



Terms of Reference

**Desk Study Consultancy to  
Review and Assess Vi Agroforestry's Key  
Performance Indicators (KPIs)**

---

## Introduction

Vi-skogen (Vi Agroforestry) is a Swedish non-profit foundation established in 1986. We work with local partner organisations in East Africa, mainly in Kenya, Rwanda, Tanzania and Uganda to empower smallholders' farmers and their organisations to improving their living conditions.

Vi Agroforestry has 37 years of experience in promoting agroforestry, sustainable agriculture, human rights-based approaches, gender equality and empowerment of women, men, youth and children. Vi Agroforestry works in partnership with farmer organisations, government agencies and other civil society organisations to promote sustainable food production, safe environment and human rights-based approaches that benefits women, men, young people and children.

The Key Performance Indicators (KPIs) were introduced as a tool for tracking the implementation in 2015. We started with two KPIs and by 2018, we developed eight KPIs that cover our Alive partnership (Agroforestry for Livelihood Empowerment), advocacy, resources mobilization and financial issues. These KPIs help monitoring and tracking the sub-programmes and programmes as well as the overall performance of the financial and communicative work for mobilizing resources and influencing policy design in relation to Agroforestry and climate change. These KPIs have been found useful to describe our work in figures and numbers. In 2019, we managed to plant 6.4 million trees, restored 176 hectares of degraded land using sustainable land use management techniques and improved the income of small households by 10% from improved harvest and access to markets.

## Objective of the Review & Assessment

### General Objective:

The general objective from this study is to review and assess the relevance and effectiveness of the KPIs in relation to tracking of programme implementation and as a tool for strategic management decision-making.

### Specific objectives:

1. To provide recommendations on how to improve our qualitative aspects of our results-based management system by using the KPIs.
2. To analyze the process of collection of the data -from partner, country, region and head office levels – the tools that have been used to collect that data, analysis of the data and the way it has been presented and discussed at programme and management levels.
3. Provide recommendations to modify, delete or introduce new indicators in relation to suitability to partners, programme and management.

### **INSAMLINGSSTIFTELSEN VI PLANTERAR TRÄD**

Adress: Box 11175, 100 61 Stockholm

Besöksadress: Östgötagatan 90, Stockholm

Insamlingen Pg: 90 05 08 – 3

Tel: +46 (0)8 120 371 700

Org.nr: 802012-8081

Webb: [www.viskogen.se](http://www.viskogen.se)

E-post: [info@viskogen.se](mailto:info@viskogen.se)

## Review & assessment Criteria

### Starting questions

Besides the review and assessment, the expected results that the study shall answer, among others, the following questions:

1. To what extent the existing KPIs have been useful for programme and project implementation and to the management at the strategic level?
2. What are the challenges of the data collection and analysis?
3. To what extent these KPIs have been useful or applied for integration of our main thematic issues (poverty reduction, gender equality and climate change)?
4. How can these KPIs be used to improve our qualitative aspects of results-based management?
5. What are the main recommendations to Vi Agroforestry for improving the qualitative indicators for reporting?
6. What are the main lessons learned from applying these KPIs?
7. Is it possible to include something on Vi Agroforestry communication work?
8. How can we make use of the extra information already provided by partners in our system (DevIndicator) in their current routine reporting?
9. How can we track the progress towards our strategy 2017- 2021 and the current interim strategy on 'The Right to Food' using the current or new indicators?
10. How can we tie KPI's to resources for comparisons of different delivery strategies/partners?
11. Check whether the KPI report can provide the information required for the annual report.
12. How can the KPI's provide information for in depth analysis. The information on quarterly report may not be sufficient for proper analysis at strategic level.

## Methodology of the study

- The study should have an assessment and review approach to describe the way these KPIs are collected, analyzed, and used. Out of this analysis and assessment, the study should suggest alternatives to how these KPIs should be used to explain the achieved results and desired change.
- We request a detailed methodology with a clear elaboration on the method to be used in the tender submitted to conduct this review and assessment as a desk study. Out of DAC Quality Standards we want to have more focus and emphasis on the relevance and effectiveness of the KPIs.

- Due to the pandemic we opted to conduct this desk study without field visits with fully respect of health recommendations in our programme countries. All meetings and interviews should be conducted online using suitable platforms preferably through Microsoft Teams.
- The interviewees shall include our country managers (4), regional advisors (6), Representatives from partners (4), M & E advisors in countries (4), staff at head office (5) and management of Vi Agroforestry.
- Review and analysis of the KPIs produced for the regional and management level of Vi Agroforestry.
- An inception note will be prepared by the reviewer based on and in line with this term of reference and it will be reviewed and agreed upon by Vi Agroforestry.
- The inception report must include a work plan for the review detailing methodological aspects and timeframe for conducting the interviews. It's the responsibility for the reviewer to book meetings for the interview through direct communication with the interviewees. A list will be provided by Vi Agroforestry.
- Before writing the final report, the consultant will organize a workshop for the feedback and validation of the conclusions and recommendations with the participants from the interviewees. This feedback will serve to validate the information, the analysis and the feasibility/utility of the recommendations made.

## **Expected products/deliverables**

1. Work plan, in which proposed methodologies and evaluation tools are incorporated, which have to be validated by Vi Agroforestry.
2. Preliminary review and assessment report, within two to three weeks of signing contract. 50% of payment will be released after submission of the report.
3. Presentation of the results in a workshop with emphasis on relevance, effectiveness and lessons learned.
4. Final review and assessment report (no more than 30 pages excluding annexes). The final report should include an executive summary of a maximum of two pages. The main report must include a chapter of conclusions and another of recommendations. Within five weeks of signing contract, the remaining 50% will be paid out after submission of the final report.

## **Profile of the Reviewer/team**

- The reviewer should have a minimum of five (5) years monitoring and evaluation experience of projects and programmes and knowledge of issues

related to sustainable land use management, climate change and gender equality.

- Documented experience of reviews, assessments, results-based management (RBM) monitoring and evaluations.
- Knowledge and experience in the human rights perspective, cooperative values and principles, gender perspective and sustainable land Management.
- Curriculum vitae (CV) of the reviewer should be provided. The CV should include details on engagements carried out by the reviewer or member of the consultancy team, including ongoing assignments indicating responsibilities assumed, qualifications and experience in undertaking similar assessments or studies.

## **Term of validity of the consultancy and method of payment**

The consultancy is expected to have a maximum duration of two months - 30 business days from the signing of the contract. Two payments will be made as mentioned under expected product/deliverables under 2 & 4 above.

## **Ownership and confidentiality**

Vi Agroforestry is the sole owner of the results of the review and all other information produced as a result of the study. The result of the assessment can be used after previous authorization from Vi Agroforestry.

## **Receipt of offers**

The submitted offer shall include:

- Cover letter
- Resume of the responsible Reviewer/team with updated references and references of similar assignments.
- Technical and financial Offer
- Offers shall be sent to both following electronic mail: [saif.omar@viskogen.se](mailto:saif.omar@viskogen.se) and [chirag.nagpal@viskogen.se](mailto:chirag.nagpal@viskogen.se)
- The deadline of the submission of the offer is **5<sup>th</sup> November 2020**.
- For more information contact: [saif.omar@viskogen.se](mailto:saif.omar@viskogen.se), Phone: +46 72 071 11 29