



United States Department of Agriculture



LUTHERAN WORLD RELIEF

Request for Submission of Proposals – Baseline Evaluation

USDA Food for Progress (FFPr): U.S Department of Agriculture Food for Progress Kuku Biashara Project, Tanzania.

April 1, 2025

The Kuku Biashara project in Tanzania is a five-year project implemented by Lutheran World Relief (LWR) and total valued of \$35,030,000¹ with funding from the United States Department of Agriculture (USDA) Food for Progress (FFPr).

The purpose of this Request for Proposal (RFP) is to guide LWR and its consortium in constructing a proposal, plan, and activity budget to complete the Kuku Biashara Baseline Evaluation.

Kuku Biashara Food for Progress (FFPr) Project Description

Background. Kuku Biashara is a five-year project designed to increase Tanzania’s domestic poultry production and competitiveness across the value chain, raising productivity to a cumulative volume of 11,974 metric tons (MT) and a total value of sales of \$61.57 million in the trade of sustainable, safe, high quality Tanzanian poultry meat and table eggs, contributing to food security. Under LWR’s leadership, Kuku Biashara will assist 14,559 people directly, inclusive of 13,656 producers and 903 other value chain actors, as well as an additional 54,624 indirectly by working with poultry farmers, farmer groups, cooperatives, associations, hatcheries, veterinarians, transporters, buyers, institutions, and government bodies. The project will increase Tanzania’s poultry productivity for farmers producing chickens on farms with flock sizes from less than 100 birds to greater than 3,000 birds, and expand trade, across twenty districts in four regions of Mbeya, Iringa, Songwe, and Rukwa.

Kuku Biashara will pursue a partnership and market-systems development approach, building on networks and relationships that LWR has fostered with Tanzania and global industry, civil society and producer organizations, and government to mobilize change and expand poultry trade. Integrating cross-cutting themes (e.g. digitization) and activities include capacity building of research and government institutions; improving production techniques; developing agrodealer and/or other input suppliers; facilitating agricultural lending; and facilitating buyer-seller relationships inclusive of nutritional campaigns for increased consumption of poultry products.

The Kuku Biashara project results framework directly supports the two Strategic Objectives of USDA’s FFPr Results Framework and USDA’s Country Specific Guidance for Tanzania. Results align with specific project activities, as outlined in Annex 2.

- To increase agricultural productivity by improving the production and disease management of indigenous, broiler, and layer supply chains (SO1).
- To expand trade linkages and products by strengthening the capacity of GoT departments and universities to promote awareness of the poultry sector, enhance extension services, enhance

¹ \$ = US Dollars (USD, \$)

domestic market linkages, and build the capacity of private and public sectors to leverage investment (SO2).

The project's theory of change is built on four distinct interdependent components to:

- Increase supply of quality poultry feed by identifying varieties that enhance or improve soybean, sorghum or sunflower production, expanding the frequency of feed testing, and initiating public/private sector monitoring of nutrient adaption in collaboration with the Sokoine University of Agriculture (SUA) National Carbon Monitoring Center (NCCM), feed millers, and universities (*Component 1 – Strengthening the feed sector and incorporating adaptive agriculture technologies*).
- Develop a locally centered network to monitor and manage disease outbreaks and public-private sector synergies for real-time disease reporting and strengthen veterinarian (vet) centers and vet/paravet service delivery (*Component 2 – Improved animal health management practices*).
- Develop financial solutions for an array of poultry value chain actors and strengthen business development services (BDS) capacity for SMEs including digital services and payments, farmer-buyer linkages, and potential contract farming arrangements (*Component 3 – Capacity building in agricultural finance services*).
- Enhance farmers' capacity in adaptive agriculture production through public and private sector extension services (including Poultry Farmer Field Schools) and expand digital platforms for poultry content (*Component 4 – Strengthening of the extension and service providers*).

USDA's geographic target districts in the Southern Highlands play an important but underdeveloped role in Tanzania's poultry value chain across 20 districts in Mbeya, Iringa, Songwe, and Rukwa regions².

LWR's main office will be in Mbeya City, Mbeya region, with two satellite offices in Iringa City, Iringa region and Sumbawanga, Rukwa region — to foster stronger relationships and effective coordination— with local government stakeholders and private sector firms.

Kuku Biashara will carry out five activities, as follows:

- Activity 1: Capacity Building: Agricultural Extension Agents/Services
- Activity 2: Financial Services: Facilitate Agricultural Lending
- Activity 3: Inputs: Develop Agricultural Dealers and/or Other Input Suppliers
- Activity 4: Market Access: Facilitate Buyer-Seller Relationships
- Activity 5: Training: Improved Agricultural Production Techniques

Beneficiary Description

Kuku Biashara will concentrate on transitioning poultry farmers from their current mode of operations to the next stage in poultry production. Women and youth are key in the strategy. For all five categories (below), the project will emphasize reducing mortality through targeted vaccination campaigns, Technical Assistance (TA) and technical support, and consumer nutritional awareness about meat and eggs, especially in rural households:

- **Backyard:** Indigenous bird producers with less than 100 birds; hatching eggs at the household level; minimal feed use; reliant on livestock field officers (LFO) and vets for vaccination schedules.

² **Iringa Region** (Iringa Municipal, Iringa District, Kilolo District, Mufindi District), **Mbeya Region** (Kyela District, Busokelo District, Rungwe District, Chunya District, Mbarali, Mbeya City, Busokelo), **Songwe Region** (Mbozi District, Momba District, Ileje District, Tunduma Town Council, Songwe), **Rukwa Region** (Sumbawanga Municipal, Sumbawanga District, Nkasi District, Kalambo District)

- **Small-scale:** 100-299 birds in the flock; use of dual purpose (DP) breeds; hatching eggs at the household level; some feed use; progressing to Advanced Small-scale producers through private sector company day old chicks (DOC) supply; still reliant on LFO and vets for vaccination schedules.
- **Advanced Small-scale:** 300-699 birds; DP, broilers and layers breeds. Reliant on LFOs, paravets, and vets for TA and vaccination. Expanding operations and linkages to poultry companies, shifting from homemade feed. Starting to have organized end buyers and relationships with poultry companies for DOC supply and premix feeds.
- **Semi-commercial:** 700-3,000 birds; DP, broilers and layers breeds. Linked with poultry companies for DOC supply, premix feeds, TA, vet support, and vaccination. Have established end market buyers.
- **Commercial:** 3,001+ birds at fully integrated and commercial operations with strong end market buyer linkages.

Based on current and potential poultry production levels, the project will work through production hubs that encompass (i) farmers in high density and high productivity areas, (ii) farmers in low productivity but high potential areas, and (iii) private sector value chain actors' (e.g. vet shops, feed millers and DOC suppliers) engagement and business arrangements in these areas.

Kuku Biashara will promote and lead initiatives that apply a holistic lens to advance women and youth visibility as market sector actors; engage them in decision making structures; and provide access to financial and agricultural resources to enable economic productivity and time saving solutions at home.

Direct beneficiaries:

- Appropriate technical and managerial personnel from GOT Ministry of Livestock and Fisheries (MLF), Director of Veterinary Services (DVS), Tanzania Veterinary Laboratory Agency (TVLA), Zonal Veterinary Centre (ZVC), Local Government Authorities (LGAs), Tanzania Veterinary Association (TVA), Livestock Training Agency (LITA), and associations like Tanzania Veterinary Paraprofessional Association (TAVEPA) at the national, regional, and local levels.
- Poultry farmers, inclusive of those operating backyard, small-scale, advanced scale, semi-commercial and commercial farms who live in the project districts and intend to expand their poultry production and sales.
- Farmer groups, cooperatives and associations based on recommendations provided by the regional and local and regional government, day-old-chick suppliers, feed millers, input dealers, veterinary shops, meat processors, and market buyers.
- Private sector actors including financial service providers (banks, micro-finance institutions, Village Community Bank (VICOBAs) based on information gathered from the poultry sector-relevant groups, such as equipment suppliers, buyers and traders.
- Poultry, feed and trade associations and civil society organizations operating in the poultry and feed industry.

Indirect beneficiaries:

- Will include individuals and entities not directly supported by the project including GOT officials who will benefit from improved procedures;
- Cooperatives, producers, and project-assisted institutions who will benefit from stronger poultry or feed supply chains;
- Trade associations and alliances who will benefit from a streamlined poultry system in the four regions in Tanzania; and
- Consumers who will have access to greater awareness of the nutritional benefits of consuming

eggs and meat and have a regular supply of high quality, safe poultry products.

In total Kuku Biashara plans to work directly with the following populations of beneficiaries:

Table 1: Beneficiary Type and Approximate Number

| Beneficiary Type | Approximate Number of Entities | Approximate Numbers of Beneficiaries |
|---|---------------------------------------|---|
| Poultry farmers | - | 13,656 |
| Poultry businesses (poultry farmer groups/cooperatives, hatcheries, veterinary shops, paravets, poultry feed millers, transporters, equipment providers, market operators, meat processors, and traders. | 200-300 | 386 |
| Representatives in the Government of Tanzania (e.g. ministries, departments, and LFOs, agricultural extension agents, research institutes, training institutes). | 5-7 | 116 |
| Representatives in Tanzanian universities (professors and students), including Sokoine University of Agriculture's National Carbon Monitoring Center (NCMC), research institutes and training institutes. | 4 | 25 |
| Representatives in civil society organizations, including trade associations. | 15 | 30 |

Kuku Biashara Activities

To achieve Kuku Biashara project results, LWR will conduct five agricultural development activities, in coordination with the private and public sector entities. Brief descriptions of each project activity are as follows:

ACTIVITY 1: CAPACITY BUILDING: RESEARCH AND GOVERNMENT INSTITUTIONS

LWR will conduct a rapid assessment of the training materials in the poultry sector in Tanzania. This will include working with representatives and poultry experts of Sokoine University of Agriculture, World Poultry Foundation, U.S. Grains Council, the Ministry of Livestock and Fisheries Department (MLF), Directorate of Veterinary Services (DVS), the Livestock Training Agency (LITA), and Tanzania Veterinary Laboratory Agency (TVLA), Zonal Veterinary Centre (ZVC), Tanzania Veterinary Association (TVA) and Veterinary Council of Tanzania (VCT) to determine the gaps and the needs for training materials in poultry production, animal health and diseases, especially pertaining to digitalized poultry information.

LWR will develop a training plan across the four regions that is based on the findings of the assessment. Through public-private partnerships, LWR will deliver training that updates and strengthen the public sector extension services of TVLA, ZVC, TVA, Tanzania Veterinary Paraprofessional Associations (TAVEPA), as well as private sector training centers, training curriculum. LWR will train Government of Tanzania (GoT) Livestock Field Officers (LFOs), TAVEPA paravet members, private sector veterinarians, and lead poultry farmers. These extension agents and LFOs will serve as trainers to smallholder poultry farmers. Training materials will include selection of poultry breeds, poultry production techniques and poultry diseases and reporting diseases through the proper channels. To upscale the poultry extension services through digital platforms, LWR will provide small grants to digital service providers (see Activity 5).

LWR will develop a MOU with MLF-DVS and SUA to better synthesize the management of the poultry disease digital reporting systems. LWR will review and document the GoT IT software systems that track disease surveillance; the report shared with stakeholders. LWR will dialogue with poultry firms on their ability to continually share data into a government-led database through associations such as Poultry Association of Tanzania (PAT) and others. LWR will organize quarterly regional meetings with

stakeholders to monitor progress and share animal disease reporting. Moreover, the project will provide in person training on animal health and disease prevention at farmer field schools to expand the outreach. Kuku Biashara will work with farmers, paravets and private sector veterinarians to report poultry diseases quickly and upload the information into the government digital system.

Using training and grants (See Activity 5), LWR will assist the government to develop digital early warning systems that are digitalized to enable poultry farmers to deploy resources to contain poultry disease outbreaks faster. LWR will utilize the grants program (see Activity 2) to provide small grants to digital service providers who distribute digital messages on animal health and diseases to poultry value chain actors, based on the improved government digital system. LWR will provide training to poultry farmers on how to access up-to-date digitized poultry knowledge while providing training to the government and private sector on how to develop early warning digital systems for monitoring diseases, rapid detection, and response to disease outbreaks.

LWR will work with MLF DVS to provide hatchery operators with training on the Animal Diseases (Hatcheries and Breeding Flocks) Regulations of 2010 to understand the implications on DOC supply. LWR will also assist DVS and LGAs in inspecting and registering the hatcheries. This activity will Improve Animal Health Management Practices and Strengthening Extension and Service Providers.

ACTIVITY 2: FINANCIAL SERVICES: FACILITATE AGRICULTURAL LENDING

LWR will work with FIs, NBFIs, investors, VICOBAs, SACCOs, and AMCOS to increase access to affordable financing for SMEs in the poultry and feed sectors. LWR will conduct a financial landscape analysis of the inventory of financial products and services available to Small and Medium Enterprises (SME) in the poultry sector. Following this, LWR will train SMEs, including feed millers, financial service providers (FSP) staff to assess and manage poultry-related loans, applying mitigation strategies and building best practices in customer service. LWR will deliver training on digital financial literacy to smallholder farmers, paravets and veterinarians, inclusive of women and youth.

LWR will work with FSPs to ensure that SMEs know how to reduce financial risks and access a diverse set of financial packages, e.g. working capital, bank loans, leasing arrangements and debt/equity financing, to meet SMEs financial needs. LWR will facilitate SMEs to access financing to upgrade poultry, feed miller, or agricultural production and harvesting, e.g. poultry housing infrastructure, poultry feed, equipment purchases, or grain/legume threshing equipment. The training will allow aggregators, transporters and distributors with the capacity and ability to access working capital for raw material purchase, storage and transportation.

LWR's grants resources will be spread across activities 2 to 5 to catalyze investment for improved productivity, disease control, meat processing, feed milling equipment, cold chain storage and digital tools. LWR will utilize the grants program to provide grants to upgrade veterinarian centers and mobile vet clinics use of digital tools for inventory management and financial services and provide small poultry farmers with start-up grants, especially to youth and women (See Activity 1).

LWR will also provide small grants to hatcheries and feed millers for facility upgrades, provide business development services for registration and certified entities to access financial packages. LWR will also support entrepreneurs and meat processors with small grants to purchase simple slaughtering equipment, set up small processing centers, simple cold chain storage and transportation. This activity will strengthen the Feed Sector and Incorporating Adaptive Agriculture Technologies, build capacity in Agricultural Finance Services and Strengthening Extension and Service Providers.

ACTIVITY 3: INPUTS: DEVELOP AGRICULTURAL DEALERS AND/OR OTHER INPUT SUPPLIERS

In year 1 as part of the baseline evaluation, LWR will conduct a mapping and value chain baseline analysis of existing feed millers to understand registration status, the quality and nutritional composition

of feed, raw materials testing for nutrient analysis and for aflatoxin, salmonella or agro-chemical residues prior to processing, and will use the findings to identify strategies to address feed quality gaps in the supply chain. This baseline evaluation will also analyze feed producer business models and current practices to develop and implement training needs for non-registered and/or small feed millers.

LWR will use grants for Activity 3, including grants for feed millers to upgrade facilities, start-up grants for youth and women to set up poultry housing infrastructure, and training grants for participants to attend poultry trainings and an applied research grant to Sokoine University of Agriculture (SUA) National Carbon Monitoring Center (NCCM) for professors and graduates to set up research for monitoring nutrient capture and adaption for feed millers.

LWR will work with the United States Grains Council (USGC), industry partners and the Tanzania Feed Manufacturers Association (TAFMA) to provide training, coaching and mentoring to local public and private sector in feed standards. This will include training SMEs on correct testing procedures of raw materials, testing poultry feed after processing and prior to sale to farmers, and monitoring and enforcing existing government regulations to ensure poultry feed safety and quality. LWR will work with TVLA, TAFMA, Local Government Agency (LGAs), and feed millers to promote awareness of quality standards, expand and upgrade feed testing laboratories, and incentivize feed millers' to regularly test manufactured feed batches using TVLA or private sector facilities. Using grants LWR will ensure TVLA Iringa and Rukwa and private sector actors have feed testing equipment. Annual training workshops will equip feed millers with the knowledge and skills needed to produce safe and nutritious feed, aligning with national and international standards.

LWR and TAFMA will also liaise with USGC, to hold annual feed forums to build capacity in Standard Operating Procedures (SOP), Good Manufacturing Practices (GMP), Hazard Analysis and Critical Control Points (HACCP), feed formulation, and other issues. Additionally, small feed millers will attend training at USGC's feed processing site in South Africa for formal training on feed formulation and manufacturing. Through annual events LWR will increase transparency, awareness and knowledge of feed testing, and build the capacity of local government officials on feed testing protocol and regulation enforcement on quality feed formulation and content, LWR will enhance user access and usability of digital poultry products, including the World Poultry Foundation (WPF) digital feed app. This activity will strengthen the Feed Sector and Incorporate Adaptive Agriculture Technologies and strengthen the Extension and Service Providers.

ACTIVITY 4: MARKET ACCESS: FACILITATE BUYER-SELLER RELATIONSHIPS

LWR will engage public and private market actors in the poultry sector to enhance the use of digital platforms for marketing, sales, and trade while promoting nutritional awareness and safe consumption of poultry products. To support the municipal government plans to rehabilitate and operationalize a poultry slaughterhouse and processing center in its regions, LWR will train government staff and value chain actors, such as traders and small transporters to fully understand food safety, GMP and HACCP standards. LWR will raise awareness about the nutritional importance of consuming quality, safe poultry meat and eggs.

ACTIVITY 5: TRAINING: IMPROVED AGRICULTURAL PRODUCTION TECHNIQUES

An estimated 60% of young birds die in Tanzania before they reach maturity. Poor poultry husbandry practices are contributing to the high mortality rate, impacting farmers with indigenous birds in particular. Across Tanzania 28 large hatcheries distribute between 100-500 DOCs to mother brooding unit farmers or farmers; DOCs are vulnerable to bird diseases in the first three to four weeks. Several hatcheries provide extension staff to cover vaccines and feed in the first 28 days, others do not, especially in the targeted four regions. Aligned with Activity 2, LWR will also provide grant support to digital service providers for wide roll out of digital extension services and training as well as expand buyer-seller relationships for poultry value chain actors. Using a variety of training methods (in person and digital),

Kuku Biashara will increase poultry farmers and value chain actors' capacity in good animal husbandry practices (GAHP), HACCP and GMP.

BASELINE EVALUATION TERMS OF REFERENCE (TOR)

Objectives

To support Kuku Biashara's learning agenda and capture results, LWR will hire an evaluation consultant(s) or firm to conduct the projects baseline evaluation. This will provide LWR with information that can inform baseline data, and update project targets in the projects performance monitoring plan (PMP). The baseline evaluation has the following specific objectives:

- Establish baselines for the project's selected standard and custom performance indicators that will serve as points of comparison throughout project implementation on a biannual basis and to assess end-of-project impacts;
- Establish baselines for relevant evaluation and learning agenda questions;
- Validate the proposed annual targets for performance indicators to ensure targets are realistic and inform the project's theory of change;
- Provide contextual information on the project's implementation activities to effectively refine strategies and approaches;
- Identify and recommend responses to risks and constraints that may pose challenges to planned project implementation activities which will be documented through a *Management Response Plan*; and
- Identify additional conditions that will provide Kuku Biashara opportunities to assess the impact of the project after five years.

Indicator Measurements

This TOR for the baseline evaluation outlines the requirement to establish baseline figures for the performance indicators listed in Table 2. It also identifies the baseline evaluation's key questions and additional areas of inquiry that will help the Kuku Biashara team:

- (i) Identify and describe the training systems that are available or in use in the 20 target districts in the 4 regions;
- (ii) Establish baseline organizational and individual capacity especially of government departments and private sector entities in the poultry sector³; and
- (iii) Identify and describe potential external factors that may affect project outcomes including, but not limited to:
 - a. GoT Agriculture Development Sector Program II and Building a Better Tomorrow Youth Agribusiness Initiative, Southern Agriculture Growth Corridor of Tanzania (SAGCOT) interventions, and any other donor programs in nutrition, private sector strengthening or finance sectors.

Government policy changes, including tax incentives and subsidies that have the potential to help or hurt the poultry industry's expansion.

- b. Environmental weather-related events such as floods that can cause physical damage to poultry facilities or disease outbreaks that reduce poultry bird flocks and supplies of DOCs.

³ Using USAID Organizational Capacity Assessment Tool to determine these entities capacity, likely as a separate consultant assessment and not done as part of the baseline evaluation.

- c. Poultry and feed products' competitiveness and profitability can be impacted by international trade rules, tariffs, and the state of the economy in important import and export markets.

The baseline evaluation will analyze the following five (5) FFPr standard indicators and four (4) custom indicators and establish quantitative baseline values, with their respective disaggregates. Annex 1 lists the full performance indicators.

Table 2: Indicators Requiring Baseline Data⁴

| Performance Indicator | Standard Indicator (SI) or Custom Indicator (CI) | Indicator Type |
|---|--|----------------|
| Yield of targeted agricultural commodities among program participants with USDA assistance | SI-1 | Outcome |
| Number of hectares under improved management practices or technologies with USDA assistance | SI-3 | Outcome |
| Number of individuals in the agriculture system who have applied improved management practices or technologies with USDA assistance | SI-4 | Outcome |
| Value of annual sales of farms and firms receiving USDA assistance | SI-18 | Outcome |
| Volume of commodities sold by farms and firms receiving USDA assistance | SI-19 | Outcome |
| Percentage of poultry mortality rate | CI-2 | Outcome |
| Production cycle (length of time for a bird to attain 1.5kg) for broilers fed only locally purchased / locally produced feed (weeks) ⁵ | CI-3 | Outcome |
| Production cycle (length of time for a bird to attain 1.5kg) for broilers fed only improved formulated / premix feed (weeks) | CI-4 | Outcome |
| Minimum Dietary Diversity-Women | CI-7 | Outcome |

LWR will hire through a competitive bid an evaluation consultant(s) that includes a full and transparent procurement process following Corus International internal policies and procedures.

The baseline evaluation consultant(s) will design a statistically sound data collection methodology to ensure that the baseline values for indicators SI-1, SI-3, SI-4, SI-18, SI-19, CI-2, CI-3, CI-4, CI-7 and their corresponding disaggregated data sets are produced. For a complete list of indicator disaggregates the consultant(s) and LWR will refer to USDA's Food Assistance Indicators Definition Manual.

Establish initial conditions to help measure relevance, coherence and the likely impact of the project⁵⁶

- The main needs of poultry farmers by flock size that affect the quantity and quality of chicken breeds (indigenous, dual purpose, broiler, layer) grown.
- The constraints faced by hatcheries, day-old-chick (DOC) suppliers, veterinary shops, and

⁴ Please see Annex 1 for details of the indicators for Kuku Biashara.

⁵ The evaluation questions related to impact will include:

- What are the key impacts of the project for the targeted poultry producers and organizations?
- In what way did the project contribute to improvements in quality and quantity of egg / meat sales?

⁶ The evaluation questions related to relevance will include:

- To what extent do Kuku Biashara's activities meet the needs of Kuku Biashara beneficiaries?
- How is Kuku Biashara aligned with the Tanzania's poultry and feed and/or development investment strategy and with FAS and USG's development goals, objectives and strategies?
- How is Kuku Biashara aligned with other relevant initiatives?

small, medium and large feed millers.

- The constraints faced by poultry transporters, local and wholesale markets, and buyers to increase the price offered to farmers as a function of the quantity, quality or safe food of eggs and meat delivered.
- Average income from poultry production for poultry farmers by category (backyard, small-scale, advanced small-scale, semi-commercial and commercial).
- An understanding of the roles of veterinarians, LFOs and paravets (both men and women (adults and youth) in the distribution and use of vaccines by poultry farmers for disease management and overall disease surveillance systems reported to ZVCs, TVLA, TVA, and private sector poultry/feed firms.
- An understanding of the nutritional benefits and awareness of consuming eggs and meat at the household level.
- A qualitative understanding of the perspective of poultry farmers, vets and paravets has on how poultry production affects their livelihoods.
- Poultry farmers', vets, and paravets' perspectives on the importance of poultry farming in their livelihood's strategies in the medium term (by the end of the project).

In addition to establishing the initial conditions laid out above, the baseline evaluation will assess the following FFPr priority learning questions in Table 3.

Table 3: Kuku Biashara Key Research Learning Questions

| FFPr Priority Learning Question | Kuku Biashara Methodology and Approach |
|---|---|
| <p><u>Market Linkages:</u> How can SME capacity and market linkages be developed through business incubators and business development services in order to expand agricultural markets?</p> | <p>Kuku Biashara will emphasize the capacity of SME following BDS training, coaching and mentoring using the SME Loop methodology. Regular analysis of access to diverse financial loan packages related to the SME level, digital technologies providers, and which poultry, buyer-seller, and market information is most helpful to farmers and SMEs will be documented. In-person visits by project staff to semi-commercial and commercial poultry producers and feed millers will help validate and understand value chain actors' decisions. The project will assess the degree to which women's involvement in poultry production decreases as their levels of intensification grow, and as women compete with male semi-commercial and commercial farmers.</p> |
| <p><u>Quality and Standards:</u> Can marketing and branding effectively influence consumer preferences in order to benefit both product quality and/or nutrition priorities? How can existing cultural frameworks, such as family structure and community roles, be leveraged to encourage long-term prioritization of nutrition?</p> | <p>Two assessments will determine: 1. The market sales of meat and eggs by type (indigenous, broiler and layer) and 2. The nutrition consumption patterns in rural households. Rural households restrict the consumption of eggs by pregnant women and children under 5 years old due to myths, misconceptions, and cultural beliefs. The price of indigenous birds (for meat) is higher than commercial broilers, but they reach 1.5 kg weight in 12+ months. Eggs from indigenous chickens are saved as hatching eggs and not eaten in the household. Kuku Biashara will study how growing dual-purpose breeds and nutritional awareness campaigns impact the household consumption and sales of poultry meat/eggs. The project will assess what leverage points in the family structures and community roles have long-term relevance and influence.</p> |
| <p><u>Risk and Uncertainty:</u> What are the most effective methods to</p> | <p>Central to poultry farmers' success in the three regions will be reducing poultry mortality rates, especially backyard and small-scale production. Kuku Biashara will research what delivery method was the most effective training and/or extension</p> |

| | |
|---|--|
| educate and train agricultural actors on risk management? | services for the adoption of GAHP and biosecurity risk management practices for poultry farmers and hatcheries. Data collected from Poultry Farmer Field Schools, site visits, and observations at poultry farms will contribute to the analysis. Data from the GoT and private sector disease monitoring will triangulate the data. Findings will show the change occurring and the behavioral incentives required to sustain GAHP use under the One Health approach. |
|---|--|

Situational Analysis

The primary audience of the baseline evaluation is the Kuku Biashara project managers (LWR and subrecipients) who will use the findings to make decisions related to any adjustments to indicator targets and incorporate any other contextual issues that may affect activity design or risk management.

As the baseline evaluation results will be available at the beginning of project (prior to implementation of any activities), LWR will communicate and coordinate with Tanzania institutions and local and state GOT representatives (MLF, ZVCs, TVLA, MoA, LGA, PO-RALG), primarily those that will be directly involved in the project implementation (government, private sector, poultry farmer groups/cooperatives, etc.), the objectives and anticipated results of the project inclusive of the findings of the baseline evaluation. USDA will provide comments and inputs to the baseline evaluation report and react to any recommended changes by LWR resulting from the evaluation.

In addition to the prescribed quantification of values for the baseline indicators, the following situational analysis will be included as part of the evaluation:

- In the four target regions, map value chains for poultry and analyze potential for collaboration among value chain actors, ensuring disaggregates for women and youth are considered (*using desktop review, survey data, key informant interviews*).
- Using existing data sources, assess and map out the twenty districts current productivity and high potential productivity opportunities to inform implementation and present in graphs (*using desktop review*).
- Analyze the risk management capacities of local government agency partners, private sector partners and communities in twenty districts. Scope of analysis should cover the types of environmental or political risks that have been shown to be recurrent and/or potential and the respective risk management plans in place by the local government partners and/or households or communities (*using key informant interviews, survey data*).
- Establish the potential partners' capacities and gaps in terms of meeting compliance to GAHP, vaccine and disease management systems, feed milling practices, and access to finance (*using desktop research, survey data, key informant interviews*).
- Establish the current state of adoption/use of improved management practices or technologies by poultry farmers and other value chain actors for the various stages of GAHP poultry production, housing, vaccine/disease management and biosecurity practices. Technologies should consider the range of adaptive agriculture technologies currently used in Tanzania and in the region by chicken breed and suitability to location. (*using survey data, observation*).
- Evaluate the level of food safety protocols along the existing poultry and feed value chains (*using survey data, key informant interviews, observation*).

Key Audience

- Kuku Biashara project staff and subrecipients (Accion International, ADP-Mbozi and Match Makers Associations (MMA)).
- Kuku Biashara beneficiaries including:
 - Poultry farmers, hatchery, DOC suppliers, private sector stakeholders include poultry transporters, veterinarians, paravets, feed millers, meat processors, market operators, traders and buyers, equipment suppliers, and financial service providers.

- Government stakeholders at the national, regional, and local levels in the four regions of Mbeya, Songwe, Iringa and Rukwa.
- USDA officials located in Washington, D.C, Kenya and at post in Tanzania.

LWR will disseminate the baseline evaluation findings in an open forum to share the findings and insights with a representative group of the key audience listed above.

METHODOLOGY

The baseline evaluation will be designed to ensure baseline and endline evidence comparison of target poultry farmers and other key stakeholders in the poultry and feed value chain in the four regions and twenty districts of Tanzania. The baseline survey will be designed as a longitudinal study for which panel data, comprised of repeated measurements of the same variables from the same individuals over the life of project (LOP) will be collected from a representative sample of beneficiary types. The pre/post-test design using panel data will allow the consortium to determine if a significant change has occurred in results-level indicators by measuring and comparing baseline values to those same indicator values at mid-term and endline. The methodology will include the collection of quantitative (structured surveys, secondary data) and qualitative data (direct observation of field activities, structured surveys, focus group discussions (FGD) from primary sources, including farmers, hatchery, DOC suppliers, cooperatives, managers of private sector (veterinarians, paravets, transporters, equipment providers, feed millers, traders, buyers, meat processors), civil society associations, and government staff of MLF, ZVC, TVLA, LGA, PO-RALG. The type of respondents will consider the sex, age, location, and role of the individual for a full representation.

Characteristics of the Data Sources for the Baseline Evaluation

The baseline evaluation will be built from three sources of information:

1. The first category of information sources are **poultry farmers**. The sample size will be representative of each of the twenty producing districts Kuku Biashara will work in. It will also be representative of farmers by sex, age, and location. The third-party evaluation firm will analyze GOT poultry data for each of the districts to determine the accurate sample size. The data collection will consider the accessibility of poultry farmers to those living around a 2-hour drive from towns, and in accordance with the differentiation of backyard, small-scale, advanced small-scale, semi-commercial and commercial poultry farmers.
2. The second category of information sources are **hatchery operators and DOC suppliers, veterinarians, vaccine manufacturers/distributors, feed millers, transporters, traders, buyers, and meat processors**. These value chain actors work in the targeted regions as well as in other parts of Tanzania. For the baseline evaluation, the evaluation team will collect data from the major operators in this category in Tanzania that have a presence in the target districts and provinces.
3. The evaluation team will consult **key informants**, including leaders in cooperatives and the four regions, twenty targeted districts and local technical staff from government ministries including Tanzania Veterinary Laboratory Agency (TVLA), Zonal Veterinary Centre (ZVC), Tanzania Livestock Research Institute (TALIRI), NGOs, research entities, universities, e.g. Sokoine University of Agriculture (SUA), and other project leads that work on the poultry value chain in Tanzania.

To understand the broader context, the evaluation consultant (s) will carry out a **Desk Review** of Kuku Biashara project reports, research documents (e.g., Poultry Association of Tanzania (PAT) and its' members, GOT MLF poultry survey and GOT Ministry of Agriculture (MOA) survey, GOT TALIRI reports, SUA reports, Food and Agriculture Organization Poultry Statistics, poultry production, vaccine manufacturers and distributor reports, U.S. Grains Council (USGC) reports, other project research reports, recent government-level statistics, and business records or industry datasets and reports. This will help to

triangulate the various sources information and data. This will be followed by **Key informant Interviews (KII)** with poultry businesspeople and government, association, and university representatives as part of the survey and to probe into the key research learning questions.

The evaluation team will organize **FGD's** to understand perceptions of poultry farmers related to challenges and opportunities in poultry and feed production. The evaluation team will propose a set of communities across the twenty districts, chosen randomly from all the study sample, and at least one focus group will be convened in each district. Eight to twelve participants for each group will be chosen randomly from the sample of producers and other value chain actors that are interviewed individually for the project, using FGD questionnaires. The evaluation team will also convene FGD's with male and female youth (15-29 years old) and adults (30+ years old).

Beneficiary Based Surveys (BBS) will also be conducted by the evaluation consultant(s) using structured questionnaires to elicit information from farm and farmer-level measures. It will entail sampling in communities growing poultry in the twenty districts to have a representative geographic sample of the situation. This will be based on poultry farmer lists held by the GOT inclusive of MLF, TVLA, ZVCs, universities, veterinarians (in shops), paravets (including TAVEPA connections), and other poultry or feed associations in Tanzania. The data collection will be disaggregated by age and sex. Given the importance of strengthening the DOC supply to poultry farmers, and the right breed of chicken, a survey of hatcheries and feed millers will also be conducted. A skills and linkages assessment will also be conducted at baseline, for comparison at midline and endline, to measure progress and ensure sustainability of these interventions.

Sample Frame

At baseline, the evaluators will design a sampling strategy that satisfies the USDA FAS – FAD M&E Policy. Given the population heterogeneity in intervention areas, evaluators may elect to employ a random multi-stage cluster sampling approach within designated strata to ensure statistically representative samples. The evaluators will calculate a sample size to allow estimating indicator values for the target population with a 95% confidence level and a 5% margin of error. The first stage will involve grouping stakeholders' operational areas into the different regions. The second stage will be the stratification at district and local government levels, and the third stage is stratification at village/community level (considering factors such as partners' presence in a village). The fourth stage stratification will be at farmers' and other stakeholders' level based on sex and age groups.

Survey Sample Size

The appropriate minimum sample size for which data will be collected in this baseline survey from the entire target population will be determined using the following sample size calculation⁷:

$$\text{Sample size} = \frac{Z^2 \times \ell(1 - \ell) / e^2}{1 + [Z^2 \times \ell(1 - \ell) / e^2] / N}$$

Where:

N = Population size (14,559)

e = Margin of error (taken as 5.5%, which is 0.055)

ℓ = Standard deviation (taken as 50%, which is 0.5)

Z = Z Score (Z Score for 95% confidence is taken as 1.96)

Thus a 670-person sample will be drawn by the evaluation consultant (s) from the target population of 14,559. Poultry production capacities of the twenty districts will be the primary focus. For example, the sample size will include a breakdown of the size of bird flock by producer, e.g. backyard, small-scale,

⁷ <https://www.advancingnutrition.org/resources/participant-based-survey-sampling-guide-feed-future-annual-monitoring-indicators>

advanced small-scale, semi-commercial, and commercial across the four regions⁸. These factors will be used in determining the 670 respondents to be sampled across the districts.

In responding to this TOR, the consultant/ firm will complete Table 4 as per the format below and provide preliminary numbers of poultry producing communities that will represent indigenous, dual purpose, layers and broiler poultry production, distributed across the twenty districts and four regions. They will also provide a breakdown of the value chain actors that support the poultry producers. Respondents will be randomly selected per community and distributed by age and sex. Youth (15-29 years) and adults (30+ years) will also be considered, inclusive of female poultry farmers across both age groups in each community. LWR will provide the successful applicant with a final review and approval of Table 4.

Table 4: Proposed structure for sampling number of respondents

| Region | Districts | Poultry Production Capacities (eggs) year) | Poultry Production Capacities (meat / year) | Veterinarians / Paravets / LFOs Supporting Poultry Producers | Feed Millers and/ or Distributors | Number of communities / Number of respondents in parenthesis |
|----------------|----------------|--|---|--|-----------------------------------|--|
| Insert details | Insert details | Insert details | Insert details | Insert details | Insert details | Insert details |
| Total | Insert details | Insert details | Insert details | Insert details | Insert details | Insert details |

The evaluation consultant (s) will ensure that data will be verified with written documentation and the limitations of data collection and explanations as part of the report. The evaluation team will follow ethical considerations for research with human subjects, including following Do No Harm principles, addressing issues of confidentiality, including with data management, training of enumerators, and disclosures. The evaluation team will disclose its approach to entry with direct beneficiaries surveyed or interviewed as part of the data collection process. Respondents will need to be informed that participation in the baseline evaluation is to inform programming only. Some of the standard indicators will be disaggregated according to USDA’s disaggregation and any custom disaggregation.

4.4 Tasks and Deliverables

The selected evaluation team will implement the following tasks along the proposed timeline and approximate LOE as summarized in the table below:

Table 5: Evaluation Team Tasks, Level of Effort and Estimated Date

| Tasks | Third-party evaluation firm LOE | Estimated Date |
|--|---------------------------------|----------------|
| Initial meeting with Kuku Biashara team to discuss baseline evaluation design and requirements and determine specific roles, responsibilities, and budgets within the consortium in terms of baseline plan, sampling frame, tools elaboration/testing, training and selection of enumerators, field conduct of the baseline, data processing/entry, results analysis, and report writing. | 1 day | TBD |
| Desk Review of Kuku Biashara project documentation (provided by LWR) and other industry, trade and government resources, including | 5 days | TBD |

⁸ The size of bird flock will categorize the producer according to the highest number of birds the producer has at any given time.

| | | |
|---|---------|-----|
| population statistics for 19 districts to inform approach to establishing sampling frame and methodology. Representative sample should include location, sample size with supporting calculations, disaggregates for male, female and youth, etc.). | | |
| <p>Draft Baseline Design Plan for data collection and analysis:</p> <ol style="list-style-type: none"> List of Kuku Biashara baseline data requirements Methodology of data collection including sampling frame with sample size with supporting calculations for a representative random sample of poultry farmers including by location, sex , age, etc. Other types of stakeholders may not be random but should specify the sampling method Baseline data collection tools prepared for review and approval (e.g. questionnaires, interview guides, checklists, interview confidentiality agreements, etc.) Survey Questionnaire Tool designed (by value chain actor) Identification of key assumptions and limitations of the data Recruitment and training plan for data collectors / enumerators Field work schedule to meet milestones Data management and analysis plan (including a descriptive and inferential statistical analysis plan for quantitative data and thematic analysis plan for qualitative data) Quality assurance plan | 6 days | TBD |
| LWR, Kuku Biashara feedback on Baseline Design Plan (including surveys, KII and FGD questionnaires) | n/a | TBD |
| Final Baseline Design Plan submitted to LWR for concurrence | 2 days | TBD |
| Survey Questionnaire Tool testing and changes incorporated into survey tool (anticipated adjustments and re-adjustments) | 4 days | TBD |
| Provide enumerator training covering Kuku Biashara project background, questionnaire structure and content, data collection methodologies, and other research protocols to ensure uniform implementation of observation, survey and interviews. | 6 days | TBD |
| <p>Field work activities planned, conducted, and completed. Three teams comprising 3 enumerators per team will conduct the survey simultaneously in each state with one team visiting a community at a time. The teams will administer questionnaires to farmers, hatcheries, vet shops, local markets, transporters, feed millers, government staff and policy makers. The raw data will be reviewed at the end of each day’s activities before they are uploaded into the server.</p> <ol style="list-style-type: none"> Survey data collection (at farmer groups, vets/paravets, hatchery, cooperative, feed millers, equipment suppliers, vet shops) FGD held (per district) KII held with government staff (MLF, TVLA, MoA) and university representatives (SUA, NCMC) Observations documented from field visits to poultry farms, hatchery, vet shops, marketplaces, feed mills. | 21 days | TBD |
| <p>Data cleaning, consolidation, and analysis. Organize all data collected into the data collection database, exportable into Microsoft Excel spreadsheets. Ensure anonymity and confidentiality. Clean datasets for outliers. Determine if additional data collection is required to meet survey sample and propose plan and carry out data collection.</p> <ol style="list-style-type: none"> Provide copy of Excel spreadsheets data to LWR Present key findings in graphs to LWR Incorporate data queries into Draft Baseline Report. | 8 days | TBD |
| Draft Baseline Report submitted to LWR by Evaluation Team. The | 10 days | TBD |

draft baseline report covers baseline measures for relevant indicators and disaggregates, situational analysis report and recommendations for project implementation. Note, the draft report can be written concurrently with the data cleaning, consolidation and analysis to ensure all the criteria are properly reflected and included.

The report will include the following sections:

Cover page (with photo)

List of Acronyms

Table of Contents

Executive Summary (3 to 5 pages): should be clear and concise stand-alone document that gives readers the essential content of the baseline report, findings, and actionable recommendations.

Body of Report (not to exceed 30 pages):

- **Background** (3 pages): Briefly describe the Kuku Biashara project and state the objectives of the baseline evaluation, funding amount, project duration, beneficiary targets, geographical coverage and Tanzania poultry context, as well as previous or relevant evaluation activities to inform an external audience.
- **Purpose and Scope** (2 pages): Explanation of why the evaluation is taking place, the added value of the evaluation, relevance, targeted audiences identified, explanation of all areas of the project being included in the evaluation, and if not, reasonable explanation why not.
- **Main Evaluation Questions**: Align evaluation questions with USDA's interest; show value added learning and knowledge; ensure evaluation questions are appropriate for project activities and stage of implementation, and address OECD criteria⁹.
- **Evaluation Approach and Methodology** (4 pages): Explain the evaluation design and if it is an impact evaluation or use of comparison group. Describe the methodology, data and sources, sampling methodology, data collection, schedule of activities in detail, description of analysis undertaken, and constraints and limitations of the baseline evaluation. Include evaluation management and coordination roles and responsibilities.
- **Findings and analysis** (14-18 pages) pertaining to quantitative addressing the baseline measures for selected indicators and disaggregates, and qualitative for the learning questions.
- **Recommendations** (6-10 pages): Provide actionable, clear recommendations on project design, implementation, approaches to mitigate risks to implementation (e.g., poultry diseases), confirmation of adjustments or assumptions on targets; data collection methodologies based on lessons learned during the baseline evaluation.
- **Annexes**: Attach TOR, bibliography, sampling framework, list of persons consulted, changes made to survey methodology during implementation, survey questionnaires and tools, additional results to answer baseline evaluation questions, qualitative evaluation findings, analysis, conflict of interest form(s) and additional documentation as necessary.
- **Photographs**: 20 high quality photographs (minimum 300 dpi resolution) of data collection activities, i.e. interviews, focus group discussions, agricultural practices, etc. Photographs should

⁹ <https://www.oecd.org/en/topics/sub-issues/development-co-operation-evaluation-and-effectiveness/evaluation-criteria.html>

| | | |
|--|----------------|-----|
| be provided with written baseline report on an external storage device for LWR. With consent / permission forms ¹⁰ . | | |
| LWR Kuku Biashara feedback on draft Baseline Report, including submission of primary, secondary, and digital databases of information collected during the desk review, surveys, and focus group discussion. The use of digital data collection tools to ensure faster collection and higher accuracy will be allowed and encouraged provided appropriate oversight and data quality checks are included. | n/a | TBD |
| Evaluation team incorporates LWR feedback into Baseline Report. | 2 days | TBD |
| LWR reviews the draft baseline evaluation report revised by the Evaluation Team. | n/a | TBD |
| LWR submits the draft baseline evaluation report to USDA ¹¹ . | n/a | TBD |
| An informal virtual presentation of the evaluation, for USDA stakeholders and the PVO will be organized. | n/a | TBD |
| Submit a 2-3 page stand-alone brief describing the evaluation design, key findings and other relevant considerations. It will serve to inform any interested stakeholders of the evaluation and should be written in language easy to understand by non-evaluators and with appropriate graphics and tables. | n/a | TBD |
| USDA reviews the revised baseline report (<i>after</i> LWR/ project staff have already reviewed, given feedback to the evaluator, and the evaluator has addressed that feedback and made revisions as necessary). ¹² | n/a | TBD |
| Final Baseline Report submitted to LWR Kuku Biashara by COB | 7 days | TBD |
| Available for follow up guidance per donor requests for clarification on baseline report. | 5 days | TBD |
| Baseline Completion – Total Estimated LOE | 77 days | TBD |

CONTINGENCY PLAN

LWR has taken into consideration the high-volume poultry sales and re-stocking that occurs in the months (December – March) for the visits to field sites and poultry farms. Should the survey data collection be delayed, LWR is aware that this may influence the quality of data collected because the farmers recall of volume and value of sales may not be as strong. For this reason, LWR encourages applicants that submit a response to this TOR to take into consideration their availability to carry out the data collection in February/March, and that they present a clear plan for designing survey questionnaires, carrying out data collection, hiring and mobilizing evaluators to the field quickly, and the evaluation firm’s capacity and capability to submit the draft and final reports. The intent is to complete the field data collection according to the schedule above. Should challenges arise, LWR will notify and keep USDA abreast of developments and any changes to the timeline.

EVALUATION MANAGEMENT

The table below highlights the responsibilities of LWR/Tanzania Kuku Biashara team and LWR headquarters. Additionally, Kuku Biashara sub-recipients will participate in baseline evaluation meetings and review of the survey questionnaire, FGD and KII questions that the third-party evaluation consultant

¹⁰ Please note the firm/consultant hired will need to prepare for the final publication from the beginning of the assignment. The firm/consultant will base this on USDA Guidance for Reviewing Personally Identifiable Information (PII) <https://www.usda.gov/directives/dr-3515-002> in Project Evaluations. <https://fas.usda.gov/programs/resources/monitoring-and-evaluation-policy>

¹¹ LWR and evaluation team expect approximately 3 weeks for initial feedback from USDA between the first draft baseline report submitted and the report being approved.

¹² Include a date that allows for a couple of weeks for LWR feedback to be incorporated by evaluation team.

(s) develops to provide feedback, such as for financial loans, market information services, and nutritional awareness. All the sub-recipients will be involved with reviewing the draft baseline report, providing feedback and additional context as needed. The sub-recipients will also send representatives to attend the dissemination workshop.

Table 6: Evaluation Management Responsibilities

| Task | LWR Kuku Biashara | Sub-Recipients Kuku Biashara | LWR Headquarters |
|---|----------------------------------|---|-----------------------------|
| Managing the evaluation process. | X | | |
| Providing logistical support during site visits (not covered as part of the firm/consultant planning and budget). | X | X | |
| Providing background information and documentation/tools used for the Kuku Biashara project. | X | X | X |
| Reviewing questionnaires/surveys to be used in data collection. | X | X | X |
| Providing final approval of the questionnaires/surveys to be used in data collection. | X | | X |
| Reviewing and providing timely feedback throughout the data collection, key informant interviews and focus group discussions and reporting on findings/results. | X | X | X |
| Providing logistical support during site visits is the responsibility of the Evaluation team and covered in their budget. | X | X | |
| Inviting stakeholders to participate in the evaluation process, with an introduction letter from LWR. | X | X | |
| Submitting the draft Baseline Evaluation report to USDA for review. | | | X |
| Coordinating feedback and comments from USDA to the evaluation team and/or LWR or sub-recipient staff. | X | | X |
| Submitting the final Baseline Evaluation report to USDA for approval. | | | X |

In addition, these tasks will include:

- Managing the evaluation process.
- Providing background information and documentation/tools used for the Kuku Biashara project.
- Reviewing and providing final approval of the questionnaires/surveys to be used in data collection.
- Reviewing and providing timely feedback throughout the data collection, KII's and FGD's and reporting on findings/results.
- LWR HQ will also review and provide feedback/comments on the baseline findings and recommendations to ensure consistency and accuracy.
- Submitting the draft Baseline Evaluation report to USDA for review.
- Coordinating feedback and comments from USDA to the evaluation team and/or LWR staff.

Of importance, the enumerator and supervisor must receive training and comply with basic biosafety management protocols and measures at poultry farms, namely respect and use of GAHP, especially between poultry farm visits to minimize the risks of spreading diseases (e.g. Avian Influenza) during interviews, visits and/or workshops will be fully considered and applied. LWR Kuku Biashara team will arrange for, and cover the cost of, the Evaluation Team staff, enumerators and logistical support to receive at a minimum, basic biosafety training prior to conducting any surveys or visiting poultry farms.

The evaluation team will be responsible for:

- Producing quality deliverables by agreed deadlines and notifying the LWR team in writing of any disruptions to the timeline in advance.
- Developing, testing, and applying questionnaires and surveys, managing data collection, data storage, and data analysis.
- Designing and conducting training for enumerators and any supervisors
- Preparing draft and final reports, and incorporating LWR and USDA's feedback
- Submitting complete datasets in a legible and storable version.
- Prepare PowerPoint presentation to present the baseline survey results during a key stakeholder meeting in Kuku Biashara project office in Mbeya.

The evaluation team will independently draw their own conclusions free from organizational or political pressure. LWR, however, will lead the consortium to identify errors and ensure the evaluation team draws firm conclusions based on evidence and results of the baseline.

EVALUATION TEAM

Since the baseline will be conducted by a third-party evaluation firm, LWR envisages the following key roles to be defined. The evaluation consultant (s) will propose an evaluation team of individuals from within their firm/institution with strong research and technical expertise and experience in quantitative and qualitative research, study design, data collection, cleaning, and analysis competence in Tanzania, and preferably poultry technical knowledge to fulfill the following roles:

- **Evaluation Team Leader:** Responsible for structuring, designing, and proposing to LWR all the research methodologies, leading, and managing the team, assigning evaluation tasks among the team members, meeting the tasks and deadlines, communicating with LWR team, collaborating with USDA, carrying out data management, analysis and findings, and serving as the primary writer of the Baseline Evaluation report to a high-quality standard and according to the defined timeline. The Evaluation Team Leader will have prior experience of conducting baseline studies, midterm or endline evaluations for United States Government (USG) projects, such as USDA or USAID, preferably in Tanzania or regionally. The contract should propose a plan and approach for adequate oversight, quality control and periodic quality checks of all data being collected during the survey phases.
- **Deputy Team Lead:** Supports the Evaluation Team Leader with all the roles and responsibilities and leads the logistical arrangements for field data collection and field observations to be completed on time. The Deputy Team Lead will have prior experience managing assessments or evaluations, lead focus group discussions and key informant interviews, and carry out data analysis, including drafting sections of the report. This person will have experience preferably in Tanzania or regionally and will speak English and Swahili fluently.
- **Field Support Staff (Field Supervisors/Enumerators):** Support the Evaluation Team Leader to hire local support staff selected based on prior experience, sex (male/female), language considerations, to facilitate and carry out the field data collection, administer surveys, troubleshoot survey difficulties, participate / lead FGD and KII, compile and submit weekly progress reports to the Evaluation Team Leader. Field support staff will train local enumerators and supervisors to properly use survey tools to ensure maximum objectivity.

Qualifications of the Evaluation Team Leader:

- A minimum of 10 years of demonstrated experience conducting baseline studies and/or evaluations of agricultural development programs, preferably in Tanzania and hold a graduate degree in agriculture, monitoring and evaluation, economics, statistics, or other related field.
- Demonstrated skills in the design of qualitative, quantitative, and participatory evaluation methodologies and associated data management and analysis.

- Experience conducting baseline studies for USDA, USAID, or other USG projects.
- Experience in designing survey questionnaires and tools for FGD and KII and facilitating and documenting findings from these sessions.
- Demonstrated knowledge of implementing data collection with mobile devices and the management of datasets.
- Familiarity with ODK, Kobo, or other data analytical software packages.
- Preference will be given to those who demonstrate experience with USDA and or USAID indicators.
- Experience and capability in producing high quality written evaluation reports.
- Experienced supervisory capabilities of similar sized baseline surveys.
- Fluent in written and spoken English and Swahili.

Qualifications of the Enumerators:

- At least a bachelor's degree or participating student on an agriculture/poultry focused bachelor's program.
- Previous data collection and/or research experience and/or has knowledge about the poultry production, trade, or research sector, preferably with experience from any of the 21 districts.
- Experienced IT and software skills for using a tablet to accurately enter data.
- Demonstrated high level of attention to detail.
- Speak local dialects / languages.
- Willing and able to travel to the field on a continuous basis for several weeks at a time.
- Female enumerators will be equally represented.

The baseline planning committee will develop for approval by the Kuku Biashara Chief of Party a set of documents that will form the detailed baseline plan, including:

1. **Baseline technical proposal** including an overview of the timeline, proposed sampling frame for the four regions and project beneficiary groups, and draft collections tools and methods. This will also include a detailed work plan: (up to 2 pages) Describe the tasks, milestones, deliverables, and timeframe for achieving these, presented in a Gantt chart format split by weeks and months.
2. **Organization and Team Composition:** A document that defines institutional roles and responsibilities and key points of contact for leading each of the steps (up to 4 pages). This will also include an overview of field data collection and enumerator teams, including an overview of the supervision plan and training of enumerators.
3. **Assumptions and Risks:** (½ page) Describe any assumptions and/or risks that may affect the implementation of the TOR and the evaluation team's plan to mitigate these risks.
4. **Summary and Detailed Budget proposal** (maximum 2-3 pages), including:
 - a. Professional: The daily rate of the evaluation team members and the anticipated level of effort (number of days) for each member.
 - b. Travel and Per diem: Costs associated with field work, *inclusive* of all in-country travel to the four regions and districts in Tanzania, any international travel and visa fees (if applicable); in-country accommodation and meals and incidental expenses, as applicable.
 - c. Supplies and Equipment
 - d. General administrative Costs of the third-party firm
 - e. Total Costs
 - f. Costs should include cost breakdown and be detailed in US dollars, with applicable tax clearly identified.

Review and Approval Process: Once the Chief of Party and LWR headquarters have reviewed and approved the baseline evaluation plan and associated budgets, the selected firm will be informed of their responsibilities and allocate budgets accordingly to conduct the baseline evaluation in accordance with the approved documents.

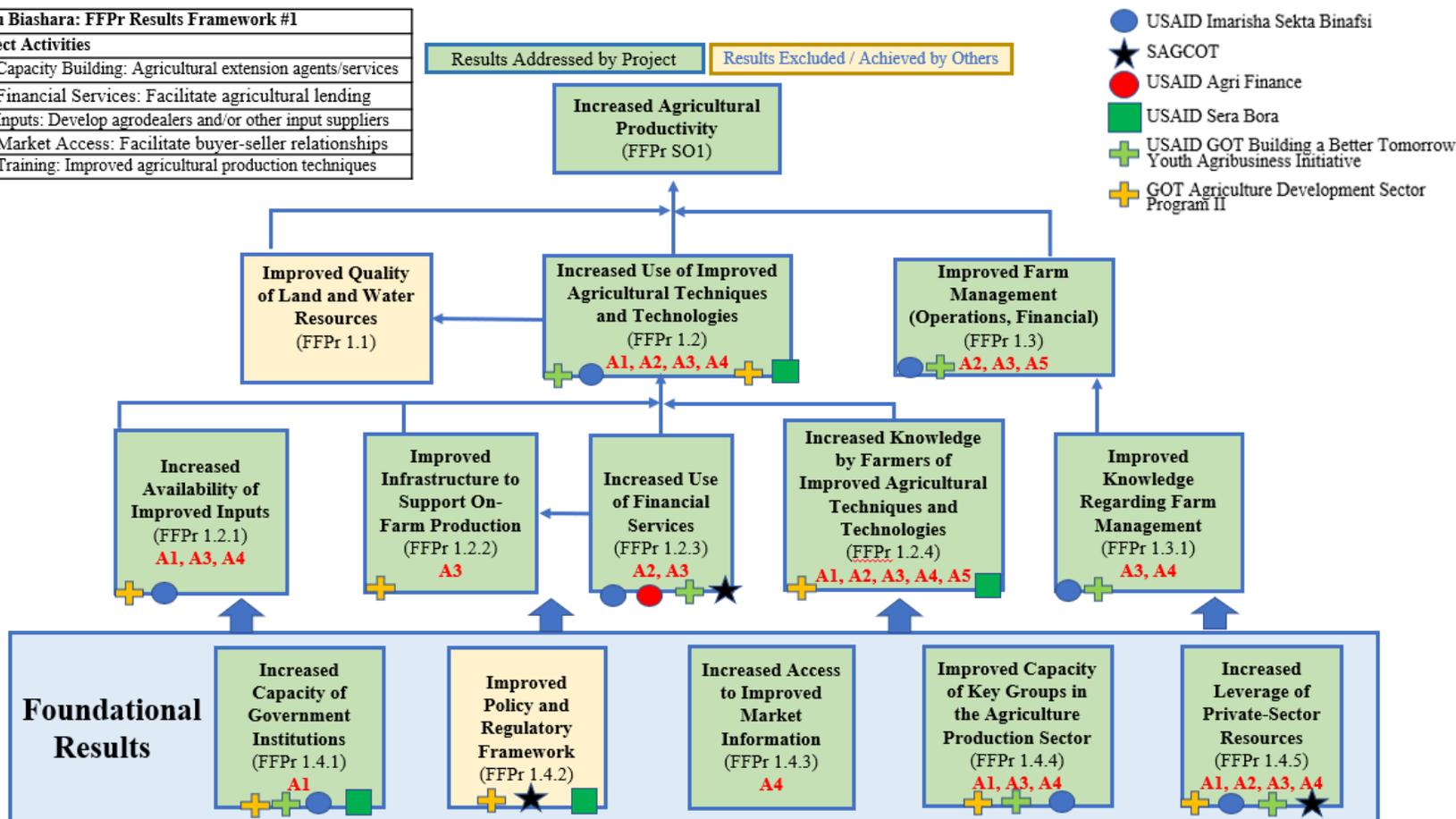
Annex 1. Monitoring and Evaluation– Kuku Biashara Performance Indicators

| Yearly (YR) Targets | | | | | | | | |
|---------------------|---|----------|-----------|-------------|-------------|--------------|--------------|--------------------|
| SI/ CI # | FFPr Performance Indicator, Standard or Custom (Disaggregates) | Baseline | YR1 | YR2 | YR3 | YR4 | YR5 | Life of Project |
| S1 | FFPr Std #22: Number of individuals participating in USDA food security programs (sex; age; type). | 0 | 1,445 | 4,367 | 7,451 | 10,750 | 13,948 | 14,559 |
| S2 | FFPr Std #23: Number of individuals benefiting indirectly as a result of USDA assistance. | 0 | 5,464 | 16,248 | 27,312 | 39,732 | 52,380 | 54,624 |
| S3 | FFPr Std #21: Number of individuals who have received short-term agricultural sector productivity or food security training as a result of USDA assistance (sex; duration; new/continuing; type of individual). | 0 | 1,445 | 4,367 | 7,451 | 10,750 | 13,948 | 14,559 |
| S4 | FFPr Std #3: Number of hectares under improved management practices or technologies with USDA assistance | TBD | 1.00 | 8.05 | 11/38 | 16/32 | 20.43 | 35.43 |
| S5 | FFPr Std #4: Number of individuals in the agriculture system who have applied improved management practices or technologies with USDA assistance (value chain actor; public sector; type; sex, age; management practices; new technology; species). | TBD | 1,012 | 3,057 | 5,216 | 7,525 | 9,764 | 10,191 |
| S6 | FFPr Std #9: Number of technologies, practices, and approaches under various phases of research, development, and uptake as a result of USDA assistance (category of research; phase of development). | 0 | 1 | 2 | 3 | 4 | 4 | 4 |
| S7 | FFPr Std #13: Number of public-private partnerships formed as a result of USDA assistance (type of partnership) | 0 | 1 | 3 | 2 | 1 | 1 | 8 |
| S8 | FFPr Std #14: Value of new USG commitments and new public and private sector investment leveraged by USDA to support food security and malnutrition (investment in USD). | \$0 | \$98,050 | \$555,600 | \$649,300 | \$869,800 | \$1,233,750 | \$3,406,500 |
| S9 | FFPr Std #18: Value of annual sales of farms and firms receiving USDA assistance (in USD; type of product/service; sex; age). | TBD | \$899,398 | \$3,053,550 | \$7,071,933 | \$18,139,856 | \$32,314,779 | \$61,479,516 |
| S10 | FFPr Std #19: Volume of commodities sold by farms and firms receiving USDA assistance (metric tons; | TBD | 199 | 643 | 1,440 | 3,613 | 6,079 | 11,974 |

| | | | | | | | | |
|-----|--|-----|----------|-----------|-----------|-----------|-------------|-------------|
| | species; sex; age; type of product) | | | | | | | |
| S11 | FFPr Std #1: Yield of targeted agricultural commodities among program participants with USDA assistance (table eggs in pieces/hen; sex; age) | 90 | 90 | 90 | 90 | 120 | 140 | 140 |
| | FFPr Std #1: Yield of targeted agricultural commodities among program participants with USDA assistance (chicken meat weight/kg/broiler; sex; age) | 1.3 | 1.3 | 1.3 | 1.3 | 1.4 | 1.5 | 1.5 |
| S12 | FFPr Std #5: Number of individuals accessing agriculture- related financing as a result of USDA assistance. | 0 | 411 | 1,220 | 2,048 | 2,981 | 3,928 | 4,097 |
| S13 | FFPr Std #6: Number of individuals participating in group-based savings, microfinance, or lending programs with USDA assistance. | 0 | 546 | 1,625 | 2,732 | 3,974 | 5,238 | 5,462 |
| S14 | FFPr Std #7: Number of loans disbursed as a result of USDA assistance. | 0 | 957 | 2,845 | 4,780 | 6,955 | 9,166 | 9,166 |
| S15 | FFPr Std #8: Value of agriculture-related financing accessed as a result of USDA assistance (value in USD). | 0 | \$98,050 | \$305,600 | \$549,300 | \$869,800 | \$1,233,750 | \$3,056,500 |
| C1 | Custom #1: Number of farmers reporting reduced poultry mortality rate (sex; age) | 0 | 273 | 1,219 | 2,731 | 4,967 | 7,857 | 8,194 |
| C2 | Custom #2: Percentage of poultry mortality rate | 60% | 60% | 50% | 40% | 30% | 30% | 30% |
| C3 | Custom #3: Production cycle (length of time for a bird to attain 1.5kg) for broilers fed only locally purchased/locally produced feed (weeks) | 20 | 20 | 17 | 14 | 13 | 12 | 12 |
| C4 | Custom #4: Production cycle (length of time for a bird to attain 1.5 kg) for broilers fed only improved formulated/premix feed (weeks) | 12 | 12 | 11 | 9 | 7 | 7 | 7 |
| C5 | Custom #5: Percentage of female participants in USG-assisted programs designed to increase access to productive economic resources (GNDR-2). | 0 | 40% | 40% | 50% | 50% | 50% | 50% |
| C6 | Custom #6: Percentage of participants in USG-assisted programs designed to increase access to productive economic resources who are youth (YOUTH-3). | 0 | 30% | 40% | 50% | 50% | 50% | 50% |
| C7 | Custom #7; Minimum Dietary Diversity – Women | TBD | TBD | TBD | TBD | TBD | TBD | TBD |
| C8 | Custom #8: Number of demonstration plots | 0 | 0 | 20 | 20 | 20 | 20 | 80 |
| C9 | Custom #9: Number of indirect beneficiaries exposed to a USG-funded mass media campaign that provides information about nutrition | 0 | TBD | TBD | TBD | TBD | TBD | TBD |

Annex 2. Results Framework – USDA FFPr Kuku Biashara Project

| Kuku Biashara: FFPr Results Framework #1 | |
|--|---|
| Project Activities | |
| 1 | Capacity Building: Agricultural extension agents/services |
| 2 | Financial Services: Facilitate agricultural lending |
| 3 | Inputs: Develop agrodealers and/or other input suppliers |
| 4 | Market Access: Facilitate buyer-seller relationships |
| 5 | Training: Improved agricultural production techniques |



| Kuku Biashara: FFPr Results Framework #2 | |
|--|---|
| Project Activities | |
| 1 | Capacity Building: Agricultural extension agents/services |
| 2 | Financial Services: Facilitate agricultural lending |
| 3 | Inputs: Develop agrodealers and/or other input suppliers |
| 4 | Market Access: Facilitate buyer-seller relationships |
| 5 | Training: Improved agricultural production techniques |

