

Terms of Reference

Mid-Term Review ENTERPRISE Zambia

September 2022

Project Title	ENTERPRISE Zambia Economic, Nutrition and Technical support for increased Economic Returns and P R ofit In S u stainable E agribusiness in Zambia - ENTERPRISE Zambia
Duration	March 2020 to February 2025 (60 months)

1 INTRODUCTION

ENTERPRISE Zambia is an EU funded project, implemented by Gorta-Self Help Africa (SHA) in a collaboration with Imani Development International Ltd (Imani). The project aims to establish a challenge fund to contribute to increase opportunities for smallholder farmer (SHF) in agriculture and aquaculture value chains in Zambia. It draws upon the co-applicants' experience and expertise in integrating Zambian smallholders into agricultural value chains and in establishing and managing competitive grant schemes

ENTERPRISE Zambia responds to the identified needs, challenges and opportunities for Zambian smallholders and agribusinesses to participate in market-integrated and nutrition-sensitive value chains (VCs). Zambia's agriculture sector is the country's biggest employer yet only contributes an estimated 3% to gross domestic product (GDP). Production and productivity of most staples lag global and low-income country average levels and agribusiness growth is hampered by market and government failures. Therefore, Government objectives on food security, SHF income and private sector growth in the sector will only be met with better integrated VCs.

Through the provision of financial and technical support ENTERPRISE Zambia will address a number of key bottlenecks constraining agribusinesses including: insufficient quantity and quality of raw materials/inputs; insufficient technical and business skills; poor access to technologies for value addition; poor aggregation among smallholders.

The ENTERPRISE Zambia Challenge Fund is 100% funded by a EUR 26m grant from the European Union. EUR 20.8m is allocated for financial support to agri-businesses in Zambia.

The project is part of the EUR 92m "Sustainable Commercialisation of Zambia's Smallholder Farmers Programme (EU4MULIMI)". As part of the programme European Investment Bank (EIB) is providing long term financing to Zambia banks (with first being a facility with Zanaco) through the "Technical Assistance and Financial Instrument support for Zambia Agriculture Value Chain Facility". This new financing provides longer-term loans than normally available in both local and foreign currency. Access to finance by smallholders and agricultural companies is complemented by a technical assistance program and a risk-sharing facility backed by the European Union. Hence, this creates a blended finance facility - grants for value chain development and smallholders' integration from ENTERPRISE Zambia; and the agriculture value chain facility from EIB.

2 SPECIFIC OBJECTIVES OF THE PROGRAMME

The programme's overarching objective is "To contribute to increased income and nutrition security for 150,000 smallholder farmers households in rural Zambia."

The specific objective: "Improved integration of smallholder farmers and agribusiness actors into regional, national and international value chains with additional weighting on gender focused opportunities and nutritionally sensitive (regional/national) value chains" and enabling 35-45 agri-enterprises to: -

1. Increase their turnover by at least 25%,
2. Create and/or support 8,500 net equivalent jobs including seasonal/part-time etc,
3. Support 105,000 households to increase their dietary diversity,
4. Ensure 135,000 smallholders report improved access to markets
5. Implement activities that contribute to a green economy

ENTERPRISE Zambia's intervention logic rests on three main areas of action: developing the capacity of agribusinesses through the provision of financing and technical support (OP1.1 and 1.2); promoting connections between market operators through technical support to agribusinesses and engagement with farmer and agribusiness associations (OP1.2 and 1.3); and improving the business environment for commercial agriculture/aquaculture by supporting farmer and agribusiness associations to intervene on critical issues and providing improved access to finance (OP1.3 and 1.4).

- I. Under Output 1.1, ENTERPRISE Zambia will transparently and objectively allocate financial support to agribusinesses in line with European Development Fund rules for financial support to third parties, ensuring its effectiveness by providing support based on the needs of agribusinesses operating in the agriculture and aquaculture sectors, as identified through in-depth and participatory assessments. These funds, in addition to supporting the achievement of the programme goals will help agribusinesses become more inclusive and sustainable. Over 90% of the operational budget is dedicated to this output.
- II. Under Output 1.2, the provision of targeted technical support will both enhance operational capacity and support agribusinesses to achieve their goals regarding positive impact on the resilience, sustainability, profitability of smallholders and deliver job and economic opportunity – agribusinesses will be incentivised to focus particularly on women and youth. This will be critical for achieving both Business Plan and overall programme goals.
- III. Under Output 1.3, ENTERPRISE Zambia will support smallholder farmers and agribusiness associations to engage in targeted and evidence-based interventions to improve the operating environment for their members, laying the foundations for sustained growth of commercial agriculture and aquaculture sectors.
- IV. Finally, Output 1.4 will ensure that ENTERPRISE Zambia grantees are able to secure complementary finance required to deliver their Business Plans, and that grantee and non-grantee agribusinesses will have greater awareness and understanding of the financial resources available to them in order to support continued growth of inclusive agribusinesses and their continued participation in nutrition-sensitive VCs.

SHA and Imani Development are committed to the full capture and documentation of the results and impact of the investment across the different agri-enterprises.

3 PROGRESS TO DATE

28 companies have been awarded financial support totalling EUR 16.8m over the four calls for proposals. If all companies deliver fully, around 300,000 smallholders will benefit from the programme in over 90 districts. EUR 4m remains unallocated as insufficient number of quality proposals were presented by companies, particularly in the aquaculture sector, applied to the fund.

The funded projects are in value chains such as organic cotton and soya, legumes including seed, beef and leather, sorghum, horticulture, aquaculture, timber, input provision etc.. Already, more than 70,000 smallholder farmers are benefitting from improved access to markets, input supplies, credit facilities and Climate Smart Agriculture (CSA) trainings as part of the farmer integration. Companies report having created over 300 full time equivalent (FTE) jobs over the first agricultural season of the projects.

The funded projects seek to explore opportunities and address some of the barriers that inhibits smallholder farmers from competitively participating in agricultural value chains. Examples of initiative supported include farmers training on climate adaptation, capacity development, equipment investments, improvement of quality standards, participatory research and marketing and branding investments among others.

The project's work on policy issues and with associations is in its early stages. The project has so far engaged the Zambia Association of Manufacturers and the Zambia Chamber for Commerce and Industry in order to understand their strategic priorities for advocacy for the agribusiness sector. Furthermore, the project has been incorporated as part of the Agriculture Technical Working Group under the Public Private Dialogue Forum. This provides an opportunity for the project to provide feedback on areas that might require reform in order for value chain development to be implemented effectively. It is envisaged that this will culminate into collaboration on development of policy briefs and commissioning of studies that will contribute to a business environment that promotes growth.

4 PURPOSE OF THE MID-TERM REVIEW

An independent mid-term review will draw upon the findings from baseline studies, the monitoring data and additional qualitative data collection including case studies. The mid-term review will address the progress of the programme and potentially address certain themes in more depth. The mid-term review will also provide recommendations on how EZCF can improve its progress and impact.

The main purpose of this review will be to provide the EZCF management team and the EU Delegation with an opportunity to reflect on programme performance in terms of:

- 1) what is working well,
- 2) what is not working,
- 3) significant factors affecting the programme implementation either positively & negatively
- 4) the changes that need to be made on the strategies and approaches used in programme implementation to accelerate delivery of results and impacts during the residual implementation time;

- 5) to understand the performance of the intervention and the reasons behind it in order to inform the planning of the future EU interventions

Some potential questions to answer through the mid-term review will include:

1. Are we on track to meet our targets? Are there any major 'red flags' at this stage that we need to tackle? Are we likely to meet the targets we set?
2. Does our 'intervention logic' still hold true? i.e. does the log-frame reflect reality? Is our theory of change *"by doing these activities we will be able to achieve this"* still valid? Does it need any changes?
3. What parts of the project are working well? What strategies and approaches are working well?
4. What are the main challenges we are facing? How can we seek to overcome them?
5. Are we reaching the people we intended to reach with this project? Do we have reliable information to tell if our project targeting is on track?
6. Are there any aspects of the project that could be done in a more efficient and effective way within the budget available (without compromising on the quality and intended outcomes of the project)?
7. Have there been any changes in the context that we are operating in since the beginning of the project? Have any of these changes affected (positively/negatively) the project? Are there any other contextual changes anticipated? (Think in terms of changes in government services, with other service providers or donors, and political, social and economic changes)
8. Have salient risks been identified: the legal, financial and reputational risks that the Fund Manager is exposed to because of its legal status and contractual agreements? Are there adequate plans in place to mitigate the key risks?
9. Have we learned any crucial information that would be useful for other people to know who are implementing similar projects? Are there any things that have arisen that you wish you knew when you started the project?
10. Do any systems, procedures, roles, responsibilities need to be clarified, reviewed or re-communicated?
11. What are the key recommendations that have arisen out of this review that, if implemented will improve future project implementation?

The review shall assess achievement against objectives and indicators, and these shall include, though not be limited to, the results as outlined in the logframe which will be made available in full to the successful Consultant.

The review findings should make qualified statements on the question of to what extent did the project achieve its intended objectives. The review should also scope out recommendations for future use of the findings/ learnings within the organization and beyond.

5 KEY QUESTIONS FOR THE MID-TERM REVIEW

The Review will consider the DAC criteria of relevance, effectiveness, efficiency, sustainability and to a limited extent impact as follows:

- a) Relevance: The extent to which the programme is suited to the priorities of the smallholder farmers, agri-businesses, the Fund Manager and development partners.
 - To what extent is the programme objectives and design responding to the final 'beneficiaries' needs and priorities?
 - To what extent the institutional arrangements/implementation modalities selected were appropriate to reach the most vulnerable households/smallholder farmers?
 - How relevant is the blended finance facility to the country's agriculture sector priorities and private sector development strategy?
 - Are the outcome areas (still) relevant to the target beneficiaries?
 - Are there any other interventions that should have been considered?
- b) Coherence: The compatibility of the programme with other interventions in the country and agriculture sector.
 - To what extent do key sector policies (agriculture, fisheries and livestock, private sector development etc.) support or impede the implementation of the ENTERPRISE Project?
 - To what extent are the coordination structures effective in complementing implementation of similar interventions supported by GRZ and donors to prevent duplication of efforts?
- c) Efficiency: This should include a review of the efficiency and value for money of the delivery structure involving the Fund Manager.
 - Were the financial resources and other inputs used efficiently to achieve outputs?
 - Do the outcomes of the programme represent value for money?
 - To what extent is the relationship between inputs and outputs timely, cost effective and to expected standards?
 - To what extent the intervention delivers, or is likely to deliver, results within the intended timeframe, or is the timeframe reasonably adjusted to the demands of the evolving context?
- d) Effectiveness: The effectiveness of the delivery structure involving the Fund Manager including synergy between output areas in delivering the outcome needs to be analysed against programme objective
 - To what extent is the programme achieving the intended outcomes, in the short, medium and long term?
 - To what extent is the programme producing worthwhile results (outputs, outcomes) and/or meeting each of its objectives?
 - To what extent has the project built on the strengths and opportunities of SHA and Imani's effectiveness?
 - To what extent are the processes to manage risks, including compliance risks, appropriate and effective?
 - To what extent the programme outputs contribute to increasing commercialisation of smallholder farmers as well as to increase dietary diversity particularly for women and children in poor rural household?
 - To what extent Covid-19 pandemic created opportunities/innovation or significantly hampered the effectiveness of the programme?
- e) Impact: the impact of the programme should be considered and where possible, impacts identified. It is recognised that, in the absence of baseline data and

¹The programme has two groups of final beneficiaries: smallholder farmers and pastoralists are the primary beneficiaries while the agri enterprises (contracted SMEs) are the secondary beneficiaries.

counterfactuals, the scope for impact review is limited. It will also be important to evaluate the additionality of the projects.

- What were the outcomes and (where possible) the impacts of the funded projects regarding different categories of smallholder farmers & pastoralists?
 - What has been the outcome and (where possible) impact of the catalytic fund at business level across the funded Agri enterprises?
 - What are the lessons learnt from the challenge fund?
 - What is the additionality of the funded projects?
 - Have there been missed opportunities to broaden or deepen the impact of the programme?
 - To what extent the programme leveraged impact, created synergies and opportunities for smallholder farmers and/or supported the achievement of the overall EU funded "Support to sustainable commercialisation of Zambia's smallholder farmers"
- f) Sustainability: The sustainability and replicability of the changes achieved need to be considered.
- What evidence is there of any systemic change that has been initiated by the Programme?
 - What factors are expected to influence the continuation of Programme benefits after the end of this funding phase?
 - Is sustainability of individual businesses supported under this program leading to sustainability of development impacts?
- g) EU value added
- Has the Programme brought additional benefits to what would have resulted from other donors' interventions only

In addition to the above questions, the Mid-term Review should also identify a range of recommendations for improvements to the ENTERPRISE Zambia programme in the areas of programme design, theory of change (at a programme level), management structure, governance structure and donor engagement in order to inform the next round of EU private sector focused programming in Zambia. The review can also make recommendations on how the unallocated grant funding and the contingency could be utilised to further the objectives of the programme.

6 METHODOLOGY

The applicants are expected to clearly specify the methodology they propose for the Mid-Term Review in their response to these Terms of Reference. Applicants are expected to propose a review design that is rigorous and uses internationally recognised methods. The methodology proposed should show how the chosen data collection and analysis techniques will lead to a robust and credible set of conclusions and recommendations for the programme.

Applicants should specify the proposed scope of data gathering (e.g., number and type of case studies, survey targets and sample sizes etc..) and proposed method of data analysis. It is not anticipated that experimental or quasi-experimental methods will be appropriate for the Mid-term Review due to the absence of baseline data and counterfactuals. The applicants may propose other methods and analytical techniques which will permit the review of the impact of the programme to date although the primary concern of the Mid-term Review is to

better understand the programme, its operation and overall effectiveness and not to attribute impact to the programme.

The Fund Manager may revise these methods during the review inception phase and advise on the sampling methodologies. It is expected that the review will use a mixed methods approach including:

- In depth case study analysis of interventions made.
- Qualitative analysis based on field visits, interviews, focus groups, document review and review of other data sources.
- Quantitative analysis using monitoring data and other available data.

in order to facilitate and to reduce disruption to grant recipients the review team will coordinate with the fund manager on a visit schedule.

It is expected that the review will use a range of review data sources including:

- Review of ENTERPRISE Zambia documentation (including operations manual, call guidelines, Programme Steering Committee documentation and minutes, Independent Investment Committee Memos, compliance partner reports, monitoring reports, quarterly reviews, annual reports, quarterly reporting system on salesforce).
- Analysis of information the monitoring and reporting system.
- Interviews (face-to-face, by telephone, in focus groups or by other means) with key stakeholders, including representatives of project implementation teams in the targeted SMEs (grant recipients), Fund Manager, technical working group representatives, private sector stakeholder, Match-fund providers and final beneficiaries (smallholder farmers and Pastoralists).
- Field visits to the ENTERPRISE Zambia awardees in consultation with the Fund Manager.

The review team encouraged to use participatory approaches with the project team and companies in receipt of financial support to embed learning from the review process.

7 EXPECTED DELIVERABLES

The consultant will be required to deliver the following:

- 1) Draft Inception Report: The Inception Report should cover: the validated review questions and each question should be accompanied by explanatory comments, judgement criteria, quantitative and qualitative indicators, methodological approach to data collection and analysis. The report should also include a detailed work plan, the activities to be implemented and the deliverables. The role and responsibilities of each member of the team should be stated as well.
- 2) Final Inception Report, incorporating feedback from M&E team (1 week from commencement)
- 3) Presentation of Draft Findings Conclusions and Recommendations to a meeting of the Technical Working Group.
- 4) **Draft Final Report** should be discussed with the technical working group and other stakeholders in order to provide comments. The report should be a **maximum of 30 pages** exclusive of annexes and should detail the following:
 - An assessment of the likely relevance, effectiveness, sustainability of the programme and efficiency of the delivery approach.
 - Suggestions on how the programme approach might be adjusted to enhance its overall impact and recommendations for any subsequent programme extension.

- A specific high-level report using the mid-term findings and conclusions to disseminate to EU and other stakeholders outlining the potential for scale-up of the challenge fund model
- At this stage it may not be possible to identify impact however the mid-term review will identify the trajectory of change and allow revisions to the review design and methodology to be implemented in preparation for the final review

5) **Final Report** in the following format:

- Executive summary
- Intervention description
- Review purpose
- Methodology
- Findings
- Conclusions
- Lessons Learnt
- Recommendations
- Annexes (such as list of people interviewed, key documents consulted, data collection instruments)

6) A PowerPoint presentation of the summary of findings and recommendations presented to the Technical Working Group.

7) Final de-briefing on the report findings with the Fund Manager and EU Delegation

8) A hard drive with Word and PDF versions of the report including annexes, power point presentation of findings and any data sets

8 ADMINISTRATION AND LOGISTICAL ARRANGEMENTS

The consultant will report to the ENTERPRISE Zambia M&E expert and will work closely with programme implementation team. The Consultant will be responsible for all logistic arrangements for him/herself and members of the review team. The Fund Manager will facilitate convening of meetings and site visits where necessary. All relevant expenses should be covered by the review contract budget.

The successful Consultant(s) will be provided with all documents relevant to the project such as the Theory of Change, Results Framework, programme implementation periodic reports, Donor Reports as appropriate etc. to support the review process

9 QUALIFICATIONS AND REQUIRED COMPETENCIES

The consulting firm / consultant must:

Specific competencies

- The lead consultant should have at least a master's degree in International Development, Development Economics/Planning, M&E, Economics, Statistics, Agricultural economics or any other related university degree in the field related to the assignment,
- At least 10 years' experience in of private sector programmes: e.g. programmes in either Market Systems Development, Integrated Food Security, Sustainable Agricultural and Livelihoods, or other related fields.
- Experience evaluating challenge funds will be an added advantage.

General competencies

- Strong understanding of various quantitative and qualitative review methodologies, surveys, and econometric/statistical analysis
- Demonstrated ability to communicate complex studies and findings in an accessible way for non-technical readers, including presentation of data in visually appealing ways, highly structured and rigorous summaries of findings and robust and accessible syntheses of key lessons.
- Experience with EU and other donor programmes is preferred.

Recommendation letters / references from previous clients should be provided covering the above.

10 TIME FRAME FOR THE ASSIGNMENT

30 working days are estimated number for completing the assignment. The consultant will conduct the field work and give a preliminary presentation of findings to SHA, Imani and the EU project manager immediately after completing the fieldwork. The consultant will have to submit the draft report to the Team Leader for review by 12th December 2022 and the final report be submitted by 15th January 2023. A presentation to the Technical Working Group of the Programme Steering Committee will be made on 25th January 2023.

11 BUDGET

The maximum budget for the assignment including fees, logistics, consumables and contingencies is around EUR 30,000.

12 OTHER

12.1 Suppliers Code of Conduct

Self Help Africa expects all its suppliers to respect the following Code of Conduct:

- Employment is freely chosen.
- Goods and services purchased are produced and developed under conditions that do not involve the abuse or exploitation of any persons including - but not limited to - children, women, minority groups etc.
- The rights of staff to freedom of association are observed.
- Working conditions are safe and hygienic.
- No exploitation of children is tolerated.
- Wages paid are adequate to cover the cost of a reasonable living.
- Working hours are not excessive and regular working hours are provided.
- No discrimination is practiced.
- Local labour laws are complied with.
- Social rights are respected.
- Suppliers comply with all statutory and other legal requirements relating to the environmental impacts of their business.

12.2 Confidentiality and Conflict of Interest

The applicant undertakes that they will not at any time, either before or after the termination of this service, use or disclose or communicate to any person confidential information relating to the affairs of SHA. This restriction shall continue to apply after the termination of the service without limit in point of time. To ensure the independence of terms of their contract, the

winning applicant will sign a declaration certifying that they have no conflict of interests in relation to the tasks to be undertaken and undertake to inform SHA should this status change.

12.3 Terrorism and Sanctions

Terrorism and Sanctions: Self Help Africa (SHA) does not engage in transactions with any terrorist group/individual/entity involved with or associated with terrorism or individuals/entities that have active exclusion orders and/or sanctions against them. SHA will not knowingly purchase supplies or services from companies that are associated in any way with terrorism and/or are the subject of any relevant international exclusion orders and/or sanctions. If you submit a bid based on this request, it shall constitute a guarantee that neither you/your company nor any affiliate or a subsidiary controlled by you/your company are associated with any known terrorist group or is/are the subject of any relevant international exclusion order and/or sanctions. Self Help Africa perform checks of suppliers against international lists including but not limited to those generated by the European Union (List of person, groups, and entities to which Regulation EC.No.2580/2001 applies, the US Government (Office of Foreign Assets Control list of specially designated Nationals and blocked persons and the United Nations (Consolidated List).

12.4 Exclusion criteria

Candidates or tenderers shall be excluded from participation in this procurement procedure if:

- a. they are bankrupt or being wound up, are having their affairs administered by the courts, have entered an arrangement with creditors, have suspended business activities, are the subject of proceedings concerning those matters, or are in any analogous situation arising from a similar procedure provided for in national legislation or regulations.
- b. they have been convicted of an offence concerning their professional conduct by a judgment which has the force of res judicata.
- c. they have been guilty of grave professional misconduct proven by any means which SHA can justify.
- d. 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 SHA or those of the country where the contract is to be performed.
- e. they have been the subject of a judgment which has the force of res judicata for fraud, corruption, involvement in a criminal organisation or any other illegal activity detrimental to the Union's financial interests.
- f. following another procurement procedure or grant award procedure financed by the Union's budget, they have been declared to be in serious breach of contract for failure to comply with their contractual obligations

Self Help Africa is completely against fraud, bribery, and corruption. Self Help Africa does not ask for money for bids. If approached for money or other favours, or if you have any suspicions of attempted fraud, bribery or corruption please report this immediately by email to confidential.reporting@selfhelpafrica.org. Please provide as much detail as possible with any reports.

13 PRESENTATION OF PROPOSALS AND SELECTION CRITERIA.

The Consultant is therefore required to respond to the ToR with:

- Both technical and financial proposal not more than 8 (eight) pages detailing how the consultant will carry out the activity
- The consultant will quote his/her daily professional fees taking into consideration the applicable tax implications. The consultant will be responsible for their own tax affairs. The schedule of the activities should also be outlined in the technical proposal.
- The consultant should attach examples of relevant assignments in the specified field, especially related to any reviews completed / contracts with international non-governmental organizations.
- The analysis of the technical and financial proposal will incorporate a quality-cost analysis using the criteria below.

Criteria	Weighting
1. Understanding of the TOR, proposed methodology and planning of assignment	25%
2. Track record in conducting similar scale reviews of private sector development programmes funded by donors and international agencies like the EU, IFC, FCDO, USAID, UN, KfW etc.	25%
3. Experience and suitability of the team leader and team	25%
4. Cost of the exercise (breakdown) <ul style="list-style-type: none"> a. Fee rates proposed for staff b. Travel and logistics c. Consumables 	25%
Total	100%

The chosen Consultant on signing of Contract is expected to also agree to, and sign, copies of SHA Code of Conduct, Child Protection Policy and Terms & Conditions.

The technical, financial proposal should be e-mailed to **EZCF Applications** ezcf-applications@enterprisezambia.org by **16th October, 2022**.