

TERMS OF REFERENCE: EXTERNAL REVIEW OF MUSIKA

Introduction

Musika Development Initiatives Zambia Limited (hereinafter called Musika) is a Zambian non-profit company working to stimulate and support private investment in the Zambian agricultural market with a specific focus on the lower end of these markets. The goal is to achieve poverty reduction by making sure agricultural markets work for all stakeholders and in particular the rural poor in Zambia.

Musika's approach to reducing poverty and creating wealth in rural Zambia involves stimulating the development of a supportive market environment that provides long term and sustainable opportunities for farmers to invest in their own production and to use the markets to graduate out of poverty. This approach is consistent with the Making Markets Work for the Poor (M4P)/market systems development methodology which is based on stimulating change within the market systems upon which the poor are dependent in order to stimulate greater and more beneficial involvement of poor people in economic development.

Musika has been in operation since late 2011 and it has gained a strong reputation in the Zambian market for innovation, results and service delivery. The organisation was registered on 20 July, 2010, to stimulate and support private sector investment in the agricultural market, and the name 'Musika' itself means 'market' in several local languages. Musika was formed as a follow on to the successful market development interventions achieved under the USAID|PROFIT private sector development programme, which was run in Zambia for seven years by a consortium of two USA-based organisations, NBCA-CLUSA and Cardno. PROFIT was managed in Zambia in a large part by the staff that now make up Musika.

Through using the value chain approach in engaging the agribusiness industry, these staff were able to create market linkages, and it was from that background that they managed to create a local private company limited by guarantee that has evolved over time to what it is now; a thought leader in the Zambian agricultural sector.

Musika started work in November 2011, after receiving funding from Sida through the Embassy of Sweden in Lusaka. Sida was joined in 2012 by the UK Government's DFID as core-support funding partners. In 2018, Musika also received funding from the Norwegian Government's NORAD and in 2019 Irish Aid started supporting a nutrition oriented project implemented by Musika.

The Embassy of Sweden has supported Musika in an inception/pilot phase (2011-2012) and two implementing phases (2013-2018; 2018-2022). The business plan of Musika has developed over time, based on changes in context and on dialogue with donors and other partners.

Evaluation purpose

The purpose of the external review is to analyse performance of Musika, as well as to take a forward look in order to recommend possible adjustments for Musika's current and future business plans and strategies.

The conclusions and recommendations will be used to make necessary adjustments or confirm the current work.

The main recipients of the report are:

- The Musika team to enable them to review progress to date, identify what has worked and what is working less well, to inform what focus to have during the remaining business plan period and in future business plans;
- the Embassy and Sida to make decisions on future scope and possible support; and
- Sida at large and wider donor community for learning purposes on the appropriateness of the approach.

Objective

1. The external review will have 4 main objective areas:

- i. Assess the achievements of Musika's interventions to date:
 - a. Progress towards sustainable systemic change in target markets;
 - b. Progress in the three cross cutting areas of environmental management, climate change risk mitigation and gender equality;
 - c. The effectiveness of monitoring and results measurement systems; and
 - d. Un-intended results
- ii. Assess the performance of the team in using the M4P approach – systems, level of understanding, process of intervention design, partner engagement and implementation.
- iii. Assess Musika's approach and effectiveness in ensuring that the poor are engaged in selected sectors, including disaggregation by gender and age (youth)
- iv. Based on these assessments and following review of the proposed strategies and activities for the remainder of the business plan, make recommendations on the following,
 - a. Which are the focus markets for the programme that can deliver results now and in the future;
 - b. Any changes in approach that are needed to improve performance;

- c. Any changes in approach that are needed to speed up progress in the areas of environment, climate change and gender equality;
- d. Any changes needed in the team, capacity, requirements and structure;
- e. Any changes in methodology and processes.

The review will need to take into account the current context in Zambia with a weakened economy, increasing influence of climate change in the agricultural sector, which has resulted in two years of poor agricultural sector performance, and more people falling into poverty than graduating out of it. An additional question to cover by the review team is what type of supply side intervention such as improved livelihoods, increased financial education, more skills/vocational training etc, could complement the programme to improve performance of the interventions?

Scope of Work

Objective 1 - Assess the achievements of Musika's interventions to date

- Choice of markets (including the iterations and the rationale for evolving choices over the last eight years)
- Development of investment / intervention areas
- Partnerships within those investment/intervention areas
- Instruments used
 - a) Grant identification process (competitive and non-competitive)
 - b) Administrative (e.g. due diligence, Intervention Proposals, MoUs/Grant Agreements, grant award processes, grants financial tracking, etc.)
 - c) Technical/Operational (e.g. baseline information, quarterly and annual reporting tools, close-out reporting tools, etc.)
- Results measurement and M&E system, and effectiveness
- Basic Value for Money assessment (including internal monitoring tools to assess VfM within Musika)
- Assessment of the relative benefits to the agricultural sector of Musika's technical support and its financial support
- Assessment of the extent to which Musika has balanced sector wide/countrywide coverage with individual intervention focus
- Level of agility and adaptiveness in response to changing market dynamics
- What has been achieved both at the level of the individual interventions and the wider market system
- Taking into account that the programme has a fairly new Environment Strategy and Policy including environmental audits (May 2019) and a new process for Social and Gender risk and Impact assessment and audit, assess the progress of implementing these.
- To what extent is Musika prepared for applying Sida's requirements in

relation to the use of pesticides?¹

- What other results (un-intended, un-expected) have been achieved due to Musika's existence and interventions and to what extent are these tracked?
- Extent of financial leverage / added value / operational benefit to SIDA's objectives of Musika's activities funded by other donors

Objective 2 - Assess the performance of the team in using the M4P approach

- Markets systems analysis
- Stakeholder mapping
- Intervention design
- Present level of understanding within the team
- Processes to assess attribution, crowding in, replication
- Organisational culture of reporting, learning and feedback feeding into decision-making

Objective 3 - Assess Musika's approach and effectiveness in ensuring that the poor are engaged in selected sectors, including disaggregation by gender and age (youth)

- Understanding the poor and their relationship to markets
- Assessing, monitoring and measuring disaggregated impacts

Objective 4 - Recommendations

Methodology and Team Composition

The review will be undertaken by a consulting team. Technical oversight will be provided by the Sida adviser responsible for the programme, Cecilia Brumér. Musika's Knowledge Management team (particularly the MRM and Research teams) will also be deeply involved in the whole review process.

Preparation

- Briefing with the monitoring team prior to arrival;
- Literature review of programme documents and reports;
- Determination of key stakeholders for interviews and/or focus group discussions. Musika will share a list of stakeholders and a list of direct partners that can be graded by performance, with a view to the evaluation assessing both higher and poorer performing partnerships)
- Prepare inception report on proposed methods to answer the evaluation questions above.

Country visit

- Interviews with representatives of Sida/Embassy of Sweden in Lusaka.
- In depth engagement with the Musika team, both in Lusaka and in the

¹ i) National (cooperating country-I) legislation shall be applied. ii) The cooperation shall adhere to the FAO Code of conduct for pesticide management and, when relevant, promote Integrated Pest Management (IPM). iii) Pesticides withdrawn (banned) from the EU market due to risks shall not be used in activities supported by Sida.

regional offices.

- Independent interviews with partner companies, agrodealers and other identified stakeholders including farmers, both in Lusaka and out in selected provinces.
- At the end of the country visit provide initial de-briefing on key findings to Embassy and Musika team.

Team composition

The evaluation team shall comprise of a team covering the following technical and methodological expertise:

- Monitoring and Evaluation
- M4P/Market Systems Development Approach
- Agriculture sector development
- Gender analysis
- Environment & climate change

The evaluators must be independent of the evaluated activities and have no stake in the outcome of the evaluation.

Timeframe

This review will be carried out between 20nd of April 2020 and June 26th with the field visit to take place in May for approximately 15 working days. The review is limited to max 1,400,000 SEK, including all fees and reimbursable costs.

Outputs

The following outputs are required:

- A draft inception report is to be submitted to Sida and Musika by April 30. Based on feedback a final inception report shall be submitted and approved before field work begins.
- A workshop to present preliminary findings and give relevant stakeholders the possibility to give feedback shall be conducted by the end of the field work.
- Review Report responding to all the objectives. The report should be provided in draft on June 12th and finalised not more than two weeks after feedback has been received. The report should be no longer than 30 pages and should an executive summary of key findings as well as recommendations.
- Annexes should be included on any more detailed analysis undertaken by the team that is relevant to the findings

7.0 Evaluation Quality

All Sida's evaluations shall conform to OECD/DAC's Quality Standards for Development Evaluation². The evaluators shall use the Sida OECD/DAC Glossary of Key Terms in Evaluation³. The review team shall specify how quality assurance will be handled by them during the review process.

² DAC Quality Standards for development Evaluation, OECD 2010

³ Glossary of Key Terms in Evaluation and Results Based Management, Sida in cooperation with OECD/DAC, 2014