

Call for Proposals

**Terms of Reference**

**For**

**End of Project Evaluation**

Kenya Market-Led Aquaculture Programme (KMAP)

Terms of Reference for Final Evaluation of KMAP

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List of Acronyms Used:

|  |  |
| --- | --- |
| Acronym | Full Expansion |
| 3R | [3R-Kenya](https://www.3r-kenya.org/) projects focus on three main analytical domains, which jointly are essential in understanding and achieving the transformation towards Robust, Reliable & Resilient agri-food sectors for sustainable and inclusive development in Kenya. |
| CV | Curriculum Vitae |
| EKN | Embassy of the Kingdom of the Netherlands in Kenya |
| KES | Kenyan Shilling |
| KMAP | Kenya Market-led Aquaculture Programme |
| LLF | Linear logframe |
| M&E | Monitoring & Evaluation |
| MEL | Monitoring, Evaluation and Learning |
| MLP | Monitoring and Learning Plan |
| MS | Microsoft |
| MTR | Mid-term Review |
| OECD-DAC | Office of Economic Cooperation and Development – Development Assistance Committee |
| PPR | Project Performance Review |
| TOC | Theory of change |
| ToR | Terms of Reference |

# Background

**About Farm Africa**

Farm Africa is an innovative organisation that reduces poverty in rural eastern Africa by helping farmers grow more, sell more and sell for more: we help farmers to not only boost yields, but also gain access to markets, and add value to their produce. We place a high priority on environmental sustainability and develop approaches that help farmers to improve their yields and incomes without degrading their natural resources. Our programmes vary hugely, ranging from helping crops farmers to boost harvests, livestock keepers to improve animal health, and forest coffee growers to reach export markets, but core to all of them is a focus on the financial sustainability of the farmers’ businesses and environmental sustainability

**Project Context and Need**

The Kenya Market-led Aquaculture Programme (KMAP) is a four year project (January 2016 - December 2019) funded by the Embassy of the Kingdom of the Netherlands in Kenya (EKN). The project is designed to address three major challenges in food production - food insecurity, nutrition, and incomes - by creating the conditions and momentum needed to facilitate a sustainable aquaculture industry through working with 1,100 fish farming enterprises (fish farmers) in Kenya. KMAP’s aim is to contribute to the development of a sustainable aquaculture industry in Kenya by raising production levels to the tipping point needed for feed manufacturing to be commercially viable and to close the consumption gap. This goal was to be achieved through implementation of strategic interventions in production, marketing and policy.

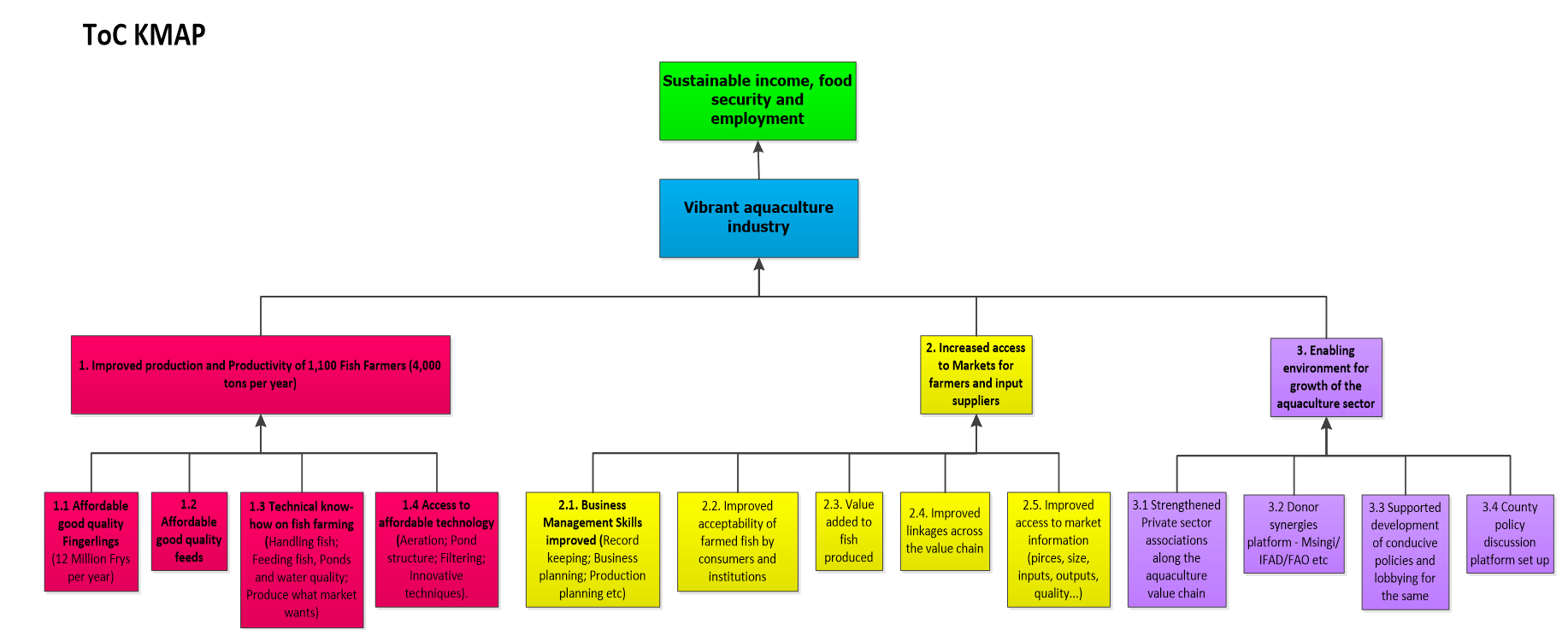
**Project Logic**

KMAP aims to create a vibrant aquaculture industry that generates sustainable income, food security and employment. KMAP has the following objectives:

1. Sustainably increase production and productivity of medium to large scale fish farmers, hatcheries and fish feed producers
2. Increase access to markets for medium to large scale fish farmers and input suppliers
3. Enhance the enabling environment to support aquaculture development

Further to this, in year 3, there was the emphasis on creating sustainable profitable aquaculture enterprises, which the project has also been working towards.

Below is the programme’s Theory of Change (TOC) which describes the main components of the project.



**Project Activities**

KMAP supports fish farmers and traders with technical and business training, and links them to private sector markets and input providers to ensure sustainable growth of their businesses. Input providers such as fingerling producers and feed producers receive technical and marketing support to improve the quality and accessibility of inputs available to fish farmers. Through networking events, the different stakeholders in the value chain are linked to improve market access, transparency and profits for cultured fish (products). Additionally, fish farmers are encouraged to invest in aquaculture through showcasing successful fish production systems and introducing farmers to experts to set up and operate these systems. KMAP promotes the consumption of farmed fish through identifying (new) market segments for farmed fish and fish products.

The project works directly with 1,100 fish farmers who receive direct project support for improving their farm management practices. KMAP also works with other value chain actors including input suppliers (feed and fingerling producers), traders and processors (who purchase fish produced) as well as key stakeholders engaged in policy interventions. Furthermore, there is engagement with a further 8,000 fish farmers working in smaller-scale fish production with the aim to support household food needs and provide intermittent income from sale of surpluses.

The KMAP intervention focuses on increasing fish production for both home consumption and sales; the project works to create the conditions and momentum necessary for the facilitation of a vibrant and sustainable aquaculture industry. Employment opportunities should be boosted as a result of increased fish production, due to the development of commercially viable enterprises by other players within the value chain including hatcheries, feed manufactures, input suppliers and marketers. The project covers the counties of Bungoma, Busia, Homa Bay, Kisii, Vihiga, Kakamega, Nyamira, Kisumu, Migori and Siaya designated as West Kenya, and Nairobi, Kiambu, Murang’a and Machakos in Central Kenya.

Work accomplished across the components includes:

1. ***Improved production and productivity of 1,100 fish farmers (4,000MT per year)***
   1. *Affordable good quality feed and fingerlings:* KMAP has been working with two key feed producers and four key fingerling producers and other smaller hatcheries (15). The project has also worked with other key input suppliers such as pond constructors and equipment suppliers as well as agrovets and input distributors.
   2. *Technical know-how on fish farming:* 
      1. The project works with 1,100 midscale fish farmers with ponds measuring no less than 900m2, with a bias for including female-owned farms measuring no less than 600m2. These farmers basically constitute small scale farmers (own farms equal to or less than 900m2), medium scale (farm sizes greater than 900 -1800m2) or large scale (farm sizes greater than 1800m2). These fish farmers have received training in both technical and business modules for running profitable fish farms. To better understand the profitability level and/or profitability potential of various farms, these farmers have been stratified into three categories: AAA (Champion farmers/ Profitable farmers), AA (Mid-adopters/ Break-even farmers) and A (Slow adopters/ Loss-making farmers). Farmers can be in either category irrespective of the farm size.
      2. The project also works with agricultural extension officers and has trained 14 county extension officers to enhance its reach on supporting proper aquaculture practices among the local communities.
      3. KMAP project is working with Aquaculture Agents who provide extension support by ensuring proper record keeping for the fish farmers and carrying out data collection. The vision for the Aquaculture Agents is that in the long term they will get enough skills to be employed as farm managers with some of the project beneficiaries, more so the larger enterprises.
   3. *Access to affordable technology:* 
      1. Aeration kits: Through its partner Larive, the project is supporting the design and implementation of an affordable Recirculation system (RAS).
      2. Innovation fund projects: the project has supported four innovation projects whose progress and efficiency is being closely monitored.
2. ***Increased access to markets for farmers and input suppliers***
   1. Once trained on the technical skills, fish farmers also take a module on business management skills.
   2. In order to enhance efficiency of market linkages and engagements, the project advanced into working with clusters of fish farmers. 14 clusters have been formed and these consist of individuals from the 1,100 project farmers. The clusters are based across the 14 counties and each cluster consists of a mix of farmers from across all three KMAP categories. As the clusters are community based, some also include non-KMAP fish farmers who were interested in developing their farm entities. These clusters are each at different levels of progression.
   3. Improved consumer acceptability of fish (especially Catfish). A consumer and market survey was done at the project inception to inform the project on the acceptability of farmed fish. Based on the recommendations from these reports, the acceptability has been promoted by activities such as market activation, training on value addition and workshops to try and create linkages among fish farmers and traders.
3. ***Enabling environment for growth of the agriculture sector***
   1. Progressive steps have been made in addressing this component. These have included initial meetings with stakeholders in the aquaculture sector; involvement of associations including capacity building of their leadership; as well as staff from county and national fisheries departments. At the national level, fact-based policy influencing with the aim to reduce the cost of production and increase competitiveness of the aquaculture sector (using policy briefs based on the trial by World Fish) has taken place, and engagement with associations has improved. At county level, some successes are taking place like counties changing from giving free inputs to subsidising inputs for fish farmers.

**Cross Cutting Themes**

KMAP has also two key cross cutting themes:

1. **Gender:** A gender study was conducted to inform the project on the best ways to achieve the full involvement and participation of women in aquaculture. Based on recommendations from the study, the project has implemented activities to contribute to gender equality, and specifically to promote the involvement, participation and benefits to women in aquaculture.
2. **Environment:** The KMAP project also conducted a scoping environmental assessment study to assess, at a high level, the potential environmental impacts resulting from the intensification of pond aquaculture, hatchery operations, feed production and cage culture practices. The study also assessed the potential environmental and social risks to the sustainability of KMAP as well as provide a framework for environmentally sound, climate sensitive, technical and economic decision making during project implementation, whilst ensuring legal compliance and providing recommendations on best practice.

**KMAP partners**

The KMAP project is implemented by the following partners:

* *Farm Africa* as the lead implementing agency;
* *PUM (Netherlands Senior Experts)* who provide senior experts from The Netherlands to share tailored knowledge on a one-to-one basis with project clients;
* *BoP Innovation Center* (BoPInc) who provide business support services to Aquaculture Agents, fish farming and fish feed production enterprises, and promote brokering of partnerships with Dutch private sector companies interested in investing in Kenya;
* *Larive International B.V.,* together with their partners in Food Tech Africa (FTA), are developing an aeration kit for an open pond system, based on their experience of the closed circulation system developed under FTA;
* *World Fish Center (WFC)* who provide support in Fish brood stock development and in setting up and analysing an on-farm husbandry trial;
* *Wageningen University & Research, Wageningen Centre for Development Innovation* (WCDI) who strategically support Farm Africa in the development and implementation of the M&E system, including periodic validation of results.

# Objectives and Evaluation Questions

The project ends on the 31st December, 2019. In this regard, Farm Africa is commissioning a final evaluation in order to provide a detailed assessment of the situation in the project implementation areas. The final evaluation will have three main objectives:

1. To review the performance of the project, both overall, and by each objective, in relation to the OECD-DAC criteria:
   * **Relevance:** To what extent did the project meet the needs of the targeted beneficiaries, in particular fish farmers, fingerling suppliers and fish feed suppliers?
   * **Efficiency:** Were the financial resources and other inputs used efficiently to achieve outputs?
   * **Effectiveness:** To whatextent have the planned objectives been achieved at the outcome level (for each result area)? How has the project contributed to these outcomes? What other contributory factors influenced these changes? What were the unexpected changes and potential contributors to these?
   * **Impact:** What wider effects can be reported amongst the target community (including, but not restricted to, fish farmers, fingerling suppliers and fish feed suppliers) and the Kenyan aquaculture sector? Including both intended and unintended effects. How have project outcomes contributed to these changes? What other contributory factors influenced these changes?
   * **Sustainability:** To what extent will the project continue to have an impact beyond project close, especially for pond farmers, fingerling and feed suppliers, and with respect to input and service provision?
2. To capture lessons learnt from the project, both in terms of successes and good practices, but also document key challenges and suggestions to help inform policy priorities in the aquaculture sector as well as future project design and/or scaling-up strategies.
3. Review the extent of synergies created with other relevant stakeholders across the aquaculture value chain.

The final evaluation report will be used by the following stakeholders:

* EKN: to assess performance of the project; to use lessons learned and good practices to inform policy focus in the aquaculture sector and funding for future initiatives.
* Fisheries department at national and county level: to use lessons learnt and good practices to build on and to advance the work in the aquaculture sector.
* Value chain actors: to inform and advance their work in support of a growing aquaculture sector.
* Policy makers: to learn lessons on what factors contribute to an enabling environment for the aquaculture sector.
* Funding agencies: to use lessons learnt and good practices to inform the investment and design of new and existing programs and projects, e.g. IFAD, EU, Msingi.
* Other stakeholders that have an interest in aquaculture: to inform decisions on where and how they can support the aquaculture sector.
* Farm Africa and partners: to assess performance of the project; to use lessons learned and good practices to inform other initiatives run by the organisation.
* Other stakeholders in other countries that can use the lessons learned to build a better aquaculture project.

**Evaluation Learning Questions:**

To support this learning process, the final evaluation will examine performance against the project objectives to identify model design, progress, effects, lessons learnt and make recommendations for future project design, specifically answering the following evaluation questions:

1. To what extent and how have the input suppliers and their labourers gained technical knowledge and skills?
   1. To what extent is such knowledge and skills being deployed by these input suppliers?
   2. To what extent have the business practices of input suppliers changed?
   3. What factors have contributed to these changes and what’s KMAP’s contribution?
2. To what extent has there been a change in the production and productivity of input suppliers?
   1. What factors have contributed to these changes and what’s KMAP’s contribution?
3. To what extent has there been a change in production and productivity of fish farmers?
   1. What factors have contributed to these changes and what’s KMAP’s contribution?
4. To what extent has there been a change in the profitability of the fish farmers and input suppliers?
   1. What factors have contributed to these changes and what’s KMAP’s contribution?
5. To what extent is there improved access to markets for input suppliers (feed and fingerlings) and for service providers?
   1. What factors have contributed to these changes and what’s KMAP’s contribution?
6. To what extent is the technology promoted and/ or investigated in KMAP affordable to fish farmers and input suppliers?
   1. What factors affect this affordability?
7. To what extent have horizontal and vertical linkages in the aquaculture sector improved?
   1. To what extent are fish farmers adequately linked with key stakeholders in the aquaculture sector?
   2. What factors have contributed to these changes and what’s KMAP’s contribution?
   3. How practical was it to establish business linkage with Dutch private sector?
8. To what extent has there been a change in the (governance of the) aquaculture sector in the project areas and in Kenya (or even across countries)?
   1. To what extent has KMAP worked with and built capacity of aquaculture associations to influence governance issues in the sector?
   2. To what extent have KMAP interventions been institutionalized in the existing governance structures in the sector?
9. Where should potential future interventions, with similar intentions to KMAP, best target their work?
   1. How best could wider sector development be achieved?
10. Questions reflecting on EKN policy environment (Aid to Trade):
    1. Was the aquaculture sector ready for the aid to trade agenda?
    2. To what extent did KMAP achieve this or not, what lessons can be drawn out?

# Approach and Methodology

The project implements a monitoring system that is based on a Theory of Change and corresponding monitoring and learning plan (MLP) to collect data against key impact, outcome & output indicators. The external evaluator will be expected to capture primary data to validate all impact, outcome and output indicator values, and also to generate any relevant new information in relation to the evaluation questions as formulated above.

The consultant will be given access to secondary data (monitoring data as captured by the project’s MEL system, MTR report, etc.; see list of resources/documents) against all other indicators to ensure a comprehensive evaluation. For the purpose of this survey, the 14 KMAP counties will be split into 3 regional blocks: Nyanza (Homa Bay, Kisii, Nyamira, Kisumu & Migori), Western (Bungoma, Busia, Vihiga, Kakamega & Siaya) and Central (Nairobi, Kiambu, Murang’a and Machakos)

**Methodological design & analysis**

The consultant is expected to use a mixed methods, theory-based evaluation approach. Mixed methods are needed for data collection since both qualitative & quantitative data are to be collected. For the analysis, theory-based approaches are to be used, such as contribution analysis or outcome harvesting. The evaluator is to propose a detailed methodological approach for achieving the evaluation objectives and addressing the evaluation questions, including how each question will be addressed using particular methods for data collection and analysis.

The methodology will include, at a minimum:

* **Document and systems review**: Review of *existing documentation* including: project reports, project Theory of Change & log frame, monitoring and evaluation data (secondary data) to date, baseline, & mid-term evaluation report, special studies conducted (including consumer, environmental, gender, and market linkage), policy briefs, articles & communication materials. These will enable the consultant to be able to assess the performance of the entire project against evaluation criteria. *Relevant literature* such as national policies, government reports, academic papers, 3R research products on aquaculture sector, etc., should also be reviewed to ensure that the report captures the trends in the Kenyan fish trade, market dynamics and the policy environment that the project was operating in. A list of relevant documents to be reviewed is included in Annex A. The consultant can propose additional documents to be reviewed.
* **Farmer surveys**: This should be conducted with a representative sample of KMAP’s 1,100 fish farmers, with structured survey questionnaires and based on purposive sampling. Proposed sampling should select farmers from across the three regional blocks and should factor in the different farm sizes, the three farmer categories as well as gender. Data collection must target both the farm owner and the farm manager as they both have different kinds of information:
  + The person in charge of the farm (farm manager) is involved in daily management. Information targeted is on production, challenges, lessons learned, and effects of being engaged in the program/ getting support from KMAP on the farm business, themselves and their families; What have been other (positive & negative) factors (than KMAP) influencing the aquaculture business
  + Farm owner: information targeted is focusing on the overall changes, opportunities and effects of the support to their fish farming business and their families. What have been other (positive & negative) factors (than KMAP) influencing the aquaculture business.

The survey will build on baseline data, MTR survey findings, and ongoing monitoring data. It is recommended that a digital data collection app such as ODK Collect is used. Farm Africa will contribute towards tool development and it is expected that the survey questionnaire will build on KMAP’s current tools.

* **Focus Group Discussions with KMAP clusters (face to face)**: At a minimum, 2 per regional block. These will assess:
  + How has engagement in aquaculture affected the fish farmers and their families?
  + What have been other (positive & negative) factors influencing their aquaculture businesses?
  + Overall development (‘story’) of the cluster: type of group; why they came together – their development in terms of collaborative efforts in aquaculture; their results and challenges etc.
  + What are their views around the Aqua Agents approach? How has it worked? How could it have been improved? Is there a feasible business case there?
  + What has been the role of KMAP in supporting the cluster to achieve its objectives in terms of aquaculture?
  + Their views on KMAP support: challenges, successes, lessons learned and good practices and suggestions for improvement.

These should be documented as case studies highlighting the performance, achievements, successes, challenges and lessons learnt.

* **Key Informant Interviews (face to face or over phone/Skype)**:

Key informant interviews will need to be held with a range of stakeholders involved in the project.

* + *Relevant project staff:* Assessing performance, successes, challenges, lessons learnt and suggestions for the way forward.
  + *Aquaculture agents (AAs):* Assessing key outcomes of the project at different levels – farm, cluster, market, and county. Key challenges, lessons learned, recommendations and opportunities. Consideration and mitigation of potential bias due to AAs close relationship of the project should be done by consultants.
  + *County officials/ fisheries officers*: 1-2 per block. Interviews will be coordinated in close collaboration with Farm Africa i.e. Farm Africa will support the consultant to organise meetings. Interviews need to focus on: collaboration with KMAP, effects of KMAP on their work, challenges, lessons learned and suggestions for the way forward in the aquaculture sector.
  + *Input suppliers supported by KMAP*: Assessing effects of KMAP support, challenges and lessons learnt, other influencing factors, suggested ways forward. These include:
    - Feed suppliers: 2 key suppliers
    - Fingerling suppliers: 3 key suppliers
    - Pond constructors: 3 key pond constructors.
  + *Associations:* Assessing their views on the enabling environment, the contribution of KMAP to this and other important factors influencing the aquaculture sector.
  + *KMAP partners:* Assessing performance, successes, challenges, lessons learnt and suggestions for the way forward.
  + *EKN:* Provide an overview of their own assessment of the project: perceived challenges, risks, successes, lessons learned, opportunities for supporting a thriving aquaculture sector and sustainable fish farming businesses and related value chain actors.

All data collection tools will be developed by the consultant in close collaboration with Farm Africa, and as much as possible aligned with Farm Africa’s tools and methods. The consultant can also propose other tools for data collection. These tools will be reviewed and approved by Farm Africa before data collection.

# Expected Deliverables and Timeline

**Deliverables**

The successful consultant is expected to submit all written documentation in English using Microsoft Word in both soft and hard copy. The main body of all reports should be written in simple, non-technical language, with any technical material to be presented in annexes. All reports should be in line with Farm Africa’s ‘Style Guidelines’, which will be provided to the successful consultant. All primary data collected and analysis conducted for the purpose of the study will remain the property of Farm Africa and must be submitted electronically and in a clear and comprehensible format, preferably in Excel and Microsoft Word; further detail below.

The following deliverables shall be expected of the consultancy:

1. **Inception Report**: This report will be submitted by the consultant and should provide a detailed description of the overall evaluation approach & methodology, evaluation questions and related data collection tools and sources, as well as a detailed work plan for the entire exercise. A summary of the consultant’s review of previous data that has been collated by Farm Africa should also be included in this report. This report will be accompanied by any draft data collection tools for review. Farm Africa will provide feedback which must be incorporated into the inception report that will be submitted for final approval before the consultant proceeds to the field for any data collection. An inception report template will be provided by Farm Africa to the successful applicant.
2. **First Draft Report**: A draft report detailing the evaluation findings will be submitted by the consultant to Farm Africa for review. A final evaluation report template will be provided by Farm Africa. Any data collection tools should be included as Annexes. Any raw data sets, cleaned data sets, syntax files, and data analysis outputs should also be submitted at this stage. Raw and cleaned data must be submitted in MS Excel format and Microsoft Word. Other data can be submitted in other software formats, however clear workings must be supplied; please confirm with Farm Africa prior to contract signature the format you intend to supply the data in.
3. **Second draft report**: after feedback from Farm Africa, a second draft report incorporating said feedback will be developed and submitted by the consultant.
4. **Validation meeting:** Farm Africa will review the second draft report and organise an internal validation meeting with the consultant to discuss key feedback on the findings and report, and discuss implications for potential future initiatives. The consultant will incorporate this feedback into the dissemination workshop presentation as well as final report.
5. **Dissemination workshop**: The consultant will present the preliminary findings for discussion at a half-day stakeholders’ workshop. A presentation template based on the evaluation report will be provided by Farm Africa for completion by the consultant. However, the final PPT still needs to be approved by Farm Africa. Farm Africa will provide guidance on the workshop format. Following the workshop, the consultant should submit a brief report that captures both written and oral feedback from stakeholders, and whether or not the feedback will be incorporated into the final report, to the evaluation manager. A revised presentation will also be submitted along with the final report to reflect any feedback and changes to the final report.
6. **Final Report**: based on previous feedback from Farm Africa as well as the dissemination workshop, the consultant will finalise the evaluation report. This process will continue until Farm Africa is satisfied with the final report. Final deliverables of the evaluation are:
   1. A final evaluation report that should present the findings in a logical and consistent manner, with an executive summary and pages to present the findings and methodology. All the details can come into the annexes. Any data collection tools and sampling frames used should be included as Annexes. A Farm Africa template for final evaluations will be provided for consultant’s use.
   2. The report needs to be submitted in softcopy in both MS Word and PDF as well as four bound hardcopies.
   3. Summarised final PPT presenting key findings, conclusions and suggestions for the way forward as presented during the dissemination workshop, and incorporating feedback received at this workshop
   4. All cleaned data sets, transcriptions and photos should also be provided
   5. The consultant will be required to enter the final agreed upon end-line values into the Farm Africa Monitoring and Learning Plan document which will be provided.
   6. **Project Performance Review (PPR)**: Farm Africa uses a system of annual PPRs to monitor programme performance. Based on the evidence collected during the evaluation, the consultant is required to **score the project** against three criteria (efficiency, effectiveness and sustainability) and provide brief written, evidence-based justification for scores given. A template for completion by the consultant will be supplied by Farm Africa.

**Timeline**

The evaluation is scheduled for July-December 2019 and we anticipate that the final evaluation report should be submitted no later than 6 December 2019. The consultant will provide the above deliverables according to the schedule provided below:

|  |  |
| --- | --- |
| *Key activities* | *Expected completion date* |
| Farm Africa opens call for proposals | 27 - 30 May 2019 |
| Deadline for submission of detailed proposals | 23 June 2019 |
| Presentations by shortlisted candidates | 15 - 19 July 2019 |
| Contract signed with successful candidates | 29 - 31 July 2019 |
| Submission of draft inception report | 23 August 2019 |
| Sign off of final inception report and tools by Farm Africa | 20 September 2019 |
| Field work – data collection & initial analysis; report writing; submission of first draft of report | 23 Sept – 18 Oct 2019 |
| Validation meeting with internal Farm Africa staff | 19 November 2019 |
| Dissemination workshop | 27 November 2019 |
| Submit final report | 6 December 2019 |

# Management and Implementation Responsibilities

The consultant will report directly to the evaluation manager. However, they will also be expected to work closely with the Project Lead and an HQ MEL Officer from Farm Africa. Any proposed changes to the personnel listed in the application must be approved by Farm Africa.

Farm Africa will provide:

* Guidance and technical support as required throughout the evaluation;
* Copies of all key background resources identified;
* Notify staff members of interview dates/ timelines so they are available for interview in accordance
* A template of Farm Africa’s monitoring tool at farm level in MS Word format;
* Introduction to key stakeholders involved, setting up of meetings with key stakeholders;
* Organisation and payment of dissemination workshop;
* Comments and feedback on, and approval of, all deliverables within agreed timeline.

The consultant will be responsible for:

* Achieving deliverables (see section 4) within the agreed upon timeline, responding to feedback appropriately and transparently;
* Developing the detailed methodology (including sampling methodology) and data collection tools;
* Digitisation of all data collection tools;
* Conducting all data collection, including recruitment, training and payment of enumerators as well as all field logistics involved;
* Analysis of data and reporting in a clear and accessible format;
* Regular progress reporting to the evaluation manager, including responding to any comments or technical inputs;
* Presenting the draft findings of the evaluation report to receive feedback at a stakeholders’ workshop;
* Seeking comments and feedback from Farm Africa, through the evaluation manager, in sufficient time to discuss and incorporate these into the final report;
* Production of the final evaluation reports in accordance with details provided in section 4
* Entering the end-line survey values into the monitoring and learning plan (with the changed areas clearly marked);
* Their own work permit or visa (if required) to conduct the work;
* Obtaining the relevant permissions for conducting the evaluation (if required).

# Farm Africa Evaluation Principles

Farm Africa follows five basic principles of sound evaluation practice and the consultant is expected to adhere to these throughout the evaluation process. These are:

1. **Confidentiality and informed consent** – all data collected during the evaluation will be treated as confidential and cannot be shared outside of Farm Africa. All respondents must be advised as such and always given the opportunity not to participate, or to terminate or pause the interview at any time. The purpose of the study should also be clearly explained before commencing any interviews and consent forms should be signed. Farm Africa’s informed consent template will be shared with consultants.
2. **Independence and impartiality** – Farm Africa is committed to impartial and objective evaluation of our projects. All evaluation findings and conclusions must be grounded in evidence. Evaluators are expected to design data collection tools and systems that mitigate as far as possible against potential sources of bias.
3. **Credibility** – Farm Africa is committed to learning based on credible evidence. The credibility of evaluations depends on the professional expertise and independence of evaluators and full transparency in the methods and process followed. Evaluations should clearly distinguish between findings and recommendations, with the former clearly supported by sound evidence. Methodologies should be explained in sufficient detail to allow replication, and evidence of failures should be reported as well as of successes.
4. **Participation** – the views and experiences of beneficiary households, groups and partners/stakeholders should form an integral part of all evaluations.
5. **Openness** – To maximise the learning potential of the evaluation process, Farm Africa may publish full evaluation reports or excerpts from them or may otherwise share them with interested parties.

# Qualifications and Required Competencies

Applications from individuals or teams are welcome and will be assessed on their ability to demonstrate the following qualifications and competencies:

**Essential**

* Team leader must have a Master’s degree in Agriculture, Aquaculture, Sustainable Development, Economics, Market Systems, agricultural value chains, or relevant subject.
* The team leader should have a minimum of 10-15 years’ experience in managing (mixed-methods) evaluations, including the use of theory-based evaluation approaches (such as contribution analysis or outcome harvesting). Experience includes design and implementation of MTRs and/or end-line evaluations.
* Team members must have a relevant mix of agricultural (preferably aquaculture), markets and value chains, and quantitative analysis backgrounds between them.
* At least one team member must have a degree and/ or at least 5 years’ experience in statistics, mathematics, quantitative methods, research design, or other relevant quantitative subject.
* Strong understanding of agriculture-based and market-led approaches.
* Demonstrable academic and practical experience in quantitative and qualitative research methodologies, evaluations design and implementation.
* Understanding and experience of the Kenyan context; experience conducting agricultural and business-related studies in Kenya.
* The evaluation team must have at least one team member based in Kenya to support the implementation of the final evaluation.
* Strong analytical, facilitation and communication skills, including reporting and presentation skills
* Demonstrable experience in conducting complex quantitative data analysis (using an agreeable Platform with Farm Africa including Excel), and demonstrable, strong qualitative analysis skills (including in software such as NVivo)
* Fluency in spoken and written English

**Desirable**

* Academic and practical experience in aquaculture
* Experience (from back-end design, to collection, to analysis) working with digital data collection tools, digitalised data entry and analysis.
* Fluency in Kenya’s national languages (English and Kiswahili).

Where applicants fail to meet any of the above criteria, the proposal should state how they expect to overcome this e.g. additional team members, translation services etc.

# Submission of Proposals

Interested consultants or firms are requested to submit:

1. A full technical proposal; template can be found in Annex B.
2. A financial proposal; template can be found in Annex C. Please provide as much detail as possible, however at a minimum please clearly distinguish between consultancy costs and expenses, and detail any expenses that you will require Farm Africa to pay directly. The lines indicated in the template are examples, please feel free to edit, add, or erase any lines that may not be valid for you. All cost must be inclusive of VAT and/ or With Holding Tax (if applicable). Consultants may also detail their preferred payment schedule, although this will not be scored and is optional in the template.
3. Copies of all relevant Curriculum Vitae (CVs). Only CVs for the specific individuals that will form the proposed evaluation team should be included, as well as clear descriptions of the different roles and responsibilities of the team members.
4. Two examples of evaluation reports for a similar project completed within the last 3 years (this will be treated as confidential and only used for the purposes of quality assurance). Please ensure that the authors of reports submitted are the same individuals included in this application.
5. Contact details for three references (including one from your last client/employer).

All documents must be submitted by email to [procurementkenya@farmafrica.org](mailto:procurementkenya@farmafrica.org) with copy to [kmap@farmafrica.org](mailto:kmap@farmafrica.org) by 23rd June 2019, quoting “(name of company) - KMAP Final Evaluation” as the subject of the e-mail.

**Scoring of the Proposals**

The technical element of the proposal will be scored out of 100% and will be scored as follows:

| **SCORING TABLE** |  |
| --- | --- |
| **A. Qualification** | **35** |
| Experience in conducting Evaluations | 10 |
| Experience in agriculture-related evaluations | 10 |
| Experience in aquaculture value chain | 5 |
| Similar work on Final evaluation done in the last 3 years | 5 |
| Availability of locally based team and field enumerators locally | 5 |
| **B. Technical Proposal** | **55** |
| Understanding of the TOR | 10 |
| Understanding of the KMAP project covering all 3 result areas | 5 |
| Methodology: Desk review | 5 |
| Methodology: mixed methods approach | 10 |
| Methodology: theory based evaluation design & analysis | 10 |
| Quantitative sampling frame proposed includes fish farmers across all 14 KMAP counties | 10 |
| Work plan proposed which mirrors timeline of deliverables in this TOR | 5 |
| **C. Quality and Relevance of the previous report** | **10** |
| **Total Technical Score** | **100%** |

Only proposals where the technical elements scores of 70% or more will proceed to the financial evaluation stage.

Our indicative budget for the final evaluation is 2,000,000 KES. The financial element of the proposal will be scored out of 100%. We ask you to please quote in KES. The financial proposals will be scored as follows:

|  |  |
| --- | --- |
| Criteria | Weighting |
| Does the budget match the technical proposal? | 15% |
| Are the number of units (e.g. days allocated to planning, delivering training and reporting) budgeted sensibly in relation to the services required/offered? | 15% |
| Are the staff time unit costs sensible? | 15% |
| Are the transport and per diem unit costs sensible? | 15% |
| Total Costs - Financial Proposals will be assessed for their financial competitiveness, with lower priced bids scoring more favourably. | 40% |
| Total Financial Score | 100% |

Following the technical and financial evaluation, scores will be combined in accordance with the following weights:

* + - * 1. Technical Score (75%)
        2. Financial Score (25%)

Once the first shortlist is done, the top scoring candidates will be invited to present their proposed approach before a panel for selection of the best fit candidate for the evaluation. Successful candidates will be required to present this face-to-face at the Farm Africa offices in Nairobi; if this is not possible, the consultant should state why and their preferred presentation method in their technical proposals. Please note the indicative dates as suggested in the timelines under section 4. All expenses associated with this initial meet-up shall be at the consultants’ own cost.

# Annexes

**Annex A: References and Resources**

Below you can find a (non-extensive) list of useful resources available for review to the successful candidate:

* Farm Africa Proposal: Kenya Market-led Aquaculture Programme (KMAP)
* M&E plan (separate to the Monitoring and learning plan)
* Monitoring and Learning Plan
* Linear Logframe (Annex D)
* KMAP quarterly and annual progress reports
* Partner progress reports
* Biannual partner review and planning meeting reports
* MTR report
* Consumer study
* Gender study
* Market study
* Strategic Environmental Assessment
* Baseline data on fish production
* Training evaluation results
* 3R progress/study reports, more information: <http://tinyurl.com/y8zkn5lw>
* Newspaper Articles
* Communication materials
* Policy briefs
* Other sources of aquaculture information
* Kenyan smallholder study written for Msingi

**Annex B: Technical Proposal Template**

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**Annex C: Financial Proposal Template**

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**Annex D: Linear Log Frame**

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