



USAID/OICI HEALTH, AGRICULTURE, AND NUTRITION DEVELOPMENT FOR SUSTAINABILITY (HANDS): MID-TERM EVALUATION SCOPE OF WORK (SOW) November 2012

Purpose:

The purpose of this Scope of Work (SOW) is to describe the conditions of work and terms of reference for an external consultant (hereafter referred to as “The Consultant” or “Team Leader”) to be contracted by Opportunities Industrialization Centers International (OICI). The Consultant will lead the planning, development, and implementation of OICI’s Mid-Term Evaluation (MTE) for the Health, Agriculture, and Nutrition Development for Sustainability (HANDS) program. The Mid-term Evaluation (MTE) will take place in Liberia throughout November 2012.

Background:

Recovering from 14 years of civil war and more than 20 years of political instability, Liberia is in the process of economic, social, and infrastructural recovery. As a consequence of the country’s ongoing political turmoil, Liberians’ limited access to food, water, and sanitation services has led to chronic malnutrition and diminished livelihoods, particularly in rural areas where households and communities depend largely on agricultural practices for survival.

In June 2010, the United States Agency for International Development (USAID) Office of Food for Peace (FFP) awarded Opportunities Industrialization Centers International (OICI) a five-year, Title II Multi-Year Assistance Program (MYAP) Grant in Liberia. Together with Liberia OIC (LOIC), the World Initiative in Soy and Human Health (WISHH), and Malnutrition Matters (MM), OICI is now implementing the Health, Agriculture, and Nutrition Development for Sustainability (HANDS) program with the goals of increasing food security, reducing malnutrition, and increasing educational attainment among some of Liberia’s most vulnerable rural populations in the southeastern counties of Grand Gedeh and River Gee. An estimated 34,589 residents are expected to benefit directly from the HANDS program by 2015. The strategic objectives and intermediate results of the HANDS program are outlined below:

Strategic Objective 1: Improved Food Availability and Access

- Intermediate Result 1.1 Improved Crop Productivity
 - Sub Result 1.1.1 Improved Farming Systems
 - Sub Result 1.1.2 Improved Farmer Capacity

- Intermediate Result 1.2 Improved Livelihoods
 - Sub Result 1.2.1 Enhanced Entrepreneurship
 - Sub Result 1.2.2 Strengthened Market Systems

Strategic Objective 2: Reduced Malnutrition Among Children under 5

- Intermediate Result 2.1 Improved Hygiene and Nutrition Practices
- Intermediate Result 2.2. Improved Access to Water and Sanitation

- Intermediate Result 2.3 Improved Quality of Community Level Health Services

Strategic Objective 3: Increased Educational Attainment

- Intermediate Result 3.1 Increased School Attendance
- Intermediate Result 3.2 Improved Educational Programming for Adolescent Girls

Complements to USAID/Liberia and the Government of Liberia:

The HANDS program supports both USAID/Liberia’s goal to promote economic growth, increase food security, and strengthen local capacity by revitalizing and expanding economic opportunities. The HANDS program also complements the GOL’s Poverty Reduction Strategy (PRS) that emphasizes the rehabilitation of infrastructure and extensive delivery of basic services coupled with rapid, inclusive, and sustainable economic growth policies and programs. Monitoring and evaluation (M&E) are at the forefront of both USAID/Liberia and the GOL’s development strategies, with established guidelines including the GOL’s Institutional Framework for Monitoring Impact and the Liberia Monitoring and Evaluation Program (L-MEP) for USAID programs.

Goals and Objectives of the Mid-Term Evaluation:

The MTE is intended to be a formative assessment of program progress—not a summative study. Broad goals of the MTE are to review mid-term outputs and outcome level changes, as well as the process of implementation for various program components. Goals of the HANDS MTE are to:

- Document successes and lessons learned to-date;
- Identify approaches to addressing and improving program challenges;
- Suggest program design modifications where necessary and possible.

In addition to analyzing component-specific information on indicators in the HANDS Indicator Performance Tracking Table (IPTT), a successful HANDS MTE will also provide an in-depth review of activities in the following Priority Areas:

- I. Management, Oversight, and Technical Support:
 - a. Financial management
 - b. Headquarter and field-based oversight and technical support
 - c. Commodity management
 - d. Monitoring and Evaluation (M&E)
 - e. Personnel management
 - f. Gender integration

- II. Partnerships:
 - a. Quality of communication and collaboration related to program implementation and financial utilization

- III. Sustainability:

- a. Environmental monitoring and mitigation
- b. Local capacity building
- c. Exit strategies
- d. Early warning systems

Mid-Term Evaluation Process:

The Consultant will work with OICI's Senior Research and Evaluation Manager and HANDS M&E manager as the point persons for direction and guidance during background research, data collection, and data analysis phases of the MTE. The Consultant will engage in a series of meetings with OICI management and staff to establish a plan for action (identifying data collection sites, reviewing sampling procedures and interview protocols, etc.) in preparation for travel to Monrovia, Liberia. Upon arrival to Monrovia, the Consultant will work with the HANDS M&E Manager to plan logistics and establish support systems for the data collection process in Grand Gedeh and River Gee counties.

The Consultant will be permitted to select a team of interviewers/analysts to assist in the collection of data for the MTE. This team will consist preferably of Liberian nationals and be compensated within an allowable budget. Upon arrival to Liberia, the Consultant and M&E Manager will debrief the team on a finalized MTE action plan and tools. Once this process has been completed, OICI will meet with implementing partners and USAID to discuss the implications of the MTE and how the data collection process may affect program activities in the interim. The Consultant will be permitted to enlist support in her/his country of residence for data cleaning, thematic coding, and analysis based on a flat rate stipulated by OICI's Finance Department.

Upon completion of data collection and analysis, the Consultant will draft and send an initial report electronically to the M&E Manager and Senior Manager for Research and Evaluation for comments and feedback. The Consultant will be expected to complete up to **five** rounds of revisions with OICI M&E staff to satisfy requirements of the Consultant agreement.

Mid-Term Evaluation Team:

The MTE team will include the Consultant (Team Leader), a local technical consultant with expertise in agriculture, livelihoods, and/or local capacity building, OICI staff including the HANDS Health and Nutrition Officer, M&E Manager, and up to 20 local interviewers/data analysts. Duties and responsibilities for OICI team members include the following:

HANDS Health and Nutrition Officer:

- Coordinate data collection (including arranging for and participating in meetings with relevant stakeholders for interviews and focus groups) on Strategic Objective Two indicators
- Collaborate with the Consultant to lead training of interviewers and data analysts
- Solicit additional support from sub-partners as necessary.

M&E Manager:

- Provide field-level background documentation and materials to the Consultant
- Lead the solicitation process for recruitment of interviewers/analysts in-country (with Consultant input and feedback)
- Arrange and participate in meetings with relevant stakeholders where necessary
- Work closely with the Consultant to finalize interview and focus group protocols in-country
- Accompany Consultant and interviewers to the field
- Coordinate efforts among the Consultant/Team Leader, local technical consultant, and Health and Nutrition Officer to ensure adequate logistics and data collection support
- Coordinate the Consultant's presentation of initial findings to in-country stakeholders prior to the Consultant's departure.

As Team Leader, the Consultant will be responsible for the overall management, coordination, and organization of the MTE. The Consultant will manage and coordinate the drafting of the final report, ensuring extensive input and feedback from the MTE team. The MTE Consultant will employ an iterative process to ensure that each member of the MTE team gathers documentation for the final report throughout the MTE process. The MTE Consultant will be responsible for ensuring a complete document utilizing the information provided from document reviews, data collectors/enumerators, and OICI staff.

The Consultant will be required to travel extensively throughout HANDS sites to collect requisite quantitative and qualitative data and support data collectors/enumerators.

Specific Tasks and Duties:

To successfully complete the HANDS MTE, the Consultant will accomplish the following:

- ✓ Become familiar with the HANDS program, including goals, objectives, indicators, successes, and challenges to-date, etc.;
Estimated time: 2 days at place of residence
- ✓ Actively participate in a series of meetings with key personnel, including OICI senior management, USAID/Liberia staff, and HANDS management and staff;
Estimated time: 2 days
- ✓ Develop the MTE data collection and analysis tools (interview schedules, etc.) with support and feedback from technical consultant and OICI staff;
Estimated time: 5 days

- ✓ Lead and execute data collection, data cleaning, coding, analyses, and initial write-up of results:
Estimated time: 21 days¹
- ✓ Develop and finalize both a comprehensive MTE report (including up to **five** revised drafts of the final report) and a PowerPoint (PPT) presentation to share results and offer recommendations to OICI HQ staff;
Estimated time: 10 days

Performance Timeline:

- ✓ Signature of Consultant Agreement: by November 9, 2012
- ✓ Review existing documents and resources: by November 12, 2012
- ✓ Develop and finalize MTE methodology, tools, and action plan: by November 16, 2012
- ✓ Execute MTE in Monrovia, Grand Gedeh, and River Gee: by December 11, 2012
- ✓ Hold debriefing meetings with HANDS management, staff, and implementing partners to discuss initial findings: December 12, 2012
- ✓ Draft final MTE report and submit to OICI Senior Research and Evaluation Manager: December 22, 2012
- ✓ Complete revisions and submit final report: January 3, 2013

Key Working Relationships:

Internal: HANDS Chief of Party, Deputy Chief of Party, M&E Manager, Program Manager, and in-country staff.

External: USAID/Liberia, Government of Liberia, county, district, and regional authorities, program beneficiaries, and implementing partner organizations

Place of Performance:

The MTE will be executed and in Monrovia, Grand Gedeh, and River Gee, Liberia. The preparation and execution of data analysis and drafting and presentation of the final report will take place in both Liberia and between the Consultant’s country of residence and Washington, D.C.

Period of Performance:

The total period of performance for the Consultant will be from November 9, 2012- January 3, 2013. OICI may request that the number of days be extended if additional time or tasks are required. The total number of days worked for the Consultant will correspond to actual completed days and not exceed the maximum number of days as stated in this SOW unless explicitly approved by OICI Senior Management.

¹ Data cleaning, coding, and analysis may be conducted within the Consultant’s country of residence with local research assistants if preferred at a pre-approved flat rate.

Deliverables and Submission Schedule:

Deliverables	Deadline
Finalized work plan	November 16, 2012
Data collection and analysis	November 17, 2012-December 11, 2012
Report write-up	December 12-December 22, 2012
Final Draft of final report submitted	January 3, 2013

Mid-Term Evaluation Report:

The Consultant will prepare the final MTE Report according to the following outline:

- I. Executive Summary
- II. Background
 - a. Program Description and Operating Context
 - b. Theory of Change
- III. Purpose
 - a. Evaluation Purpose
 - b. Research Questions
 - c. Analytical or Theoretical Framework
- IV. Methodology
 - a. Study Sample
 - b. Data Collection Methods
 - c. Data Cleaning Methods
 - d. Data Analysis Methods
- V. Strategic Objective 1
 - a. Description of Interventions
 - b. Service Delivery Strategies and Approaches: Successes and Challenges
 - c. Implementation Targets and Progress
 - d. Discussion
- VI. Strategic Objective 2
 - a. Description of Interventions
 - b. Service Delivery Strategies and Approaches: Successes and Challenges
 - c. Implementation Targets and Progress
 - d. Discussion
- VII. Strategic Objective 3
 - a. Description of Interventions
 - b. Service Delivery Strategies and Approaches: Success and Challenges
 - c. Implementation Targets and Progress
 - d. Discussion
- VIII. Program Management:
 - a. Financial Management
 - b. Commodity Management
 - c. Monitoring, Evaluation, and Knowledge Management
 - d. Personnel management

- e. Cross-cutting themes: Gender Integration, OIC Training, Entrepreneurship, Local Capacity Building
- IX. Partnerships:
 - a. Quality of communication and collaboration related to program implementation and financial utilization
- X. Sustainability:
 - a. Environmental monitoring and mitigation
 - b. Local capacity building
 - c. Exit strategies
 - d. Early warning systems
- XI. Recommendations
 - a. Critical Priorities
 - b. Other Recommendations
- XII. Methodological Strengths and Limitations
- XIII. Annexes
 - a. Evaluation SOW
 - b. Evaluation Plan and Schedule
 - c. Composition of Evaluation Team
 - d. Evaluation Methods and Tools
 - e. List and Map of Data Collection Sites
 - f. List of Key Informants and Communities
 - g. Summary Tables of Finance, Commodities, and Human Resources

Contractual Relationship:

The Consultant selected to perform the tasks described herein will enter into a legally binding contract with OIC International (OICI). OICI reserves the right to penalize the Consultant for late and/or incomplete submission of the final report. The total amount due to the Consultant will be decreased 5% for each day that the final report is late. The total amount due will also be decreased 5% for each missing section of the final report as outlined above. Extenuating circumstances must be discussed with and approved by OICI senior management should they occur.

Qualifications:

- Advanced degree (master's or Ph.D.) in related field (international affairs, agriculture, global health, geography, or other social science)
- Minimum of five years qualitative and quantitative research experience in a development context
- Experience with participatory research methodologies preferred
- Minimum of two years in the development and/or implementation of a USAID funded program preferred
- Excellent facilitation, public speaking, and writing skills
- Excellent interpersonal skills with the ability to communicate effectively across diverse audiences
- Advanced proficiency in Microsoft Excel or SPSS

- Ability to travel extensively and thrive under harsh working conditions
- Outstanding time management skills with ability to learn quickly and handle multiple tasks simultaneously with organization and composure.

