

**Call for Proposals  
for the  
Outcome Evaluation of the WesBank Fund's  
Food Security and Agricultural Livelihoods Programme  
(Second Funding Round), 2014**

**Issued by  
Tshikululu Social Investments NPC**

**Date: 6 January 2014  
Submission deadline: 24 January 2014**

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Tshikululu Social Investments is South Africa's leading social investment manager, providing a comprehensive service for private sector entities, including the Anglo American Chairman's Fund, the De Beers Fund and the FirstRand Foundation, undertaking comprehensive community grant making.

Tshikululu focuses on identifying and partnering with champions of social change within the education, health and social development sectors, to greatest effect.

**On behalf of the WesBank Fund, part of the FirstRand Foundation, Tshikululu wishes to appoint a consultant to conduct an independent outcome evaluation for the second round of funding of the Food Security and Agricultural Livelihoods Programme 2014 (FSALP2).**

### **Background and rationale**

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The WesBank Fund operates under the umbrella of the FirstRand Foundation, and is managed by Tshikululu Social Investments NPC (hereafter Tshikululu). The FSALP2 is the sole funding programme of the WesBank Fund. The overarching goal of the FSALP2 is to create food security through sustainable household micro-farming.

It aims to do this by empowering individuals and communities with the knowledge and skills to plant and maintain their own home or community food garden, helping to create food security and sustainable livelihoods at the micro level.

The programme's objectives will be achieved in partnership with public benefit organisations active in this field that are able to demonstrate proven impact and are aligned to the strategic goal of the funding programme. The Fund invests in partner organisations such that they can expand their impact, while continuing to provide sustained support to those beneficiaries already reached.

To make significant headway towards the achievement of the programme goal, the WesBank Fund has set the following objectives to be achieved:

- To activate and support 30 000 new food gardens at the micro-economic\* level across South Africa by December 2014;
- To facilitate the establishment of new permanent self-sustaining community-based food gardener support service-centres in each province by December 2014;
- To ensure the uptake of sustainable practice, such that at least 10% of those newly activated food gardens are at the 'livelihood level' by December 2014; and
- To steadily and consciously mainstream disability within all aspects of this programme.

The Fund's programme runs in three-year cycles, with the current cycle concluding in December 2014.

The FSALP2 is based on a theoretical framework called the 'Development Continuum', borrowed from the organisation Abalimi Bezekhaya and promoted by the Farm and Garden National Trust. The Development Continuum is explained in more details in Appendix A.

The FSALP2 purposefully aims to help support the recruitment, training and provision of mentorship support (extension services) to food gardeners at the survivalist level, in the expectation that, with expert and consistent support, beneficiaries can progress along the Development Continuum towards the Subsistence and Livelihoods levels.

## **Project scope**

The evaluation of the FSALP2 should cover the period 1 January 2012 to 31 December 2014. This covers the first two years of the current three-year funding programme. The programme has twenty programme partners spread across all nine of South Africa's provinces. A sizeable minority of these projects had received funding support from the WesBank Fund since 2007 and others since 2008, as part of the first round of funding (FSALP1).

The service provider is expected to establish a pseudo-baseline of the FSALP2 from the first proposals submitted by programme partners for funding. This baseline will need to factor in the possibility of outcomes that have been achieved by programme partners through WesBank Fund support received prior to 1 January 2012 (for those projects so funded). Thereafter, the service provider would be expected to conduct a comparative analysis to assess whether the programme partners have grown in terms of the programme(s) funded by the WesBank Fund and whether they've met the programme objectives and their current milestones.

## **Aim and objectives**

The trustees of the Foundation have commissioned the evaluation to assess the effectiveness of programme partner organisations in implementing the FSALP2 and to identify strengths, challenges, and lessons that will be useful for future strategy planning and resourcing. The Trustees are due to decide on whether or not to continue support for food security and agricultural livelihoods from 2015 onwards, at their sitting in June 2014. Key evaluation questions informing the outcome evaluation are as follows:

### Relevance

- To what extent are the programme and the programme partners' objectives and activities relevant to the needs of communities, families, women, children, men, youth, and donors?
- What is the prevalence of food insecurity within the operating areas of the programme partners that are participating in the FSALP2 and nationwide?
- What are the key factors that affect food security that might have been overlooked by the strategy, and how can these be aligned in the future strategy?

### Effectiveness

- To determine the extent to which the objectives of the FSALP2 been met by programme partners.
- To determine contributing factors (both internal and external) to the success or the lack thereof of the Fund programme's objectives.
- To determine the programme partners that have been effective and success factors that have enabled or facilitated the success in achieving the programme objectives.

### Cost analysis

- Determine the total programme cost per programme partner?
- Determine the cost per beneficiary per programme partner?
- Determine whether the financial allocation per organisation reasonable to enable the projects to achieve the expected outcomes.
- Determine the real costs of implementing and achieving the outcomes of the FSALP2.

## **Activities**

The activities required of the evaluators for a successful evaluation to be undertaken include but are not limited to the following:

- Organise and coordinate all the logistics relating to the evaluation projects;
- Collect and verify data from various stakeholders of the FSALP2;
- Capture, collate and analyse the data;
- Compile one comprehensive programme report and 20 individual organisations' reports; and
- Circulate and present the reports to both the organisations and the trustees.

## **Deliverables**

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- A preliminary evaluation report
- One final comprehensive evaluation report
- Twenty individual organisations' reports

## **Expertise required**

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The service provider should have the appropriate knowledge and experience in the field of food security and agricultural science, and specifically have a track record of having conducted evaluations in this sector.

## **Role and responsibilities of Tshikululu Social Investments NPC**

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Tshikululu is responsible to introduce the evaluators to the key stakeholders of these programmes, that is, the donors and the organisations; and to provide all necessary information that will facilitate effective implementation of the evaluation.

## **Timeframes**

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Evaluation proposal is due on 24 January 2014.

Evaluation report is due on the 15 May 2014.

## **Reporting requirements**

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Tshikululu Social Investments is responsible for contracting the consultant and paying for the professional fees.

The consultant will work with Tshikululu Social Investments and report to Tshikululu. Formal reporting by the consultant to Tshikululu shall be on monthly basis during the project's contractually agreed duration, or as often as directed by Tshikululu Social Investments during and after the project's duration.

## **Contract award criteria**

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Proposals will be assessed against the following criteria:

- Quality of proposal
  - Relevance to specified requirements;
  - Clear workplan with realistic milestones;
  - Clear deliverables; and
  - Probability of success.
- Details of contractor
  - Expertise;
  - The extent of infrastructure;
  - Project planning and management;
  - Past evaluation experience in food security and agricultural livelihoods programmes/projects; and
  - BEE credentials: The FirstRand Group gives preference to suppliers with strong empowerment credentials.
- Cost
  - Reasonable and competitive.
- Strategic approach
  - How the outputs and deliverables will be achieved and exceeded.

Completed proposals, together with supporting documents, should be sent to Ms Mokibelo Ntshabeleng, monitoring and evaluation specialist, Tshikululu Social Investments, on [mntshabeleng@tshikululu.org.za](mailto:mntshabeleng@tshikululu.org.za).

**Please submit all proposals by no later than 24 January 2014 – proposals received after the closing date will not be considered.**

Any questions regarding this request for proposals should be directed to Ms Mokibelo Ntshabeleng by email (as above) or telephone 011 544 0300.

Tshikululu reserves the right not to award this contract, in whole or in part.

## APPENDIX A: The Sustainable Development Chain

From page 2 of Newsletter No 36 (April 2008), published by **Abalimi Bezekhaya** (015-3367 NPO) PO BOX 44, OBSERVATORY, 7935; Tel: (021) 371 1653; info@abalimi.org.za; [www.abalimi.org.za](http://www.abalimi.org.za) Used with the kind permission of Mr Rob Small.

The Sustainable Development Chain (development continuum), grew out of an earnest striving to understand and manage all the socio-political, environmental and economic dynamics and challenges which confront fieldworkers daily, when trying to assist the poor to start and run permanent and viable community micro-farming projects at home and in community gardens. Some of these dynamics include: poor education, poor and damaged self-image among the target group, poverty mentality, gender tensions, racial, ethnic and class tensions, self-enrichment vs group benefit, grassroots power politics, erratic and very harsh weather patterns, very poor soil, massive unemployment and very little money among the target group, low staff salaries, zero agricultural infrastructure, minimum interest and support from local and national government, modest donor and funder interest.

The Development Chain takes all the above dynamics into account and allows support organizations to realistically deploy support to micro-farmers efficiently and progressively, so that those who need extra food and cash, can achieve significant and sustainable life enhancement through micro-farming, without having to become full-time micro-farmers. Those who engage more deeply, however, can move further along the Development Chain, according to genuine ability, and even create permanent self-help jobs for themselves, on 500 m<sup>2</sup> of land, with regular incomes of between R400 to R3000 per month, after costs, depending on farmer skill and commitment.

The steps along the Development Chain can be closely monitored and measured via a specially developed tool called the Abalimi Sustainability Index, and effective decisions can therefore be made, every step of the way, whereby resources can be deployed to maximum effect, with minimum waste.

Rob Small of Abalimi Bezekhaya has led the formulation of the “development chain” (or continuum) which he has applied to community based organic urban micro farming. This unique Development Continuum and Sustainability Index framework is able to track sustainable development of community projects along a clear pathway and is an essential tool for recognizing the development stage of a project and the direction in which it could progress. The development chain (continuum) proceeds through four phases. Projects can remain in each phase permanently or cycle (move backwards and forwards) between phases, depending on circumstances. The phases are: Survival Level, Subsistence Level and Livelihood (semi-commercial) Level and Commercial Level.

**Survival Phase:** Produce is seasonally grown for own consumption with very little sold, which is used to buy some essential garden inputs and household necessities. Otherwise the inputs are free (being either self-collected or self-produced such as compost or use of grey water) and permanent, at very low cost to the support agency, about R50 – R100 per farmer per annum excluding water, infrastructure and land costs. There is no minimum production area, but survival gardens in the ABALIMI target area usually vary between door size to 50 m<sup>2</sup> per family. It is also true that farmers with larger lands can be at survival level for various reasons. Some savings may begin as skills and gardens develop. Everyone wants to move out of survival phase as quickly as possible and can indeed do so very rapidly, within one year, given the correct support. Survival phase micro-farmers are often generous and share their little produce with each other and with other needy folk.

**Subsistence Phase:** Produce is seasonally grown for own consumption but production is intensified which results in a seasonal surplus of crops. Selling becomes more significant and more cash goes to supplement household income. Savings become important and re-investment into the garden begins. This should result in yet greater productivity and enthusiasm to increase production and income. The minimum production area is 100 m<sup>2</sup> per member/ family, which is enough to feed a family of five with all the fresh vegetables that they need, year round, given sufficient basic skills and commitment. A successful subsistence micro farmer will realize a super-abundance of table vegetables on a regular basis, and such farmers are usually very active and generous, giving a lot of their surplus to the sick and needy and to friends and family. It is at this level where people begin to dream of their future again and to have hope that they may be able to move forward. Personal physical health returns and is a major talking point among farmers. The majority of “new farmers” move through this level on to other things. A great many people

gain the courage and strength to move on from this level to look for and obtain work and opportunities in non-agricultural occupations. This stage is often a platform and launch pad for people to move on in their lives, off the land. The cost to support one subsistence farmer with permanent input resources, advice and training is not more than R50/farmer/month, excluding water, land, equipment.

Survival and Subsistence phases are the most cost effective and powerful phases of microfarmer development and alone can permanently overcome extreme hunger and nutritional insecurity among the poor nationally, within 3-6 months, at very low cost, provided people want it and provided the correct support is given. Social benefits (like women’s empowerment) at these levels are massive.

**Livelihood (semi-commercial) Phase:** This phase cannot be seen in isolation from the previous phases. Without a broad and thriving subsistence phase, continually fed by striving survivalists, it is not possible to graduate significant numbers of farmers to livelihood phase. In this phase a balance is aimed for - 50% of produce for own and local consumption and 50% for selling to the market. Production is moderately intensive and continuous. Selling vegetables is a primary economic activity and provides up to 50% of farmer income. Saving is stable and regular. Reinvestment occurs and profit earning begins. Other social income earning activities are also commonly started, such as crafting, local catering, child day care and so forth, which can also benefit cohesiveness within the surrounding community. A Livelihood -micro-farm can become a community centre where farmers, customers and neighbours meet and work together on non-farming income earning and social projects.

**Farmers at all phases and levels MUST receive modest ongoing, permanent, structural and developmental support, as part of the permanent sustainability formula.** This applies also to commercial farmers, who absolutely cannot do without cheap or free water, electricity, loans and so forth. Taking all 1500-3000 farmers at all three levels per annum into account, the total support cost per farmer is currently between R84/farmer/month to R170/farmer/month. This cost per farmer includes full inputs supply, training, ongoing on-site training and extension, value chain development, marketing support through a pack shed, planning, monitoring and evaluation, accounting, administration and management, financing, promotional and fundraising support. Revolving zero and low interest loan funds can begin to operate between this level and commercial level.

**Commercial Phase:** Abalimi has yet to define how it will support “commercial phase”. There are a number of Abalimi-supported micro-farmers who are pushing very hard to move there. In this phase almost everything is sold for cash, and formal profit making can grow rapidly for the farmer and his/her associates, depending on discipline, skills and dedication. We have noticed that once the commercial element enters, generosity towards the sick and needy, neighbours and friends shrinks and social benefits shrink. We expect that this tendency will continue until the farmer is making significant profits, whereupon the farmer may begin to become generous again. However, Abalimi aims to influence the development of a “new commercial model”, along the lines of ethical and social business concepts, which work cooperatively and stay focused on “small” and “human scale” rather than “big”, while retaining good social impact.

**The sustainable development continuum for organic micro farming projects**

