

**MINISTRY OF FINANCE AND NATIONAL DEVELOPMENT PLANNING**

**ZAMBIA INTEGRATED FOREST LANDSCAPE PROJECT**

**TERMS OF REFERENCE FOR THE ZAMBIA INTEGRATED FOREST LANDSCAPE PROJECT (ZIFLP) END OF PROJECT EVALUATION**

1. **Project Background and objective**

In Zambia’s Eastern Province (EP), the majority of the province’s 1.7 million people live in rural areas with livelihoods dependent on natural resources. Significant poverty characterizes the communities and agriculture, forestry and wildlife resources are not well managed. There is major ongoing deforestation in the EP – about 50 hectares of forest are cleared per day for food, firewood and charcoal production. Contributory factors include inadequate land use planning, poor agricultural and natural resources management practices, untapped alternative livelihood options, and poor market access for farmers. Addressing these challenges is the highest priority of the Eastern Province Administration thus the development of the Zambia Integrated Forest Landscape Project which has been implemented across all the 14 Districts of the Eastern Province since January 2018 to August 2022.

The project is an innovative mix of World Bank funding consisting of an IDA credit of $17.0 million, a GEF grant of $8.05 million, and a BioCF TF grant of $7.75 million. The project aimed to provide support to rural communities in the EP to allow them to better manage the resources of their landscapes. The project has 4 components namely:

* Enabling environment
* Livelihood and low carbon investment
* Project management and
* Contingent emergency response.
  1. **Project objective**

The overall goal of the project is “t***o improve landscape management and increase environmental and economic benefits for targeted rural communities in the Eastern Province and to improve the Recipient’s capacity to respond promptly and effectively to an Eligible Crisis or Emergency****.”*

The project aimed to achieve the following objectives:

1. Improve forest management and empower communities to participate in such management;
2. improve agricultural productivity and resilience resulting from adoption of climate-smart agriculture (CSA) practices;
3. Improve livelihoods by creating opportunities for jobs and through access to forest products;
4. improve capacities to better manage landscapes and land rights for multiple benefits; and
5. Help secure ecosystem services and enhance resilience from intact biodiversity.

## TheAssignment (End of Project Evaluation)

* 1. **Purpose**

The Ministry of Finance and National Development Planning is seeking to hire an independent consultant to conduct an external end of project evaluation for the Zambia Integrated Forestry Landscape Project (ZIFLP). The objective of this evaluation is to assess whether the ZIFLPachieved its set objectives and to document lessons and best practices that can inform future initiatives. The specific objectives of the evaluation are to:

* + - Assess the relevance of the project in terms of design andfocus
    - Assess the effectiveness of the project in terms of progress made towards desired results at impact, outcome and outputlevels
    - Assess the efficiency of the project in terms of use and allocation ofresources
    - Identify and document lessons and best practices that can inform futureinitiatives
    - Assess the sustainability of the project and possibilities for scaling-up andreplication

## Scope and Focus of the Evaluation

The following areas shall be assessed during the end of project evaluation:

## Relevance: Assess the design and focus of the project

* Review the project concept and design in terms of how it addressed relevant problems andneedsaswellasthesoundnessoftheapproachesadoptedbytheprojecttosolvethese problems
* Assess the extent to which the project was aligned to government strategies and priorities, and the needs of beneficiaries and other stakeholders
* Did the project involve the relevant stakeholders through information sharing, consultation and by seeking their participation in the project’s design, implementation, and monitoring and evaluation? Did the project have buy-in and support from stakeholders, i.e. to which extent did the project meet stakeholderexpectations?
* Was the enabling environment for the project fully in place at project initiation? Were the project’s objectives and results clear, practicable and feasible within the settimeframe?
* Review the relevance of the project strategy and assess whether it provided the most effective route towards attainment of results. What aspects of the design could have been designed differently to make the programme morerelevant?
* What changes happened since the project was initiated? Were these changes in line with the goal of theproject?
* Assess the risks and assumptions made in the project design to see if these were relevant? What major assumptions wereoverlooked?

## Effectiveness: Describe the project management processes and their appropriateness in supportingdelivery

* Asses how far the project reached towards achieving its objectives at impact, outcome and output levels in relation to targets set in the results framework analysis. What results were achieved at impact, outcome and output level? Were they of appropriate technicalquality?
* How effective and appropriate was the project implementationapproach?
* Were project activities implemented according to workplans?
* What were the main implementationissues?
* What were the project’s mainsuccesses?
* What did the project fail todo?
* Which factors (internal and external) have facilitated or impeded the achievement of projectobjectives?
* What transformation resulted from the project since it was initiated? Are there any observed changes or trends resulting from the project anticipated to have long lasting impact?

## Efficiency: Assess the use and allocation of project resources Financial and administrativeresources:

* Were financial resources available to the project appropriate and wellutilized?
* To what extent did funding, time, personnel, and other resources contribute or hinder the achievement of projectobjectives?
* Were project funds used as stated? What percentage of total project budget was utilized (analyze key budget line and total expenditure)? Explain any major over or under expenditures on key budgetlines.
* Was the project costeffective?
* Did the project have appropriate financial procedures and practices including financial controls reporting and audits that allowed management to make informed decisions regarding the budget and allowed for timely flow offunds?
* How has follow-up of issues raised in connection with financial reports and annual audits, if any, beenaddressed?
* Have funds been transferred efficiently from the donor to theproject?
* Has value for money been achieved in the implementation of project activities? Could the same results have been achieved for lessmoney?

## Time:

* Was enough time allowed for the achievement of the intendedobjectives?
* Were work plans developed and implemented according to plan? Were the work plans monitored and adapted where necessary to achieve intended objectives of theproject?

## Human Resources:

* Were there enough human resources (including staff in the PIU andgovernmentdepartment) with adequate competence for the achievement of intendedobjectives

## Management arrangements:

* To what extent was the organizational setup of the project efficient? Were responsibilities and reporting lines clear? How was the division and clarity of roles andresponsibilities?
* Asses the timeliness of decisionmaking.
* How well did the partnership and management arrangements work and how did they develop over time?
* Were communication lines effective andefficient?

## Implementation and Monitoring:

* Were there delays in project implementation and completion? If so, what were they and how did they affect projectdelivery?
* Assess how project implementation was adaptive, pro-active and responded to changes and lessons learned.
* Assess how risks were identified, monitored and mitigated during projectimplementation.
* How well did the project implement its M&Eframework?
* How did the project use the information generated during project monitoring to adapt to changing needs and improve projectperformance?
* Review if broader development aspects (livelihood, capacity building, gender, etc.) were monitored effectively andhow.

## Lessons Learnt and BestPractices

* What are the key lessons learnt and best practices from implementing the landscape project?
* Were the lessons learnt and best practice from the project timely identified, documented and shared with relevant stakeholders? If so, how did they influence any changes to the project design and implementation approach or initiatives implemented by other stakeholders such as governmentactors?
* How best can the lessons learnt and best practices from the project be disseminated after the end of the project to achieve biggerimpact?

## Sustainability, scaling-up andreplication

* What measures were put in place to ensure continuity of benefits from the project for long- term impact? What is the likelihood of continuation of these initiatives (such as community forest management, subprojects etc) after the end of the project? What are the key factors (i.e. local ownership, financial, institutional capacity, etc.) that will facilitate or hinder sustainability of the benefits from theprojects?
* The ownership of objectives and achievements, e.g. degree to which stakeholders were consulted on the objectives from the outset, how that ownership is likely to contribute to thesustainabilityofprojectoutcomes,whetherprojectstructuresandmechanismshelped ensure ownership and buy-in.
* How national policies will affect the maintenance of project outcomes after the project ends and the level of support from government, public and civil societyorganizations.
* Analyze risks (social, political, economic and environmental) that may jeopardize the sustainability, scaling-up and replication of the results.
* Assess the steps taken by the project to encourage or ensure scaling-up and replication of results from the interventions and provide recommendations for a possible scaling-up and replicationmechanism.
* What opportunities exist for scaling-up and replication of results from the projects to achieve biggerimpact?

## Methodology

The End of Project Evaluation will be an independent exercise conducted by a consultant hired by the Ministry of Finance and National Development Planning. The consultant shall be required to collect relevant data for the evaluation using the following methods, among others:

* 1. Document Review: The consultant shall undertake in depth review of relevant documents such as the project appraisal document, annual work plans, activity and technical progress reports, financial reports, project implementation manual, M&E manual, beneficiary assessment reports, and other documents produced by the project. The consultant shall also review relevant government documents on reducing deforestation & degradation in thecountry.
  2. Interviews and consultations: The consultant shall interview the project team, implementing partners from the government, civil society actors, private sector and beneficiaries. Structured /non-structured interview questions shall be administered through face to face meetings, Skype, WebEx, zoom andemail.
  3. Field visits: The consultant shall undertake visits to project sites in the Eastern Province of Zambia to verify project results from implementation of the ZIFLP. During the field visit, the consultant shall assess the impact of the project on people andnature.

The consultant shall elaborate on the methodology to be undertaken based on the objective, scope and focus of the evaluation presented above.

## Deliverables and payment schedule

The consultant is expected to deliver the following to the ZIFLPteam:

|  |  |  |  |
| --- | --- | --- | --- |
| Phase | Deliverable | Payment Schedule | # of work days |
| Inception phase | Draft inception report\_7 days after signing the contract |  | 7 |
| **Deliverable 1**: final inception report including budget, methodology and qualitative research tools, approved by ZIFLP and stakeholders. | 15% of the total assignment budget | 3 |
| Data collection phase | Desk review, interviews in and field visits to project sites |  | 40 |
| Data analysis phase | Presentation of initial findings in Eastern Province and draft of the report |  |
| Evaluation phase | **Deliverable 2:** Draft Evaluation Report, for comment by project team | 50% of the total assignment budget | 7 |
| **Deliverable 3**: Final Evaluation Report& Raw datasets | 35% of the total assignment budget | 3 |
| Total |  | **100%** | **60** |

## Data, local services, personnel, and facilities to beprovided

1. The ZIFLP team will:

* review and provide feedback on the reports produced by the consultant
* Schedule and make appointments for field visits and meetings with relevant partners andstakeholders.
* Provide documents in their possession required for theevaluation.
* be responsible for organizing the stakeholders’ workshop where the consultant will present preliminary findings and initial conclusions resulting from the evaluation

1. The consultant will

* take full responsibility for quality control and timely submission of the deliverables to the ZIFLPteam
* The consultant will cater for costs of their accommodation, per diem and other expenses related to the evaluation. These costs should be included in the total budget for the assignment
* Organize their own office space and will use their own transport, office equipment (computers, photocopiers, power point projectors), support staff and other relevant equipment,
* Make their own logistical arrangements for all field travel

## Institutional and Organization Arrangements

## Reporting channels, responsibilities andlogistics

The consultant will be accountable to the office of the National Project Manager (NPM), while the Planning Monitoring & Evaluation Officer will provide day to day supervision so as to assure quality at every stage of the evaluation. The channel of communication between the consultant and the Government will be through the ZIFLP NPM who will also be responsible for communicating reports and other deliverables to concerned stakeholders through established government channels.

## Qualifications and experience of the consultant/firm

## This consultancy is for a firm. The experience, resources and delivery capacity of the firm required are:

1. Five (5) years working experience in project management and evaluations (mid & end of project) of climate change, environment, natural resources, energy and related fields.
2. Must have experience in conducting similar assignments in Sub-Saharan Africa or Third World Countries.
3. 5 years demonstrated experience of working with multi-lateral agencies and development bank;
4. Must have a local national who shall have experience in evaluations

## Key Staff to undetake the assignment

The team shall consist of a lead consultant complemented with an M&E specialist and an environmental specialist, as relevant. These will have the following competencies.

Team Leader

* An advanced university degree (Masters or higher) in Statistics, Social Sciences, Agriculture economics, Environmental Management or a related field.
* At least 10 years’ experience in leading a team of enumerators in undertaking evaluations of programmes or projects in the agriculture, wildlife and/forestry sector and must provide a list of projectsevaluated and samples
* She/he must have a good understanding of a landscape project.
* Excellent analytical skills and ability to collect and process a lot of information in a short period oftime
* Ability to review relevant documentation, engage stakeholders efficiently and effectively and to produce excellent writtenreports
* Excellent oral and writing skills in English as well as computer literacy (Microsoft: Word, Excel, and PowerPoint)

M&E Specialist (Technical Expert # 1)

The team leader will work with another expert with the following qualifications and experience:

* University degree in any of the following: Agricultural Economics or Agribusiness Management, Social Sciences, Environmental Management or related field
* At least five (5) years’ relevant work experience in Monitoring & Evaluation of donor funded projects
* Demonstrate practical experience in qualitative and quantitative research methodology, evaluation design and implementation.
* Personal skills: good communication, analytical and drafting skills.
* She/he must have a good understanding of a landscape project.

Environmental specialist (Technical Expert # 2)

The second expert has to have the following qualifications and experience:

* University degree Environmental Science, Environmental Economics, Ecology, Natural Resource Management, Forestry, Agriculture or a related field.
* At least five (5) years’ relevant work experience in Environment and Natural Resources Management projects or programs
* Demonstrate practical experience in qualitative and quantitative research methodology, evaluation design and implementation
* Personal skills: good communication, analytical and drafting skills;
* She/he must have a good understanding of a landscape project.

Table 1: Expected Level of Effort from the evaluation team

|  |  |  |  |
| --- | --- | --- | --- |
| **Evaluation Stages/Tasks** | **Resources Required** | **Daysper**  **resource** | **Total Days** |
| Planning | Team Leader, Expert 1, Expert 2, | 5 | 15 |
| Logistics Officer | 3 | 3 |
| Peer Reviewer | 1 | 1 |
| Preparation | Team Leader, Expert 1, Expert 2, Logistics Officer | 5 | 20 |
| Field Work | Team Leader, Expert 1, Expert 2, | 15 | 45 |
| Logistics Officer | 4 | 4 |
| Data Analysis | Team Leader, Expert 1, Expert 2, Logistics Officer | 15 | 45 |
| Reporting | Team Leader | 10 | 10 |
| Expert 1, Expert 2, | 5 | 10 |
| Peer Reviewer | 2 | 2 |
| Report Editor | 2 | 2 |
| **TOTAL Person Days/LOE** |  |  | 157 |

## Duration of theEvaluation

The assignment is expected to be completed with the submission of all major deliverables within 12 weeks (60 working days) from the date of commencement.

## Cost of theEvaluation

The estimated total cost of this assignment should cover professional fees for the consultant as well as any other costs to be incurred in undertaking this assignment excluding transport to the field and stakeholder meetings during the evaluation which will be catered for by the client.

1. **Selection process**

Being a Government project, ZIFLP will use the laid down government procurement procedures and guideline to select the successful consultant. The guidelines require the consultant to submit, a proposal explaining, their comprehension of the ToRs, and how they would approach this assignment, with a summary of their methodology, especially in terms of how they plan, to meet the objectives, including a period and budget. This should include a team composition with a lead consultant and at least two other experienced evaluators and a CV of each person to be involved in the assignment, including the firm’s experience in undertaking similar assignments, a detailed budget and time availability.*See the detailed RFP*.

## SubmissionProcedure

Firms/ individual consultants that wish to express their interest in undertaking the prescribed assignment are requested to email the following:

1. A technical proposal **not exceeding 15 pages**containing:
   1. An understanding and interpretation of theTOR.
   2. Methodology to be used in undertaking theassignment.
   3. Time and activityschedule.
   4. Evidence of relevant experience and samples of products related to theassignment.
   5. Curriculum vitae of the lead consultant to undertake the assignment plus short CVs of the rest of theteam.

* Information on any representative of your team, or any member of your team, that may give rise to ***a direct or indirect conflict of interest***.

1. A financial proposal **not exceeding 3 pages**including:

* Consultant’s daily rates and any other related costs for undertaking the assignment. this should be in United States Dollars(USD).

## ANNEX 1. REPORT OUTLINE

1. Acronyms
2. ExecutiveSummary
3. Introduction
4. Introduction
   * Background of theProject
   * Objectives of theEvaluation
   * Scope and Focus of theEvaluation
   * Methodology of theEvaluation
5. Discussion ofResults
   * Relevance of theProject
   * Effectiveness ofImplementation
   * Efficiency ofImplementation
   * Potential for Sustainability, Scaling-up andReplication
   * Lessons Learnt and BestPractices
6. Conclusions and Recommendations
   * Conclusions
   * Recommendations
7. Annexes