- Practical experience in gender responsive programs/projects is preferred.
- Proven capacity to identify, analyze and integrate safeguarding elements;
- Knowledge of food assistance principles, Core Humanitarian Standards and results-based frameworks; ALNAP Criteria for Evaluation of Humanitarian Action;
- Understanding of the culture of Western Province in Zambia is desirable;
- Interpersonal skills and sensitivity while conducting research;
- Willingness to travel and stay remote and underserved districts with limited road networks,

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accommodations and food options

- Should submit: 1) at least one writing sample of a previous evaluation assignment; 2) three certificates of successful completion of previous assignments of similar nature which has to be provided in writing along with; 3) his/her resume (the evidence should include the areas/organizations of experience, year, legal letters of recommendations or other valuable evidence)

**8. Scope of the work and key tasks and responsibilities of the consultant:**

As a general guide, the consultant(s) will lead and coordinate the final evaluation survey and is responsible for the whole process including desk research, research on site, and report writing. The major roles under the responsibility of the consulting firm include

- 1) Review pertinent documents such as the CFGB 2915 and OR 2020-05 proposals, monitoring reports, baseline surveys and other relevant documents to come up with information needs to be addressed through the evaluation,
- 2) Conduct in-depth key informant interviews<sup>1</sup>, Focus Group Discussions (FGD)<sup>2</sup>, consultative meeting with stakeholders including: project participations, distribution committee members, women from the community advisory committees and staff involved in safeguarding
- 3) Conduct household surveys to collect quantitative data using representative sample sizes in each of the districts (note- the sample size is to be calculated based on the beneficiary households from each of the projects and proportionally representative of each village)
- 4) Assess if the objectives of the program were met making sure that the information collected are in line with the program objectives/outcome and impact level indicators set in the documents of the projects with regards to gender empowerment and safeguarding
- 5) Assess the perception of the stakeholders about the achievements related to safeguarding and gender empowerment
- 6) Determine the sustainability of the project's gender related outcomes, particularly pertaining to women as leaders and change agents
- 7) Identify challenges and the way forward in discussion with stakeholders
- 8) Disaggregate data by gender
- 9) Recruit and train field supervisors and data collectors
- 10) Lead the field data collection while ensuring data quality
- 11) Critically analyze core findings of quantitative survey, compare, contrast and explain in combination with the final quantitative survey result
- 12) Present preliminary findings to WR, senior leadership and local staff to get input on findings and recommendations.
- 13) Conduct a validation workshop with project stakeholders to verify initial findings and test feasibility of potential recommendations

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<sup>1</sup> Key informant interviews (KII) to be conducted in each of the villages of the two project districts.

<sup>2</sup> Separate FGD are expected to be held in each of the districts. Separate FGD's for men and women should also be held where relevant (e.g. at the household level).

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- 14) Finalize and submit the draft evaluation report which will include the final results of the analysis
- 15) Incorporate feedback from World Renew and other stakeholders then consultant will prepare and submit the final evaluation report.
- 16) Keep World Renew informed for major evaluation process on a regular basis

**9. Logistics**

World Renew will cover the cost of transportation for the consultant within Zambia to and from the project sites and within the study areas. The consultant will cover all other costs related to the evaluation including multiplication of the questionnaire, stationery, lodging and accommodation, hiring and training costs related to surveying. The consultant will also cover the per-diem expenses of enumerators and their supervisors. Moreover, the consultant will use his/her own computer and related facilities to write and produce reports.

**10. Deliverables:**

In accordance with the proposed implementation schedule, the consultant shall submit the following deliverables,

- 1) **Inception document:** submitted by the consultant whose technical proposal is eligible. The report shall cover the detailed methodology and the tools including the survey checklists and respondent categories and numbers, etc. The inception report has to be completed and approved prior to the departure to do the field work. This report should be submitted in two hard copies and electronically.
- 2) **Presentation of preliminary findings:** presented to World Renew and senior leadership team and appropriate staff and incorporate relevant comments and recommendations in the final evaluation report
- 3) **One day validation workshop:** organized by World Renew to present the findings to all relevant stakeholders
- 4) **Draft report:** submitted in two hard copies with an electronic copy
- 5) **Feedback on draft report:** provided by WR to be incorporated into the final evaluation report
- 6) **Final Evaluation report:** submitted in three original hard copies together with an electronic copy by the date specified in the agreement.

The final evaluation report shall be in English and the main text should be written in Times New Roman, font size 12 and 1.5 space and should not exceed 42 pages. The consultant is expected to follow this outline in the evaluation report writing:

- a) Cover page
- b) Table of Content
- c) Acronyms
- d) List of figures and tables
- e) Executive summary (Maximum 2 pages)
- f) Main text

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- Introduction or background describing the programming (max 2 pages)
  - Description of the evaluation areas (Max 1 page)
  - Objective and scope of the evaluation (max 2 pages)
  - Methodology (max 2 pages)
  - Limitations (max 1 page)
  - Overall accomplishment (max 4 pages)
  - Findings narration (max 5 Pages)
  - Project outcome/impacts (max 5 pages)
  - Appropriateness, Effectiveness, Coordination, Impact, Efficiency, and Connectedness of the projects<sup>3</sup> (max 5 page)
  - Challenges faced (maximum of one page)
  - Strength and weakness of the projects (max 4 pages)
  - Lessons learnt (max 2 pages)
- g) Conclusions and recommendations – (max 3 pages)
- The conclusions and recommendation should be presented based on the analysis of the relevance, effectiveness, efficiency, safeguarding elements, gender approach and preliminary impact and sustainability issues. It should clearly show the important lessons that need to be drawn for future programming, and highlight whether the activities related to safeguarding and gender were carried out appropriately and effectively. The recommendations should also be feasible both technically and financially (max 3 pages).
- h) Annexes – no page limits

**11. Guiding principles**

- 1) The consultant is expected to abide by core values and principles as well as sign necessary codes of conduct, and undertake the entire assignment within the food assistance program domain.
- 2) World Renew will be responsible for coordinating overall field level security in Zambia. The evaluation team will follow World Renew's security and protocols and recommendations and guidance regarding security precautions in Zambia.
- 3) Without the permission of World Renew he/she is not allowed to share any information with external bodies and all documents prepared and all data and information gathered by the consultant are the property of the clients and the consultant shall not be entitled either directly or indirectly to make use of such documents for other purposes without the prior written consent of the client (World Renew).
- 4) All writings, books, articles, artwork, computer programs, databases, source and object codes, and other material of any nature whatsoever produced in the course of this assignment produced in whole or in part by the consultant in the course of his/her service to the clients (World Renew) shall be considered a work made for hire, or otherwise, and therefore World Renew property.
- 5) Agree to be bound by World Renew's child protection and safeguarding policies.

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<sup>3</sup> ALNAP Criteria for Evaluation of Humanitarian Action

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**12. Requirement for preparation of the proposal**

**Preparation of the Technical Proposal**

Proposals will be evaluated according to the criteria in this ToR, and therefore the Technical Proposal should include the following information:

- 1) Clearly defined evaluation methodology including data collection, analysis, interpretation, reporting, work plan and structure of the evaluation team
- 2) A discussion of work done for similar clients, with a list of recent references
- 3) Attach curriculum vitae of any additional individual/professional team member to be assigned for the work and of the senior officer who will be responsible for supervising the team
- 4) Valuable evidence that clearly shows the experience of the consultant(s) regarding the subject matter

**13. Preparation of the Evaluation proposal budget**

Submit a detailed budget for the proposal in a separate document describing the details of costs, what are expected for the execution of the final evaluation works; excluding the internal transportation costs, which will be covered in full by World Renew.

**14. Selection process**

Selection of the consulting firm will be done as per World Renew's procurement guidelines and the winner will be selected through the existing procedures via committee comprising of staff from World Renew.

**15. Timeline overview of the evaluation process:**

The evaluation consultant will commence the contract mid-January, 2019. The consultant will conduct data collection at the project sites during February and adjust and coordinate accordingly to accommodate for Zambian holidays during that time. A first draft and presentation of major findings and recommendations; validation workshop and final draft is expected no later than the third week of March and the final report will be due in the last week of March. Both soft and hard copies of the report will be submitted to World Renew for review.