



Terms of Reference for Near-End Review of the frame agreement project  
“Poverty reduction through business development and formal cooperation,  
QZA-0881 QZA-19/0271”,  
January 2020-December 2023,  
financed by the Norwegian Agency for Development Cooperation (Norad)

## 1. Introduction

A near-end review of the grant frame agreement project 2020-2023 “Poverty reduction through business development and formal cooperation, QZA-0881 QZA-19/0271” shall be carried out before the end of the project with focus on results achieved, according to agreement between the Norwegian Agency for Development Cooperation (Norad) and the Royal Norwegian Society for Development (Norges Vel). It is however in addition in the near-end term review crucial to focus on “lessons learned”, both positive and negative, and give recommendations on how Norges Vel going forward can achieve further improved results. The near-end review shall be carried out January-May 2023.

The near-end review is viewed as complementary to ongoing monitoring and reporting by Norges Vel to Norad and is an external source of information and an important basis for Norad’s assessment of current project development. The near-end review can also give important inputs to Norges Vel’s application to Norad for a new frame agreement (2024-2027).

There is a structured results framework covering the sub-projects in the frame agreement project with Norad, with expected impact, outcomes and outputs all with indicators and values expected, as well as sources of verification and frequency of measurement. Baselines can be separate studies or structured information from preceding project phases and form an integral part of developing the project as well as monitoring the progress regularly in well-structured approaches.

## 2. Background

Norges Vel has since its establishment in 1809 strived to create viable local societies. Our core competence lies within the professionalisation of value chains, specifically within agriculture and aquaculture. The international department was established in 1978 and has since then been working with international development matters. The overall goal of Norges Vel’s international work is to reduce poverty and to fuel local economic growth through local business development, mainly based on climate-smart use of local natural resources. We believe our interventions contribute to broad-based, increased food security, income levels and employment in local communities. Norges Vel’s



international department has its head office in Norway (Hellerud) in addition to local offices in Tanzania (Dar es Salaam) and Mozambique (Maputo) currently.

Our target groups are women and men whose livelihoods stem from agriculture and aquaculture. These include small-scale producers, entrepreneurial smallholders, business entrepreneurs and small and medium-sized enterprises (SMEs).

The agricultural and aquacultural sectors in our focus countries are swamped by multifaceted challenges, thus restraining a large proportion of the population from making a noticeable leap out of poverty. Challenges range from low productivity and competence, vulnerability to weather, limited access to credit and financial services, to the lack of organisation and integration into formal markets and value chains. Smallholders are in the frontline of combatting these constraints, while at the same time confronting tremendous threats and effects from climate change. A large number of these smallholders are in a unique position to benefit from transforming subsistence farming into profitable business enterprises, while at the same time playing a significant role in *ensuring climate resilient practices* and contributing to the development of sustainable local communities and societies. Norges Vel's role with support from Norad is to equip smallholders with the skills, tools and capacities to become active players in a formalised market approach and position themselves to take control of their own development.

Poverty is not just lack of resources or income, but also inequalities in access to and control over non-material resources available in any society. Gender is one of the main determinants of inequality in access to and control over resources and benefits in the society. In all our interventions we seek to address gender imbalances, by encouraging equal involvement of men and women in formal business operations, from production to decision-making and holding of leading positions. Often this requires particular focus on empowerment and capacity building of women.

We believe strong partnerships on both local and international level are of utmost importance to achieve the needed results. We work with local partners and strengthen them directly as integral parts of our projects, to stand on own feet, and we are in regular contact with relevant governmental institutions and ministries and participate actively in giving inputs about the sectors which we and our partners work within. *To create learning, innovation and increased value chain development, Norges Vel works with linking different expertise and promotes networking between research and development (R&D) and business.* Lessons learned from our work are in collaboration with our partners presented to other stakeholders.

By supporting smallholder farmers to become more sustainable as specified above - food production, increased jobs and income are expected to be achieved. With the rapid change in climate, we are ensuring that our target groups are becoming more resilient, equipping them with know-how and tools to sustain these challenges. Through farmers organising into cooperatives or other business forms, there is a strengthening of their market access and improvement in their living conditions. Strong and solid national and international cooperation are key to achieving the expected results.

Our international work is thus focussed on specifically SDG 2 – End hunger, achieve food security and improved nutrition and promote sustainable agriculture, SDG 8 – Promote sustained, inclusive and



sustainable economic growth, full and productive employment and decent work for all and SDG 17 – Strengthen the means of implementation and revitalise the global partnership for sustainable development.

The current project/ frame agreement to be reviewed was planned and conceptualised in 2019, before the COVID-19 pandemic, the war in Ukraine and Norway's newly adopted strategy for food security in international development cooperation (2022). In addition, climate change has accelerated further the last three years. It is crucial to ensure that current development cooperation initiatives are fully aligned to current climate change and fully climate resilient, and also taking into account the current financial consequences of international pandemics and politics, and current strategies and policies.

### 3. Focus of the project to be reviewed

Under this ToR it is the current frame agreement project "Poverty reduction through business development and formal cooperation, QZA-0881 QZA-19/0271" which is to be reviewed.

The intended target group in the project is smallholder farmers in Tanzania, Madagascar, and Mozambique.

The expected effect(s) on society or the **Expected Impact** is:

- ***Smallholder farmers in Tanzania, Madagascar and Mozambique have increased their income.***

I Indicator 1.1. Smallholder farmers monthly income in TZS from rice value chain (TAN)

I Indicator 1.2. Smallholder farmers monthly income in MZM from cashew and groundnuts value chain (MOZ)

I Indicator 1.3. Smallholder farmers monthly income in MGA from tilapia value chain (MAD)

The expected effects for the target group of the project or the **Expected Outcomes** are:

- **Outcome 1 - Increased production and sales of rice, tilapia and cashew and groundnuts**

O Indicator 1.1. Average production per farmer (bags per acre) (TAN)

O Indicator 1.2. MT paddy sold annually by small holder farmers (TAN)

O Indicator 1.3. MT rice sold annually by companies (TAN)

O Indicator 1.4. MT tilapia produced annually (per member) (MAG)

O Indicator 1.5. MT tilapia on ice sold annually (Antananarivo and Tamatave) (MAG)

O Indicator 1.6. MT cashew and groundnuts produced annually (MOZ)

O Indicator 1.7. MT cashew and groundnuts sold annually (MOZ)

- **Outcome 2 - Political framework that supports rice and tilapia value chains**

O Indicator 2.1. # of policies implemented (TAN)



O Indicator 2.2. # of policies formally adopted (TAN)

O Indicator 2.3. # of policies suggested or put on the agenda by decision-makers (MAG)

The **Expected Outputs** of the project are<sup>1</sup>:

OP1.1 Smallholder farmers trained in their respective value chain

OP1.2. Smallholder farmers have access to inputs

OP1.3. Smallholder farmers have access to production and processing infrastructure

OP1.4. Capacity of smallholder farmers' cooperatives or business companies are strengthened

OP2.1. Policy weaknesses identified and recommended changes drafted

OP2.2. Decision-makers lobbied on policy weaknesses and advantages of recommended changes

*Please see the most recent results frame for the frame agreement as approved by Norad in Annex 1.*

The Frame Agreement's/ Project's documents such as grant agreements, addendums, further results frame information, budgets, narrative and financial reports and all other relevant project documentation will be shared with the chosen Consultant.

#### 4. Purpose and use

The near-end review's main purpose is to assess the progress to date (achievement of targets set 2020-2023), lessons learned (positive and negative), and give recommendations on how Norges Vel can improve work and results achievements going forward. This includes focus on sustainability, climate resilience/adaptation, gender equality, relevant improvements in work methods and models for further success, and thus recommendations on priorities and changes relevant to Norges Vel's work.

This shall include the results in relation to the goal hierarchy (results framework) and implementation plans and budgets, as well as assessment of relevance, impact, coherence, efficiency, effectiveness including the models and methods employed in the project, sustainability with risks and including also the capacity of the grant recipient for the project.

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<sup>1</sup> Indicators to be seen in the complete results frame, please see Annex 1.



The projects in Madagascar, Tanzania and Mozambique are in different phases of the project cycle and there shall be different weighting of the different parts of the assessment in the different countries:

- Focus on sustainability will be stronger in Madagascar where the current focus of the support is closer to being phased out (but potential for some new intervention might be crucial).
- Focus on methods, way of organizing and efficient processes shall be more emphasized when assessing Tanzania and Mozambique.
- However, all areas addressed in the ToR shall be assessed at some level for all the three countries' work.

The main purpose and use of the End-Term Review is thus to:

- Assess the relevance, impact and coherence of the intervention.
- Assess the interventions' results achieved/ effectiveness, lessons learned, and the potential for further improving results achievement and sustainability.
  - Assess the implementation/ methodology/ work processes and value chain developments achieved as well as the organization of the intervention and how achievements can continue serving the target groups (women and men), customers and other sector players.
  - Recommend adaptations or other related to results achievement and sustainability.
- Assess the enabling environment and risks, such as the climate change, political, regulatory, economic, technical, socio-cultural and other relevant requirements for developing successfully the projects and targeted value chains.
- Give other constructive recommendations for how to go forward to develop sustainable work methods, models and results targeted in each country and if relevant sector changes are required
- Recommendations for Norges Vel's application to Norad for new frame agreement 2024-2027 – with special focus on any needs for further climate resilience

## 5. Objectives and Review Questions

### Relevance:

- To what extent do the intervention objectives and design respond to beneficiaries', global, country and partners' needs, policies, and priorities, and continue to do so if circumstances change?

### Impact:



- What are the positive and negative effects of the intervention, intended or unintended, directly on the target groups, women and men, and indirectly on society at large?

Including but not limited to:

- Increased income for the target groups (*ref. Project Impact indicators I.1.1- I.1.3*) in the value chains/ sectors.
- Impact of training received on the target groups' lives.
- Impacts such as increased income, jobs, products relevant for customers, other players in the value chains and the overall sectors in which work is implemented.
- Other impacts identified, or other stakeholders impacted - positive and negative.

Coherence:

- How well does the intervention fit with other country/ sector interventions, and with Norwegian international development cooperation priorities?

Including but not limited to:

- What are main positive and negative issues currently influencing or seen to in the future most likely influence the work carried out by the intervention?
- TAN, MAG, MOZ: Relating to project targets and taking into consideration Norway's new Strategy for Food Security in International Development Cooperation (2022) include assessment about how women, youth and persons with disabilities are and can be included further in the project.
- TAN, MAG, MOZ: To what degree are R&D institutions worked with/ are linkages made between the small-scale farmers and R&D institutions which are relevant for the farmers?
- Recommendations to improve any of the above or other areas as seen relevant?

Effectiveness:

- Is the intervention achieving or expected to achieve its objectives and results?  
To be documented according to the results frame indicators expected achieved.

Including but not limited to:

- TAN: Assess farmer selection methods, training strategy, and business development – how can work/ implementation methods in these areas be improved?
- MOZ: Are farmers organized in the most effective and appropriate way?
- TAN, MOZ: Are monitoring and data collection methods, formats and processes efficient? Please propose possible alternative improvements.



- TAN, MAG, MOZ: The methods/ processes for involvement of the target group in the intervention and in the organisations/ businesses supported – are they democratic and is there local ownership? Any recommendations for further improvements?
- TAN, MAG, MOZ: What are the reasons for objectives and results achievement? What are the reasons for non-achievement of objectives and results?
- Recommendations to improve any of the above or other areas as seen relevant?

#### Efficiency:

- Is the project implemented as cost-efficient as possible, on time? (*ref. all indicators as relevant*)
  - Taking into account the effects of COVID-19, the war on Ukraine, evt. other
- Are results achieved with reasonable use of resources? (*ref. all indicators as relevant*)
  - Taking into account the effects of COVID-19, the war on Ukraine, evt. other

#### Sustainability:

- Are the exit plans and sustainability strategies well and clearly addressed?
- Which factors might influence the sustainability of achievements made, and of further sector developments?
- What are the realistic activities that can be self-sustained after the project period (especially for Madagascar – Tanzania and Mozambique still under further development)?

#### Including but not limited to:

- Sustainability of achievements made to date? (*ref. Indicators for Outcome 1.1-2.3 with Output Indicators 1.1.1-2.2.1 – especially MAG*)
- Sustainability of the business models, technical models and training models (incl. digitalization/ apps/ systems) – to achieve sustainability for all involved? (*ref. Indicators for Outcome 1.1-2.3 with Output Indicators 1.1.1-2.2.1*)
- Sustainability regarding gender equity and equality, fulfilment of human rights, environment, good governance and combating corruption (*cross-cutting issues in the project - covering all indicators*)
- Any other issues influencing the sustainability of the models established and for a potential expansion if seen required/ relevant (*ref. all project indicators + for other related required developments as relevant*)
- Improvements needed to ensure full sustainability at all levels.



- Special focus on climate adaptation/ resilience (*covering all indicators as relevant*) – what actions are required to ensure climate resilience towards 2030?

Risk management:

- Have any expected risks materialized which influenced the achievement of results or which had unintended harmful consequences, including for cross-cutting issues?

Including but not limited to:

- Quality input access + quality management
- Markets, logistics and other value chain developments/ changes
- Environmental sustainability
- Climate change with climate resilience
- Gender equality and equity
- Participation of youth
- Human rights including people with disabilities
- Good governance and corruption
- Political
- Legal conditions affecting the sector- and value chain development
- Are the originally identified risks still relevant?
- Have any unforeseen risks occurred, and how were they dealt with?
- Are there any new risks that are relevant for the grant manager, project implementer and/ or target group?
  - Including but not limited to how has the COVID-19 pandemic, the war in Ukraine, augmented climate changes and evt. other affected the project/ frame agreement work?
- Propose actions to counteract/ contravene negative risks as possible.

## 6. Scope

- a) Project to be covered: “QZA-0881 QZA 19-0271 Poverty reduction through business development and formal cooperation” under Norges Vel with Norad support.
- b) Time period: February-April 2023.  
Timing proposal is around 7-10 days preparation/ document review, 21 days for fieldwork (incl. travel), in addition to 7-10 days report writing and 10 days to integrate comments on the draft report. To be assessed and finally proposed in the Technical and Financial Proposal by the Assessment team.
- c) Geographical area: Tanzania – Dar es Salaam, Mbarali, Mbeya and Kilombero, Morogoro; Madagascar – Tamatave and Antananarivo; Mozambique - Nampula.





## 7. Approach and Methodology

Relevant methodology shall be proposed by the consultant as a central part of the Technical Offer (ref. also 8., 9. and 12. below).

The approach and methodology should include but not be limited to:

- a) Use of both quantitative and qualitative methods, as found relevant by the evaluation team, with a triangulation of the data collected (with documentation/ field visits/ questions to more than one player on crucial questions in a relevant combination). The data triangulation shall be documented by the consultant.
- b) Assessing all relevant Sources of information:
  - i. Project documents, reports and other relevant documentation from Norges Vel, partners, project consultants, authorities/ Ministries and other, consumers, other relevant organisations/ private players/ donors or other project stakeholders.
  - ii. Field visits, meetings/ interviews, observation etc. with and of Norges Vel, partners, project consultants, authorities/ Ministries, consumers, other relevant organisations/ private players/ donors and other project stakeholders.
  - iii. Other as/ if deemed relevant by the Consultant.

Specification of the methodology planned must be presented in the Technical Offer to be delivered as specified in 8., 9. and 12. below.

If needed, request will be made of a further detailed methodological approach to the chosen Consultant and to be specified in the Inception Report to be sent by the Evaluation team to Norges Vel before the field visits and meetings. This shall be finally agreed with and approved by Norges Vel before its implementation.

An evaluation grid and an evaluation programme are to be elaborated by the chosen consultant as part of the Inception Report, to be discussed and agreed in Final Form with Norges Vel before its implementation.

Methodological challenges and hence potential limitations in findings and conclusions shall be included in the Inception Report and the End-Term Review Report.

*In short, appropriate methods and data must be applied and used to answer the evaluation questions, so that all findings and conclusions are backed by proper analysis and evidence.*

## 8. Quality Standards



- i. OECD/DAC Quality Standards<sup>2</sup> and Criteria<sup>3</sup> for Development Evaluations shall lie at the basis to ensure the quality of the mid-term review and pertaining reports.
- ii. All findings and conclusions must be backed by reference to evidence (source) and their magnitude/ representativeness commented (alternatively prepared to be presented on demand) (also OECD/DAC standard).
- iii. Ethical standards such as confidentiality of informants, sensitivity and respect to stakeholders, Do No Harm, Code of conduct etc. should be fully applied and respected. Norges Vel's Ethical Guidelines apply for all Norges Vel personnel, consultants and partners.

## 9. Management of the mid-term assessment/ review

### a) Assessment/ review team:

- The assessment/ review team shall be external and independent of the intervention and of the intervention stakeholders.
- Qualifications required:
  - Background in addition to demonstrated experience and competence in conducting reviews/ evaluations/ assessments of international development cooperation projects.
  - Background in addition to demonstrated experience and competence in local business- and value chain development for small scale producers
  - Background/ competence in agriculture-based development/ management for Tanzania and Mozambique, and in aquaculture-based development/ management for Madagascar).
  - Background and competence in organizational development.
  - Competence about the Norwegian international development cooperation politics, policies and priorities is a benefit.
  - Fluency in English.
  - Competence in Portuguese and French as well as local languages is a benefit.
- All background, experience and competence to be documented in CVs for all persons in the team.

### b) Roles and responsibilities:

- Technical Offer including methodological approach, in addition to CVs and Financial Offer all in English to be sent to Director International Development Anita Sæbø at [anita.saebo@norgesvel.no](mailto:anita.saebo@norgesvel.no) with copy to Senior Advisor Anne Mugaas [anne.mugaas@norgesvel.no](mailto:anne.mugaas@norgesvel.no) and [norgesvel@norgesvel.no](mailto:norgesvel@norgesvel.no).

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<sup>2</sup> <https://www.oecd.org/dac/evaluation/qualitystandardsfordevelopmentevaluation.htm>

<sup>3</sup> <https://www.oecd.org/dac/evaluation/daccriteriaforevaluatingdevelopmentassistance.htm>



- The offers will be scored based on a weighting of technical offer and CVs in relation to the criteria listed above under 9.a). and budget in relation to 11. Budget below.
- The chosen evaluator will sign contract with Norges Vel as overall responsible for the Evaluation.
- Norges Vel and partners as relevant will give access to documents.
- Norges Vel with partners in Tanzania, Madagascar and Mozambique and Norges Vel's local offices in Tanzania and Mozambique will in coordination with the evaluation team help in the arrangement of field trips etc.
- The consultancy team will independently or with Norges Vel's and partners' and local offices' support as needed contact the relevant authorities and other relevant stakeholders (ref. as mentioned above under 6.).
- Presentation of main facts and findings to partners (and Norges Vel) should be done at the end of each fieldwork.
- A workshop should be held at the end of the evaluation by the consultancy team with Norges Vel, in order for the consultancy team to present and with Norges Vel to validate facts and findings and discuss recommendations.
- Norges Vel is responsible for the final approval of the report with inputs from partners, local office(s) as relevant.

## 10. Time frame and Schedule

The Evaluation is to be carried out and finalized before 15.05.2023.

## 11. Budget

The estimated budget frame for the end-term review is 700.000 NOK (incl. taxes).

## 12. Deliverables / Reporting (and other dissemination)

Tentative dates:

- a) 6<sup>th</sup> of January 2022 – the evaluation is publicly disseminated and open for offers
- b) 27<sup>th</sup> of January 2023 – Technical Offer with methodology, CVs and Financial Offer all in English to be sent to [anita.saebo@norgesvel.no](mailto:anita.saebo@norgesvel.no) with copy to [anne.mugaas@norgesvel.no](mailto:anne.mugaas@norgesvel.no) and [norgesvel@norgesvel.no](mailto:norgesvel@norgesvel.no).
- c) 3<sup>rd</sup> of February 2023 – choice of Consultants by Norges Vel.
- d) 8<sup>th</sup> of February 2023 – signature of Contract by Norges Vel with Evaluation consultants.
- e) 8<sup>th</sup> – 10<sup>th</sup> of February 2023 – sharing of documents from Norges Vel to the Evaluation Team.



- f) 15<sup>th</sup> – 17<sup>th</sup> of February 2023 – upstart interview(s) with Norges Vel International Director and project responsables for Tanzania, Madagascar and Mozambique/ evt. other personnel + upstart of desk study and other relevant preparations by Evaluation team.
- g) 27<sup>th</sup> of February 2023 - Inception report w/ final Evaluation plan by the Evaluation team to Norges Vel.
- h) During March 2023 - Field work - exact time and dates to be proposed by the Evaluation team.
  - Including feedback meetings with partners and Norges Vel Tanzania for partners and Norges Vel Tanzania to validate preliminary findings and potential recommendations.
- i) 14<sup>th</sup> of April 2023 - Draft Evaluation Report from Evaluation team to Norges Vel.
- j) 28<sup>th</sup> of April 2023 - feedback on Draft Evaluation Report given by Norges Vel and partners to the Evaluation team.
- k) End April/ start May 2023 – workshop with Evaluation team where the team presents main findings and especially recommendations, for common revision of main issues in Report and feedback given from Norges Vel for alignments as relevant.
- l) 15<sup>th</sup> of May 2023 - Final Evaluation Report by Consultant is delivered to Norges Vel.
- m) Final Evaluation Report to be delivered by Norges Vel to Norad.

The draft and final reports shall each be maximum 30-40 pages (including summary and recommendations) plus annexes as relevant.



**Annex 1: Requirements - mandatory information to be provided by the tenderer**

Mandatory information to be provided by the tenderer

The tenderer shall answer the following questions with either «correct» or «not correct»:

Item	Correct	Not correct
1. The tenderer has attached information about their legal form and ownership structure.		
2. The tenderer is <b>not</b> bankrupt or being wound up, is not having its affairs administered by the courts, has not entered into an arrangement with creditors, has not suspended business activities, is not subject of proceedings concerning those matters, and is not in an analogous situation arising from a similar procedure provided for in national legislation or regulations.		
3. The tenderer or persons having powers of representation, decision-making or control over it has/ have <b>not</b> been convicted of an offense concerning its professional conduct by a final judgment.		
4. The tenderer has <b>not</b> been guilty of grave professional misconduct; proven by any means which Norges Vel can justify.		
5. The tenderer has <b>not</b> fulfilled obligations relating to the payment of social security contributions and taxes in accordance with the legal provisions of the country in which it is established and with those of the country of Norges Vel (Norway) and those of the country where the contract is to be performed (Mozambique).		
6. The tenderer or persons having powers of representation, decision-making or control over it has/ have <b>not</b> been convicted for fraud, corruption, involvement in a criminal organisation or money laundering by a final judgment.		
7. The tenderer has <b>not</b> made or makes use of child labour or forced labour and/or practices discrimination, and/or does respect the right to freedom of association and the right to organise and engage in collective bargaining pursuant to the core conventions of the International Labour Organization (ILO).		
8. The tenderer is <b>not</b> subject to (a) conflict(s) of interest(s).		



9. The tenderer is <b>not</b> guilty of misrepresentation in supplying the information required by Norges Vel as a condition of participation in the tender procedure; or <b>has not</b> failed to supply this information.		
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The eligible tenderers shall confirm in writing that they are not in any of the situations listed under point 1.2-1.9. above.

Even if such confirmation is given by the tenderer, Norges Vel shall investigate any of the situations listed above if it has reasonable grounds to doubt the contents of such confirmation.

Norges Vel may exclude tenderers who do not fulfil one or several of the items listed under point 1.1 – 1.9 above.

Place ..... Date: .....



**Annex 2: Results framework for the project, 2020-2023**

Including updates in addendum 2021 for MAG + addendum 2022 for TAN, MAG, MOZ).

Attached as a separate file.