



**Varied Return on Investment Research  
JFSP: Jonglei Food Security Program**

**Terms of Reference (ToR) for Consultant**

**20 April, 2012**

## 1. Program Background

The Jonglei Food Security Program is a Development Food Aid Programs awarded to Catholic Relief Services (CRS) and its partner agencies, JAM International (JAM) and Save the Children (SC). This program is funded by U.S. Agency for International Development/Food For Peace (USAID/FFP). JFSP uses a sustainable, integrated approach, which supports the role of the nascent structures of the Government of the Republic of South Sudan to establish an operational and strategic framework to enhance the resiliency, productivity, income and general wellbeing of its constituent communities. To this effect the program is also implemented in partnership with the Ministry of Agriculture & Forestry and the Ministry of Livestock & Fisheries. Support to communities and government will enable JFSP to address the root causes of food insecurity in Jonglei State.

The goal of the program is to improve the food security of 149,661 chronically and transitorily food insecure households in eight counties in Jonglei State by 2014. The Results Framework (the logical framework) of the JFSP is presented in the Annex – 1. JFSP aims to address the root causes of food insecurity through the following strategic objectives:

**Strategic Objective 1 (Resilience):** Household (HH) and community capacity to prepare for/cope with shocks and hazards affecting food security in Jonglei is fundamental to long-term success of livelihood interventions, and the stability of communities. An existing early warning methodology already piloted in other South Sudan states will be employed in Jonglei to predict climatic shocks. The consortium's global experience with community-based disaster preparedness practices in vulnerable communities is also brought to bear. As a result community and HH resilience to climatic and environmental shocks that affect food security will be strengthened.

**Strategic Objective 2 (Production):** JFSP will strengthen GRSS and Jonglei State Government capacity to address food insecurity, and to support private sector services that enhance crop and livestock production. Through the program, state extension and private animal health service providers will be trained and supported via investments to deliver information and inputs for improved technologies. JFSP will facilitate producer group formation and strengthening, as well as the introduction of new technologies for increasing crop and livestock productivity. Increased production activities will enable the severely and moderately food insecure to better meet their own food needs and, as net buyers, free up cash resources that they would otherwise have used to purchase food.

**Strategic Objective 3 (Market Linkages):** A sub-set of the producer groups targeted under production strategic objective will be linked to markets, which will facilitate both staple and diversified production for localized or commercial sale. Through market linkages, JFSP will support agro-pastoralists and pastoralists to increase income by accessing community based financial services, and by building their production capacity and business skills to successfully engage in local and commercial marketing.

The target eight counties for program activities are Akobo, Ayod, Bor, Nyirol, Pibor, Pochalla, Twic East and Wuror. Boma is a sub-county of Pibor and is also included as a county taking the total operational counties to nine. The total population in the target area is 149,661 HHs and all HHs will benefit from resilience activities. Through a variety of activities, More than 17,000 MFI and SFI HHs will access food for assets (FFA) each year to implement disaster risk reduction (DRR) plans, and to JFSP pasture and management of natural resources as outlined in SO1.

Productivity (SO2) and market linkages (SO3) activities will target 58,368 MFI and SFI HHs. JFSP expects that these HHs will include the asset poor, internally displaced persons (IDPs), refugees and returnees, female headed HHs and HHs that depend on casual labor. Over 14,000 HHs

with low asset ranking and who rely on casual labor will be targeted for FFA to develop livestock water resources and road construction and rehabilitation. An additional 13,160 HHs with productive assets (from MFI and SFI) will be targeted for improved crop and livestock production, seed, post harvest storage, fuel efficient stoves, home gardens and Savings and Internal Lending Communities (SILC).

**Table 1: Program Information by Consortium partners**

	<b>CRS</b>	<b>Save</b>	<b>Jam</b>	<b>Total</b>
Beneficiaries	90,675	26,776	32,210	149, 661
<b>Operational areas</b>				
Counties	Bor, Ayod, Pibor and Uror (4 counties).	Nyirol & Akobo (2 counties)	Twic East, Pochalla & Boma <sup>1</sup> )	9 operational counties
Payams	23 payams: Motot, Pathai (Modit), Payai, Pieri, Puolchuol (Pulchuol), Tiam, Yuai, Gumuruk, Lekuangole (Lokuangule), Pibor, Anyidi, Baidit, Bor, Jalle, Kolnyang, Makuach, Ayod, Korwai, Kuach-deng, Mogok, Pieth, Pajiek, Wau	14 payams: Chuil, Nyambor, Pading, Pulturuk, Thool, Waat, Alali, Barmach, Bilkey, Buong (Bwong), Dengjok, Diror, Nyandit, Walgak	15 payams: Buma, Verteth – 4, Marow (Maruwo), Miwono(Meoun), Kiziongora, (Kezengor), Ajuong, Kongor, Lith (Lieth), Nyuak, Pakeer (Paker), Adongo, Akiela, Burator, Omiella, Pochalla	52 payams
Number of bomas	61	24	42	127

The Indicator Performance Tracking Table (IPTT) which lists the program performance indicators, their baseline estimates (tentative) and annual targets are presented in Annex – 2. JFSP is currently planning for its baseline survey, and the final report shall be available by June, 2012.

The three-year activity plan of JFSP is presented in Annex – 3. The geographic and beneficiary targets matrix shall be shared with the selected consultant. The budget details for the proposed program activities shall be shared with the selected expert. Most program activities are likely to be on ground in program bomas by October, 2012.

<sup>1</sup> Boma is a sub county of Pibor county, and is counted as an operational county.

## II. Research Background and Objectives

In December 2011 JFSP has conducted a livelihood analysis and have outlined the project activities that address the underlying causes of chronic food insecurity and that integrated into the broader livelihood systems in varied **livelihood zones** in the project geographic areas. The ultimate objective of this analysis was to inform the distribution of project resources in relation to the specific needs of each livelihood zone and the broader livelihood system as a whole, leading to more strategic allocation of program resources. Final report of this livelihood analysis shall be made available to the selected consultant.

Based on this livelihood analysis different project interventions and thus resources are targeted to different project areas that fall in different livelihood zones. Therefore, JFSP intends to develop a system and methodologies that gauge the **varied return on investing** in “accessible areas” where some ongoing livelihood activities are present (e.g. Twic East County) versus investing in more “isolated and harder to reach areas” that have received little investment in development (e.g. Pachola County, which is a harder to reach area). Implementing similar (and different) program interventions in areas that differ in terms of their baseline conditions for development/investment offers an opportunity to learn about gradation in program targeting. For example, does prior and complementary investment beget greater returns, or is creating the base conditions for development in areas like Pachola County transformational enough to suggest that greater returns lie there.

To answer the above mentioned questions, JFSP suggests to adopting an **Operations Research model/design on Varied Return on Investment** during the Life of the program in three years.

Broader elements of this research are:

1. In this return on investment (ROI) assessment JFSP shall follow the global standard approach of measuring and accounting for a broader concept of value. It measures changes in relation to social, environmental, economic and possibly other results. ROI bases the assessment of value on both financial and non-financial returns as appreciated by the perception and experience of the stakeholders themselves. It looks for key indicators of what has changed and tells the story of the change and, wherever possible, uses monetary values for these indicators. By monetizing these indicators, financial equivalents to social and environmental returns are created. The process of ROI analysis leads to an ROI ratio; the ratio between the value of the benefits and the value of investment. For example, a ratio of 3:1 indicates that for every \$1 invested in the program, \$3 value (economic, social, and/or environment) is generated.
2. Adopt Operations Research (OR) methodology for this assessment of varied ROI to compare past, current and future investments in accessible areas that have more investments v/s harder to reach areas that have little investment thus far. This OR on varied ROI shall follow standard OR approaches and methodologies, in which the 9 program counties shall be stratified into three groups as per prior and complementary investments (high, medium and least/none) - 3 arm OR design. A comprehensive OR design and plan on this varied ROI (beginning from year 2 through end line) shall be drafted and submitted to USAID/FFP for discussion and approval prior to beginning the OR.

### III. Composition of VRoI Assessment Team

This assessment will be carried out by an external consultant, supported by the JFSP M&E unit. The consultant shall be having expertise in agriculture and livelihood, with experience in Disaster Risk Reduction (DRR). The JFSP M&E lead will coordinate the research activities, with technical assistance from CRS' East Africa Region M&E and Agriculture/Environment Senior Technical Advisors.

The consultant should have the following qualifications and experience:

- In-depth knowledge of USAID assessment quality and ethical standards
- Previous experience in conducting similar assessments in food security and livelihood programs
- Experience in conducting similar assessments in NGO sector
- Experience of Title II programs addressing food security
- Strong management and administrative skills with experience of assessments looking at a large number of cross-cutting issues (e.g., questions concerning overall program administration or how to better integrate the technical components of programs)
- Master's degree in agriculture economics or development studies or other relevant field of study such as agriculture and livelihood management
- Demonstrated knowledge of regional development and more than 10 years of work experience in Eastern Africa
- More than ten years' working experience in the development field
- Team leader skills
- Strong analytical skills
- Proven leadership skills
- Sound training and facilitation skills
- Excellent writing and document presentation skills
- Demonstrated ability to meet deadlines

### IV. Consultant SOW

- Draft a theoretical framework for this periodic assessment of Varied Return on Investments
- Draft assessment questions to be answered by the assessment, in consultation with the JFSP M&E lead and Technical team
- Suggest key indicators to monitor during the length of the program in order to beef up the RoI research
- Draft a system and methodologies that periodically gauge the **varied return on investments**, in consultation with the JFSP M&E lead
- Train JFSP M&E staff on the key principles of the OR and how to conduct the RoI assessment
- Conduct the initial assessment, in coordination with JFSP M&E lead
- Draft and finalize the initial assessment report

### V. Description of the consultant activities, deliverables and other responsibilities

#### 1. Activities

In collaboration with JFSP M&E Lead, the consultant will undertake the following activities:

- Conduct review of relevant program documents
- E-mail/telephone communications with JFSP M&E Lead for detailed briefing
- Draft and finalize assessment questions
- Draft and finalize appropriate assessment methodology and design
- Finalize assessment plan

- Prepare training schedule for JFSP M&E staff and assessment team.
- Train JFSP M&E staff and assessment team
- Field work; meet with key stakeholders including beneficiaries, program partners (CRS, Save and Jam) representatives as well as JFSP coordination office staff in Bor, and local government authorities
- De-brief the Assessment team
- Synthesize findings
- Present and discuss preliminary findings in stakeholder meeting
- Present and discuss key findings at USAID/Mission in Juba, S. Sudan
- Produce draft report incorporating meeting feedback (a sample basic outline of the report is presented in Annex-4)
- Incorporate comments from JFSP (and FFP/USAID) in draft report and produce final report.

## 2. Deliverables

The consultants will be responsible for the following deliverables:

<b>Output</b>
Draft theoretical framework, key indicators and assessment questions
Draft assessment methodology, design and plan
Draft assessment tools
Train assessment team on information tools and data collection (in Borr, Jonglei)
Lead data collection (in Jonglei)
Information analysis and PowerPoint presentation of key findings and recommendations to stakeholders (in Borr, Jonglei)
PowerPoint presentation of key findings and recommendations to USAID/Mission (in Juba, S. Sudan)
Submit PowerPoint presentations of key findings and recommendations (in Juba, S. Sudan) (soft copies)
Submit draft assessment report to JFSP M&E Lead (in Juba, S. Sudan) (soft copies)
Submission of final assessment report (soft copies) incorporating comments on draft coordinated by JFSP M&E Lead

## 3. Consultant's other responsibilities

S/he shall be responsible for the following:

- Adhering to all terms/conditions stipulated in the contract
- Validity of the passport and other relevant travel documentation within S. Sudan
- Obtaining health insurance
- Conducting herself/himself in a respectful manner, while undertaking assignment, which includes not making any commitments to communities and any other persons, on behalf of JFSP
- Adhering to the agreed time-frames with regard to all activities outlined in the timeline
- Consultant's own laptop to be used during the assignment

## VI. JFSP Responsibilities

The JFSP coordination office will be responsible for the following:

- Form internal review team for data collection
- Ensure effective coordination of the assessment logistics to facilitate the consultant in undertaking their assignment including their travel, stay, per-diem and visa fee

- Provide consultant with literature review materials/necessary documentations
- Link consultant to JFSP partners (CRS, Save and Jam) and other relevant stakeholders including local government authorities
- Buy and deliver air tickets for consultant's travel to S. Sudan
- Communicate with her/him that their travel, hotel, per-diem, and visa fee is born by CRS/S. Sudan as per its policies
- Provide a cell phone and airtime for communication when the consultant is in South Sudan

## **VII. Timeframe**

The consultancy shall be conducted in about **30 person days** during **September - November, 2012** and the timeline shall be drafted in discussion with the selected consultant.

## **VIII. Ownership of Research Data/Findings**

All data collected for this assessment shall remain the property of the JFSP coordination unit in Bor, Jonglei State. Any work product resulting from this assessment must cite the JFSP partners and USAID as well as include JFSP staff as a primary or contributing author.

## **IX. Response to this ToR**

In response to this ToR the consult is requested to submit the following documents/information:

- i. A two-page brief on how you intend to go about this assessment
- ii. Your constancy rate per day, and other conditions, if any, that you would like to inform
- iii. Copy of final report of two similar studies that you conducted in livelihood/food security projects in past three years, preferably in Africa

Please send the above documents/information to Dr. T D Jose, Senior Technical Advisor – Monitoring and Evaluation, East Africa Regional Office, Catholic Relief Services, **Jose.Thekkiniath@crs.org by 15 May, 2012.**

## **Annexes:**

1. JFSP Results Framework (Shall be shared at request)
2. JFSP Indicator Performance Tracking Table (Shall be shared at request)
3. JFSP Three-year Action Plan (Shall be shared at request)
4. Suggested outline for the Initial Assessment report (presented below)

#### **Annex-4: Suggested outline for the Initial Assessment report**

(Maximum 50 pages, in Times New Roman 12pt font in single space, excluding annexes)

Title page with date

Acknowledgement, with disclaimer statement

List of acronyms

Table of content

Executive summary

Introduction

Brief description of project

Objectives of assessment, including assessment theoretical framework, questions, key indicators, system and methodologies

Findings

Recommendations

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References

#### **Annexes**

Assessment SOW

Composition of the team

Assessment tools

List of sites visited

List of key informants

Indicator performance tracking tables (IPTT)

Program Activity Plan