

## **Strengthening Inclusive Partnerships for Smallholders in Rain-fed Areas (SIPRA)**

### **Terms of Reference for Baseline Survey**

## **1. Background**

Strengthening Inclusive Partnerships for Smallholders in Rain-fed Areas (SIPRA) is the Netherlands Ministry of Foreign Affairs flagship 4-year consortium program in Sudan. The SIPRA program is led by ZOA in partnership with World Relief, SOS Sahel Sudan, Euroconsult Mott Macdonald and Wageningen Center for Development Innovation.

The SIPRA program will bring about transformative change for smallholders. It will establish inclusive partnership modalities between organized producers with sustainable, climate-smart production and a motivated private sector with fair modalities for engaging with producers, focusing on empowered women and youth. Through strengthened agro-MSMEs sourced by large agri-businesses, investors and sellers' reach will sustainably be linked to smallholder producers. An enabling business and policy environment will continually be fostered through advocacy and engagement with key stakeholders and knowledge institutions on systemic barriers impacting actors in the value chain. Driving the program is the food systems approach and market-driven strategies which will select nutrition-sensitive value chains that are in sustainably high demand, and linked to state, national and possibly export markets. Population of targeted localities is 1.6 million, direct target group is 120,000 people (24,000 producer households). SIPRA assumes 15% of the population will benefit, which is close to 240,000 persons.

The SIPRA Program demands to attain the project baseline survey services through a competitive bidding procedure. Thus, this terms of reference is prepared to outline the overall objective, scope, and methodology to undertake the baseline for SIPRA Program. In this respect, ZOA representing program partners would like to request organizations to submit technical and financial proposals as outlined in this request for proposal and the terms and conditions contained herein.

## **2. Rationale of the study**

Knowing the importance of evidence-based monitoring and evaluation of programs to contribute to a sustainable, resilient, and fair economic development of smallholders and SMEs in the rain-fed agriculture areas, SIPRA is seeking an organization or independent consultants to conduct the baseline study for the program. A baseline Study of the SIPRA Program is necessary to set the baseline values for the Program Outcome indicators. The survey can also yield information on implementation of project components to help guide the development and implementation of the different components throughout the project's lifespan, as well as in varying livelihood/geographical project areas.

## **3. Purpose and objective of the study**

### **Purpose:**

The purpose of this study is to gather baseline information against which the project's performance will be measured at the midterm and/or end of the program implementation. The study will also contribute

to generating relevant information for the redesigning of program strategies and activities mid-term to provide for the target population.

### **Objective:**

The objective of this baseline study is to set targets for project indicators, against which the performance of the project will be assessed in line with the project impact pathway/theory of change, to provide the basis for subsequent evaluations of how relevant, effective and efficient the program is being implemented, and to be able to measure program performance over time. The overall aim is to provide the basis for making strategic decisions on programme directions and learn key lessons for SIPRA and similar resilience programmes in the Horn of Africa/ Sudan. A baseline study is needed to establish a benchmark for performance evaluation in line with the attached Monitoring Framework (Annex A).

### **Suggested evaluation questions in relation to the Impact and Outcome Indicators:**

#### **For Impact level indicators:**

1. What is the prevalence of household food and nutrition insecurity among smallholders and SMEs in the rain-fed agriculture areas targeted by the project in Darfur and Kordofan?
2. What is the level of resilience to shocks among smallholders and SMEs in the rain-fed agriculture areas selected by the project in Darfur and Kordofan ?
3. What factors and actors influence food security of targeted households?
4. What factors and actors influence resilience to shocks of target households?

#### **For Outcome level indicators:**

#### ***Outcome 1: Increased sustainable income of smallholder farmers and agro-MSME's in rainfed agriculture areas***

- 1.1 How many fedan's/mukhma's are being cultivated by male/female/youth in the project target areas? What is the percentage of farmland that is agro – ecologically resilient to shocks?
- 1.2 What is the level of production ( e.g. for household consumption, small surplus to put on the market or exporting within or outside Sudan) in the project target areas?
- 1.3 What is the level of income generated by small scale food producers (Male/Female/Youth) in the project target areas?
- 1.4 What is the Food Consumption Score of households in the project target areas?
- 1.5 What is the percentage of smallholder farmers who feel that they are more resilient to overcome (climate and economic) shocks in the project target areas?
- 1.6 In your opinion what are the main benefits of being an organized groups such as you (PA, agro-MSME, etc.?)
- 1.7 Do conflict /disagreements ever arise in your group or among your members? If so, what are the common causes of these conflict? and how do you solve them?

- 1.8 Does your group help its members to access inputs or services for the crops they produce? If yes, which inputs or services? How? If not, why?

***Outcome 2: An inclusive market driven approach for economic partnerships, job creation, supply contracts and value chain development adopted by MSMEs & agri-businesses***

- 2.1 To what extent are there companies engaged in inclusive agribusiness with small holder farmers / PA in the project target areas?
- 2.2. To what extent are challenge funds available and accessible for smallholders, MSMEs & agri-businesses in the project target areas?
- 2.3 What is the amount of fund invested by private companies in agribusiness with farmers / Pas in the project target areas?
- 2.4 What is the number of direct jobs supported as a result of established business partnership(s) between PAs and MSMEs / agribusiness in the project target areas?
- 2.5 To what extent is the enabling environment convenient for economic partnerships, job creation, supply contracts and value chain development engagement with agro-SMEs and agri-businesses in the project target areas?
- 2.6 Which services do you access that are essential to your business (e.g. transportation business development, credit, etc.) ? Do they work well?

**Outcome 3: Conducive environment to benefit from economic partnerships**

- 3.1 To what extent are there effective and sustainable business to business platforms benefiting Producer Associations, Agro-MSMEs and agri-businesses? What are the bottlenecks?
- 3.2 What is the current capacity of Producer Associations, Agro-MSMEs and agri-businesses in lobby and advocacy?
- 3.3. To what extent are PAs, MSMEs and Agribusinesses involved in lobby & advocacy for reforms / improvements in Food and Nutrition Service (FNS) policies, laws, regulations, etc.?
- 3.4 To what extent are FNS relevant institutions serving and supporting farmers / PAs, MSMEs and agribusinesses?

**Outcome 4: Capacity development and learning mechanisms for inclusive, equitable and nutrition sensitive value chain development**

- 4.1 Are there learning mechanisms established that guide the development of inclusive, equitable and nutrition sensitive value chains?
- 4.2 Are there any advocacy briefs/knowledge papers written concerning issues impacting stakeholders from Food Network System (FNS) relevant knowledge institutions

## Cross-cutting/Gender/Inclusion

- A. To what extent are Producer Associations, Agro-MSMEs and agri-businesses inclusive, equitable and gender sensitive?
- B. To what extent are women and youth in Producer Associations, Agro-MSMEs and agri-businesses involved in or capable of lobby and advocacy for desired changes in selected value chains?
- C. To what extent do women and youth have the enabling environment to actively engage in existing value chains/value chain development? What challenges do women face when accessing agriculture inputs technology, market information, credit and services, etc.?
- D. What is the percentage of women and youth actively engaging in productive agricultural work in the project target areas?
- E. What percentage of women and youth have sustainable income sources from agricultural value chains in the project target areas?
- F. What percentage of women are able to make decisions on purchase of food, goods and services for their household in the project target areas?

## 4. Study Design

To undertake the baseline study, the project favours using a mixed methods research design, with quantitative and qualitative components, as the most appropriate design to do the evaluation as it enables the project in obtaining relevant information to answer key study questions based on the responses of study participants.

However, the consulting firm/independent consultant(s) is expected to critically analyse different options of study designs and come up with the best study design (in terms of its appropriateness and practicality) that is likely to provide the best chance of establishing the program contribution upon completion of the program. The study team should identify and use validated tools and measurements for all indicators.

## 5. Geographic scope and level of reporting

The SIPRA Program will benefit communities in South, East and Central Darfur states and South Kordofan State. A total of twelve localities will be reached including prioritized village clusters and villages.

The selected consulting firm/independent consultant(s) will conduct the evaluation in the sample localities and village clusters of the project implementation sites based on the proposed sampling strategy. The baseline information for the indicators should be disaggregated at state, locality, and village cluster level.

## 6. Sampling strategy

The sampling strategy depends on the selected study design and the type of data needed to answer the study questions. The consulting firm should produce appropriate sampling procedure that best suits to the study design. The consulting firm should also propose representative sample size that utmost represents the target population and/or key stakeholders and produce strong justification for sample size

determination. To meet the qualitative data need, it might be important to use purposive selection method to ensure representation of stakeholders. The consulting firm must identify the procedures to recruit study participants.

## **7. Data collection methods and data sources**

Data collection method may include household interview, key informant interview, focus group discussion or any other method depending on the information needed to answer key study questions. The data collection involves collecting quantitative and qualitative data to serve the same purpose. Therefore, the consulting firm should identify the appropriate data collection methods and identify data sources for the study. The study team should identify and use validated tools and measurements for all indicators.

## **8. Data analysis procedures**

The consulting firm should prepare a data analysis plan that envisions triangulation: that is, includes primary and secondary data, as well as quantitative and qualitative data, to respond to key study questions in such a way that the data analysis results help to draw conclusions. The consulting firm should provide information on how the data will be managed, including data handling and coding procedures to facilitate data analysis, and the statistical software that will be used for the analysis. The statistical methods proposed to be used for the analysis of data should be clearly outlined. The consulting firm should also specify how the qualitative data will be analysed. Triangulation of data should also be part of the data analysis plan.

## **9. Data quality assurance plan**

The SIPRA Program will check the quality and reliability of the data and reports using appropriate procedures. Particularly, credibility, transferability, dependability, and conformability techniques will be focused on to confirm trustworthiness. Thus, the consulting firm should describe their approach to data quality assurance at all phases of the assessment.

## **10. Ethical Considerations**

The consulting firm must use measures to ensure compliance with ZOA's Code of Conduct including measures to safeguard the rights, safety, and confidentiality of the individual and communities interviewed, particularly secure permissions needed to interview or gather information about children and young people and provisions to store and maintain security of collected information and protocols to ensure anonymity and confidentiality. The consulting firm shall respect differences in culture, local customs, religious beliefs, and practices, while applying Baseline Survey methods and tools. The consulting firm will sign ZOA's code of conduct (which includes the child protection and PSEA policies) during the contracting stage and the consultant must adhere to the code of conduct and adhere to the General Data Protection Regulation (GDPR).

## 11. Authority and Responsibility

### Consultant's Roles and Responsibilities

#### General

- Prepare and submit the Baseline Evaluation proposal and the inception report with detailed methodology, sample size, research tools, work plans for both quantitative and qualitative aspect of the assignment including logistical plan for review, feedback, and approval by ZOA.
- Conducting entry and exit meetings with ZOA/ SIPRA team at Khartoum and field level
- Ensure safeguarding policy is adhered to by his/her team throughout the contract period
- And any other duties relevant to the study

#### Secondary information analysis:

- Desk review of relevant and recent reports specific to the target states, localities and village clusters to have clear understanding of the contextual framework
- Establish working contacts with all the relevant stakeholders in the targeted communities with support and assistance from staff assigned by ZOA/SIPRA team

#### Primary information analysis:

- Hire and train the data collection team
- Lead and supervise the data collection with support from SIPRA team
- Field visits to selected sites to conduct surveys, key informant interviews, focus group discussions on different topic mentioned above relevant to the program to set the values for the baseline indicators.
- Carry out and administer data cleaning and analysis for reporting and prepare draft report.
- Share draft report to ZOA/SIPRA team and key stakeholders at Khartoum and field level
- Conduct a validation workshop and present assessment findings at Khartoum level
- Submission of draft Baseline Survey report and finalize it based on the feedback from ZOA /SIPRA team
- Submission of quality final report after all the comments and recommendations from ZOA /SIPRA team has been addressed including data set

### ZOA/ SIPRA team Roles and Responsibilities

#### General

- Support the consultant in achieving the objective of the TOR
- Responsible for preparing detailed TOR
- ZOA is responsible for hiring the consultant

- Share the existing information such as the proposal, MEAL Framework and other supporting documents
- Highlighting core inputs to the study and design of the tools
- Providing timely, clear and relevant feedbacks on the inception report and tools and ensure effectiveness of the assessment
- Coordinating with relevant stakeholders to ensure adequate support is provided at national, state, locality and village clusters levels
- Giving inputs/feedback to draft and final report
- Releasing budget as per the agreed budget disbursement schedule
- Orient consultant on safeguarding policy

## 12. Deliverables

Deliverable	Deadline	Description
Inception Report	13 <sup>th</sup> April 2023	The consultant will prepare and submit an inception report detailing how the baseline evaluation will be conducted from his/her point of view. The report will outline the assessment design, sampling methods to be used and questions to be answered and detailed work plan for the entire exercise. Draft questionnaires, interview guides and other data collection tools will be submitted for review and approval before data collection starts.
Draft Baseline Survey report	14 <sup>th</sup> May 2023	The consultant will submit draft baseline report. The draft report will be reviewed, and comments provided on the report within a week of submission.
Final evaluation Report	21 <sup>st</sup> May 2023	The consultant will submit detailed final report in English outlining the baseline study methodology, findings, conclusions and recommendations. The final report should address the issues and questions raised in this ToR, respond to the baseline questions set out above and set baseline values for each Outcome indicator of the SIPRA program. A power point presentation and the raw data must be submitted in both soft and hard copy for documentation or if further analysis is needed.



### 13. Required expertise and experiences

The consulting firm is expected to clearly portray the structure and composition of the team, which will be arranged for this assignment. The consulting firm should list the main areas of the assignment, the key expert responsible and proposed technical and support staff along with their curriculum vitae (CVs). ZOA/SIPRA team will strictly follow-up the deployment of the experts during the study period and ensures they executed their roles and responsibilities as described on the contract. Once the study is started, any change or modification made on the team composition and qualification against the initial agreement may result in termination of the contractual agreement unless communicated.

In addition, the consulting firm should attach with the proposal a copy of evaluation report that has been completed recently (in the last 2 years period) as an example of their work.

Required qualification of the key personnel and their roles in the study:

#### Academic Qualifications:

- The consultant must have a minimum of a master's degree in social sciences from an accredited institution Economic development, Agro-economics, and nutrition particularly in rain-fed agriculture areas.
- A minimum of 5 years' strong and demonstrable quantitative and qualitative research experience and skills, statistical data collection and analysis systems, and especially baseline survey.

#### Experience Qualifications:

- Professional experience at a national and/or international level in program evaluations.
- Clear understanding of Humanitarian and Development programming/research approaches.
- A good understanding of Sudan context socially, politically and economically in addition to the community structure and setting, in particular, Darfur and Kordofan States.
- Excellent track record in designing and conducting multi-methodological and interdisciplinary approaches, quantitative and qualitative research, analysis and evaluation.
- Technical expertise in using complex data design and data collection techniques to support mixed methods analysis and ability to use survey software such as STATA and Sampling approaches.
- Strong analytical and conceptual skills to clearly synthesize and present findings, draw practical conclusions, make recommendations and to prepare well-written reports in a timely manner
- Excellent facilitation skills, coordination, negotiation skills and oral and written communication skills in English (particularly report writing) and spoken communication skills in Arabic is desired.
- Ability to conduct high quality evaluations, meet deadlines and respond to requests and feedback provided timely and appropriately.
- Must have expertise in gender equality and inclusion analysis.
- Familiarity with quality and accountability standards applied in development cooperation.

### 14. Timeframes

The study will be undertaken from 9<sup>th</sup> April – 21<sup>st</sup> May 2023. This timeframe will cover the complete study processes. The below table outlines the major outputs at different stages along with the tentative schedule for undertaking the task.

Steps	Activities	Output/ Deliverables	No days	Responsibility
1	An inception report (covering literature review and analysis, detail descriptions of data collection; data collection methods, tools for data collection, sampling, sample size/participants, data organization, analysis and synthesis, presentation outline /format)	Inception report	4	Consulting firm
2	Review inception report and provide feedback	Comment	2	SIPRA team
3	Incorporating feedback from the SIPRA team	Inception report	1	Consulting firm
11	Field work (train enumerators, test tool, collect data, etc.)	Baseline survey data collected	14	Consulting firm
12	Data analysis, interpretation and writing the first draft report	First draft baseline study report	5	Consulting firm
13	Feedback on the first draft report	Draft baseline study report with feedback	5	SIPRA team
14	Reviewing and incorporating feedback received from SIPRA team	Final baseline study report	3	Consulting firm
15	Final Report submission and debriefing	Workshop organized	1	Consulting firm

### 15. Content of the financial proposal

As part of study proposal, the consulting firm is expected to provide a clear presentation of the budget required to undertake the survey including costs of data collection, personnel costs, administrative costs, resources needed, and relevant applicable taxes.

- a. It should be prepared in excel sheet with formulas included
- b. detailed budget breakdown (daily fees of personnel, duration spend by the personnel, and estimated costs for all activities proposed in the application with a unit cost and quantity included)

### 16. Payment schedule for the consultancy service

SIPRA team will closely work with the consulting firm to ensure quality of the survey and follow up the implementation of the survey activities as per the schedule. Once done, the payment for the consultancy service will be carried out as per the organization financial procedures:

- i. First round payment - First round payment (20%) will be provided to the consulting firm before the commencement of the data collection to facilitate the field work activity. There will be additional requirement, to be indicated in the contract, which should be fulfilled before granting the first-round payment to the firm.
- ii. Second round payment - The consulting firm will be granted the second-round payment for the consultancy service up on submission of the first draft survey report (40%).
- iii. Final payment - The final payment will be effected up on completion and submission of final survey report and holding presentation on the study findings (40%). The SIPRA technical team should approve the final report before the consulting firm receive its final payment.

### 17. Evaluation of the proposals and scoring criteria

The organization will assign a committee composed of management and technical team to evaluate the proposals submitted by consulting firms/firms. The selection committee will evaluate the bidders based on the criteria set below. The consulting firm/firm is expected to provide detailed information based on the given framework to ensure fair and effective comparison. The committee reserves the right to drop a competitor that scores the least. The proposals submitted will be reviewed based on the following criteria.

#### Scoring criteria:

Segment/content	Point (%age)
<b>Technical Proposal</b>	<b>70%</b>
Appropriateness of the study design and elaboration for choosing the specified study design	20%
Sampling strategy, data collection methods (including the data collection tools), and data quality assurance plan	15%
Required expertise (skills) and experience of the personnel of consulting firm/firm to conduct the study. Testimonials will be considered while evaluating the firm.	10%
Roles and responsibilities assigned in undertaking and managing the study	5%
Capability of the consulting firm/firm (management, technical and financial capacity)	20%
<b>Financial Proposal</b>	<b>30%</b>
Cost efficiency (budget versus proposed output)	10%
Financial capacity of the firm	5%
Overall budget limit	5%
Consultancy rate	5%
Allocated time for the whole process of the survey	5%
<b>Total</b>	<b>100%</b>

### Benchmark scoring point:

Step 1: To be potential candidate to conduct the assessment, the bidder must score at least 49% in technical proposal (out of 70%).

Step 2: Financial proposal will be reviewed and scored out of 30% for all candidates scored at least 49% in technical proposal

### 18. Application requirements and proposal submission details

All interested applicants should present valid license and should meet the above competency requirements. Applications should be submitted electronically to ZOA using the following e-mail address: [abubaker.abdelgader@zoa.ngo](mailto:abubaker.abdelgader@zoa.ngo) by **2<sup>nd</sup> April 2023**. Applications received after the deadline and information not at all requested will not be considered. Any submission after the given date will not be considered. The document should include:

- **Technical proposal:** This should include, but not limited to, understanding of the ToR with critical reflection on the consultancy assignment, methodology (with extremely strong emphasis, should be detailed with clear presentation), tentative work plan, proposed team qualification and experience, others. *NB. Once the consultancy firm has been selected to undertake the study, ZOA/SIPRA team will accept changes on the team composition through formal communication with acceptable justification.*
- **Financial proposal:** The consulting firm should submit a separate financial proposal, which indicates the budget item, unit cost and total cost and adequate justification should be given to the proposed budget.

### 19. Disclaimer

ZOA reserves, the right to accept or reject any or all applications without assigning any reason whatsoever.

### 20. Disclosure of information

The consulting firm shall treat any information obtained in the course of the agreement as confidential and not to reveal, unless authorized in writing by ZOA, during and after the effective period of the contract. Consulting firms will have access to information relevant to the study whenever needed.

### 21. Contact Information

Should applicants need further clarification or need additional information, they can forward their enquiries to the following contact address:

- Abubaker Abdelgader, [abubaker.abdelgader@zoa.ngo](mailto:abubaker.abdelgader@zoa.ngo)
- Eltayeb Omer, [eltayeb.omer@zoa.ngo](mailto:eltayeb.omer@zoa.ngo)
- Mahlet Tekalegne, [m.tekalegne@zoa.ngo](mailto:m.tekalegne@zoa.ngo)

## 1. Annex A

SIPRA- Monitoring Framework					
	<i>Intervention logic</i>	<i>Indicators</i>	<i>Means of Verification</i>	<i>Frequency of Data gathering</i>	<i>overall target</i>
Overall goal	By 2026, to contribute towards improved household food and nutrition security and sustainable, resilient, and fair economic development of smallholders and SMEs in the rain-fed agriculture areas in Darfur and Kordofan.	% of hectares of farmland that became agro-ecologically more resilient to shocks	Survey	Baseline evaluation, annual reviews, Endline evaluation	TBD based on the baseline results
		% of smallholder farmers who feel that they are more resilient to overcome (climate and economic) shocks	In-person surveys	Baseline evaluation, annual reviews, Endline evaluation	70%
Outcome 1  Smallholder level	Increased sustainable income of smallholder farmers and agro-MSME's in targeted rainfed agriculture areas	% of small scale food producers (M/F/Y) with increased productivity/income compared to the year before	In-person surveys	Baseline evaluation, annual reviews, Endline evaluation	70%
		Number of people whose nutritional situation became more resilient to shocks	In-person surveys	Baseline evaluation, annual reviews, Endline evaluation	TBD based on the baseline results
		Reduced % of households with FCS score <35	In-person surveys	Baseline evaluation, annual reviews, Endline evaluation	TBD based on the baseline results

Output 1.1 - Producer Association Strengthening	1.1 Smallholder Producer Associations (PAs) established, legally registered, strengthened and functioning	# of smallholder producer associations directly supported  # of smallholder producer associations legally registered	Project monitoring and progress reports	Quarterly	480 producer associations
Output 1.2 - technical techniques (CSA), inputs, water, finance, extension	1.2 Smallholders and smallholder organizations, including women farmers acquired the knowledge, skills (using innovative agricultural and NRM practices), assets and inputs for sustainable and climate resilient production of food products.	# of hectares of farmland directly reached with activities (technologies/products/services/inputs) aimed at increasing ecological sustainability  # trained smallholder farmers in sustainable agricultural production practices (male/ female; youth)	Project monitoring, training, field assessment and progress reports	Annually. Quarterly	TBD based on baseline results  6,400 smallholder farmers
Output 1.3 - community-based sustainable system for water/land governance and management	1.3 Community-based action plans for sustainable water/land conflict resolution, governance and management established & implemented	# of participatory action plans drafted relating to agriculture-linked water harvesting infrastructures/land management  # of communities with a functional system for sustainable resources based conflict resolution, governance and management  # of persons benefitting from conflict resolution mechanisms	Project monitoring and progress reports. Action plans and Key Informant Interviews.	Quarterly	24 plans  36 committees  180,000 persons

Output 1.4 - Value addition	1.4 Smallholder producers, mainly women and youth, practice value addition along selected value chains.	# of smallholder producers practicing value addition along selected value chains	Project monitoring and progress reports	Quarterly	2,400 SHF
Output 1.5 - Group marketing, prices and market barriers	1.5 Smallholders engaging in the market through improved price awareness and group selling strategies (linked to O3).	# of market information pilots conducted  # of smallholders adopted market oriented engagement strategies (including improved price awareness and group selling strategies)	Project monitoring and progress reports. Focus Group Discussions.	Annually	4 pilots  24,000 Smallholder farmers (of which 3,000 youth and 3,000 women)
Output 1.6 - Track 2 Challenge Fund	1.6 Small business grants provided to improve value chain relationships through Track 2 of the Challenge Fund for Producer Associations and agro-SMEs	# of small business grants (Track 2 Challenge Fund) awarded	Project monitoring and progress reports	Annually	120 grants
<b>Outcome 2</b>  <b>Agri-business level</b>	<b>Agri-businesses and agro-MSMEs adopt an inclusive approach in terms of market-driven partnerships, job creation (focusing on women and youth), supply contracts and value chain development with smallholders in rain-fed areas.</b>	# of companies with a supported plan to sustainably invest, trade or provide services, under Track 1 and Track 2	Focus Group Discussions (FGDs)	Baseline survey, annual reviews, Endline survey	48 agri-businesses / 240 PA/Agro-MSMEs
		# of companies engaged in inclusive agribusiness with socially responsible business models, under Track 1	Focus Group Discussions (FGDs)	Baseline survey, annual reviews, Endline survey	12 agri-businesses
		# of direct jobs supported as the result of the investments challenge fund (including co-funding) (male/female; youth)	Focus Group Discussions (FGDs) and Key Informant	Baseline survey, annual reviews, Endline survey	Direct: Minimum 2,800 new jobs Indirect: 8,000 jobs

			Interviews (KIIs)		
		Amount of mobilized private finance (million EUR)	Award documents and key Informant Interviews (KIIs)	Baseline survey, annual reviews, Endline survey	EUR 14 million
		# of smallholders involved in fair production and sourcing arrangements	In-person survey and Key Informant Interviews (KIIs)	Baseline survey, annual reviews, Endline survey	TBD based on inception phase
		% of smallholders (women, youth and producers) who feel that the enabling environment for engagement with agro-SMEs and agri-businesses have improved in the last year (perception indicator)	In-person survey	Baseline survey, annual reviews, Endline survey	70%
Output 2.1 - mapping business environment	2.1 Value chains and local investment opportunities in agriculture (internal/external and local/international value chains) mapped.	# of business mapping conducted	Project monitoring and progress reports	Annually	<b>1 business map</b>
Output 2.2 - Challenge Fund launched	2.2 Operational guidelines for responsible agriculture business drafted and advertised for implementation of the Challenge Fund (CF).	# of Fund Manuals drafted	Project monitoring and progress reports	Annually	<b>1 Fund Manual</b>

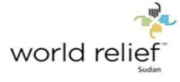


Output 2.3 - Selection process and CF implementation	2.3 Market-driven, innovative and inclusive business models between PAs, agro-SMEs and agribusinesses are designed, implemented and scaled by the Challenge Fund.	# of business models designed, implemented and scaled by the Challenge Fund  # of links created by large agribusinesses with agro-SMEs  # of learning fora/events held	Project monitoring and progress reports	Annually	<b>12 business models</b> <b>492 links</b>
Output 2.4 - Sustainable & inclusive partnerships	2.4 Agri-businesses, agro-SMEs and smallholders find sufficient common ground in inclusive VC development through B2B platforms.	# of B2B roadmaps developed	Project monitoring and progress reports	Annually	8 road maps
Output 2.5 - Employment for rural youth and women	2.5 Youth developed skills in SME agri-business management, received start up support and accessed services which allow for sustainable employment or income generation	# of people (Y/F/M) supported with sustainable employment or income generation activities	Project monitoring and progress reports	Quarterly	1,500 persons (750 youth (M/F), 1000 female)
Output 2.6 - Private financing	2.6 Potential of selected value chains nationally and internationally promoted.	# of interventions that promote selected value chains (national and international)	Project monitoring and progress reports	Quarterly	3 interventions
<b>Outcome 3 - Enabling environment</b>	<b>More conducive environment for PA's, agro-MSMEs and agribusinesses to benefit</b>	# of reforms/improvements in major (inter) national and state FNS and NRM policies/laws/regulations	Focus Group Discussions (FGDs), Desk Review	Baseline, mid-term review, endline	5 improvements (depending on the political situation)

	<b>from economic partnerships.</b>	# of FNS-relevant public institutions that perform better according to smallholders (perception indicator)	In-person surveys	Baseline, mid-term review, endline	50% but still TB reviewed after the baseline results
		% of B2B participants who feel the B2B platforms are effective and sustainable	Key Informant Interviews (KIIs)	Baseline survey, annual reviews, Endline survey	60% and TB reviewed after the baseline results
Output 3.1 - Lobby & Advocacy by PAs	3.1 PAs trained to lobby and advocate for desired changes in selected value chains.	# of PAs that adopted new L&A knowledge	Project monitoring and progress reports	Quarterly	40 networks and umbrellas
Output 3.2 - Collective action by B2B platforms	3.2 B2B platforms supported to take collective action towards improving business environment.	# of B2B platforms supported in engagement with decision makers  # of joint practical advocacy strategies developed	Project monitoring and progress reports	Annually	8 B2B Platforms  8 advocacy strategies
Output 3.3 - Multistakeholder dialogues	3.3 Government, B2B platforms and PA's engage in dialogue on key issues related to selected value chains.	# of multi-stakeholder dialogues (incl. policy makers, PAs and agri-businesses) conducted  # of relevant government staff trained	Project monitoring and progress reports	Annually Quarterly	15 dialogues
Output 3.4 - Contribute to national and international dialogues	3.4 Actively participated in national and international dialogue to develop a normative framework guiding public and private sector investment aimed at value chain development for food systems resilience and lobby for a Food Systems Resilience governance framework	# of knowledge production and sharing initiatives carried out by VC actors and shared with relevant authorities (national and global)	Project monitoring and progress reports	Annually	20 knowledge products and events/linkages

	through a Multi Stakeholder Platform for Food Systems Transformation for improved FNS outcomes in protracted food crises contexts				
<b>Outcome 4 - Learning Agenda</b>	<b>Capacity developed and learning mechanisms established that guide field activities, facilitate evidence-based adaptive programming, and contribute to good practice and policy recommendations on building food systems resilience through development of inclusive, equitable and nutrition sensitive value chains (for improved FNS outcomes)</b>	# of advocacy briefs/knowledge papers written concerning issues impacting stakeholders with support from FNS-relevant knowledge institutions		Baseline survey, midterm review, Endline survey	10
Output 4.1 - Food System Resilience Assessments	4.1 Food Systems Resilience assessments designed and implemented with local actors and stakeholders at State level, with resilience pathways developed including the identification of most relevant sectors (and main value chains therein).	# of food system resilience assessments designed and implemented (during inception phase) # of developed approaches # of topic-specific special studies conducted (4.1 - 4.2)	Project monitoring and progress reports	Annually	4 FoSRA assessments 1 approach 3 studies

Output 4.2 Conflict sensitive programming	4.2 Participatory conflict analysis undertaken, which informs conflict sensitive programming along the HDP-nexus maximizing contributions to social cohesion and localized peace.	# of special studies conducted; # of conflict assessments; # of best practice publications	Project monitoring and progress reports. Assessment /study reports.	Annually	2 studies 4 assessments 1 paper
Output 4.3 FARE approach	4.3 Value Chain Development	# of papers # of FARE courses; # FARE trainers	Project monitoring and progress reports	Annually	1 paper 1 course 10 trainers
Output 4.4 - Knowledge created on Challenge Fund	4.4 Knowledge created on the functioning of a Challenge Fund as a tool for making responsible agricultural investment work for value chain development that builds food systems resilience and contributes to improved FNS outcomes.	# of good practice/policy papers published	Project monitoring and progress reports and papers published.	Annually	1 practice/policy papers
Output 4.5 - Institutional knowledge and action-research capacities	4.5 Build and act upon institutional knowledge, training- and action-research capacities to facilitate, guide and support the development of value chains that are sustainable and contribute to food systems resilience	#of ToTs provided; # of relevant actors who gained a NUFFIC scholarship	Project monitoring, training and progress reports. Scholarship award documents.	Annually	1 ToT 10 scholarships
Output 4.6 - Learning Journeys	4.6 Learning Journeys to grasp Opportunities and tackle challenges	# of Learning Journeys undertaken # of published LJ guide	Project monitoring and	Annually	See activities below



			progress reports		
Output 4.7 - Adaptive programming for impact	4.7 Evidence-Based Adaptive Programming for Impact	# of Sensemaking events held, with results adapted into programming	Project monitoring and progress reports	Annually	3 events