

ToR for consultancy service for documentation of learning and reflection of FFBS System Orchestration (SOS) model initiative

Background

CARE is a leading humanitarian organization committed to saving lives and fighting poverty and social injustice. It has been working in over 100 countries across the globe. Working alongside a vast network of partners globally, CARE works to rebuild and improve the lives of the most disadvantaged, poor, and vulnerable communities.

CARE started its operations in Nepal in 1978 and is one of the first international aid agencies to work in the country. During the last 4 decades, CARE Nepal has been working with the most vulnerable communities of Nepal to address the issues of poverty and social injustice, along with challenging harmful social practices, building capacities and empowering livelihoods. Today CARE Nepal works to address systemic and structural causes of poverty and social injustice such as discrimination based on gender, caste, class, ethnicity, or geography. CARE supports humanitarian actions to address vulnerabilities from climate change and natural disasters. CARE works with marginalized women and adolescent girls to ensure their empowerment, wellbeing and dignity through social transformation and access to quality social and economic services.

CARE Nepal's System Orchestration Initiative

CARE's System Orchestration Initiative emphasizes the role of CARE COs in convening, supporting, and partnering with multiple local actors and diverse stakeholders – such as government, civil society, private sectors, development partners, and community-based organizations – to ensure that best-in-class interventions are ultimately adopted, implemented, and paid for by local system actors through systems integration that ensures sustained impact on people's lives. In June 2022, CARE-USA Impact at Scale team initiated a Systems Orchestration and Model Country Office (CO) transformation effort with CARE Nepal, supporting the CARE Nepal team to develop a Systems Orchestration Strategy (SOS) for scaling Farmer Field and Business School (FFBS) programs. The aim was to guide the country team in transitioning from being a mere funder and implementer to achieving full ownership and operation of FFBS programs by local system actors within the country. This approach, which envisions local government, civil society, and private sector structures taking responsibility, demonstrating capability, and committing to scaling and evolving these programs over time, is critical to sustainability of impact and outcomes. This effort resulted in the development of a blueprint to establish the foundation for system integration and impactful scaleup of FFBS programs in Nepal over the global FFBS Scaleup project, with the enthusiastic commitment of key Nepali institutions secured.

Objectives of the initiative

- a. Ensuring macro and meso system structures – i.e., the federal and provincial governments, respectively – are (i) enacting and enforcing policies, (ii) establishing and implementing strategies and programs, and (iii) providing resources to promote and support actively municipal structures – notably, government and its civil society and private sector partners – to sustain and scale FFBS, focusing both on the respective development sectors and the program's integrated operation.
- b. Identifying, enabling, and securing the authority and influence of one lead institutional structure – e.g., the Ministry of Agriculture and Livestock Development – that operates at both the macro and meso levels to

motivate and mobilize, or orchestrate, the decisions and actions of other critical development structures at the same two levels to play their respective roles related to the system integration, well-functioning of the systems, and impact at scale of FFBS in a coordinated manner; and

c. Supporting different structures and authorities at the municipality and ward levels to implement FFBS in a fully coordinated and sustained way, again identifying, enabling, and motivating one key structure to mobilize and guide stakeholders across the many essential development domains and from government, civil society, and the private sector, to achieve optimal results, serving as a model for other local structures to emulate.

CARE Nepal started implementing the model initiative since June 2024 through a series of planned activities and engagement across three tiers of government, including focus on six municipalities of Madhesh Province. The model initiative closely works with Ministry of Agriculture, Department of Agriculture, Directorate of Agriculture Development, NARMIN, MuAN, development partners, private sector, and CSOs among others. As the initiative is being implemented, CARE Nepal seeks consultancy service to lead the documentation activity that aims to capture key insights, processes, best practices, challenges, and impacts from implementation of FFBS SOS model initiative to inform future programming, reporting to stakeholders, and knowledge sharing within CARE and its partners.

Position summary

The incumbent will undertake model documentation focusing on exploring and understanding processes, achievements till date, challenges, and learnings to support CARE's future fit model of implementation. The incumbent is expected to utilize a specific framework (for instance realist framework) to document context, process, and outcome of the model demonstration initiative. The documentation specifically aims to:

- Capture implementation processes of FFBS SOS model including the context across three tiers of government in relation to the blueprint of FFBS SOS initiative (How was the model implemented or evolved throughout the implementation from the blueprint of FFBS SOS initiative? What worked, what didn't, and why?)
- Explore and document achievements (or expected achievements) of the initiative in terms of institutionalization and scaling up of FFBS model across three tiers of government
- Develop a contextualized framework (or a theory of change) of FFBS SOS model and SOS model (including illustration) in general based on the implementation till date
- Capture best practices, learnings, and challenges (including case/success stories) of FFBS SOS model implementation till date
- Develop a consolidated report including learning/technical briefs based on major findings, insights, and recommendations

Assignment Outputs and Outlines

The assignment's deliverables will include:

1. The development of one comprehensive report setting out the project model, implementation processes, achievements, contextual framework (including ToCs), best practices, lessons learned and recommendations. (See initial outline below)
2. Four-page learning/technical brief based on major highlights from the report

3. Two-page concept note for a potential way forward to inform future fit model of institutionalizing and scaling programmatic approaches.
4. Two human interest stories from either project stakeholders or participants.

The comprehensive learning and reflecting report will have the following outline.

1. FFBS SOS model initiative (background)- **2 pages**
2. Contextual background of six municipalities and federal and provincial level in terms of agriculture sector and implementation of FFBS model- **2 pages**
3. Methodologies followed for learning and reflecting documentation- **1 to 2 pages**
4. Implementation procedures of FFBS SOS model initiative across three tiers of government- **3 to 4 pages**
5. Highlighting key achievements observed from the implementation (till date) and what is expected in future- **2 to 3 pages**
6. Contextualized framework (or a theory of change) of FFBS SOS model and SOS model in general- **2 to 3 pages**
7. Highlighting lessons learned from model implementation in establishing, strengthening, and mobilizing local structures for FFBS scale up and institutionalization- **1 to 2 pages**
8. Highlighting challenges from implementation- **1 to 2 pages**
9. Highlighting recommendations for CARE and partners- **1 to 2 pages**
10. Annexes- as required

Approach and Methodology

The documentation process will follow a standard framework of process documentation or evaluation or action research to meet the requirements. The consultant will submit a **technical proposal** detailing the methodology to be followed to fulfill the designated requirements mentioned previously in this document. Some of the overarching guiding points for the methodology include:

- Primarily, the documentation methodology will follow qualitative in design including participatory approaches
- Field level information collection will be crucial with full engagement of the consultant to observe and internalize the process and practices followed to implement SOS model initiative
- Selection of respondents from all tiers of the Government including partners, staff, and stakeholders who are engaged in the implementation or structure
- No household level data collection required

Timeline and Duration

The service period extends from Mid-May to end of June 2025 with approximately 30 days of work days.

- Desk Review: 4 days
- Field exploration: 12 days
- Analysis, interpretation, and report preparation: 14 days

Deliverables

- 1 full report (25-30 pages)
- 1 learning/technical brief (4 pages)
- 1 concept note (2 pages)
- 2 human interest stories (1 to 2 pages each with pictures and consent forms)
- Support with dissemination / presentation of learning / integration of key messages in other regional/global CARE events

Roles, Responsibilities, Level of Effort and Timeline

Task	Actor	Level of effort	Timeline
Share existing documents and other relevant information	CARE Nepal and partner	-	Mid-May
Review available documents/information and draft questions for data/information collection including agreement on tools and approaches from CARE Nepal team	Consultant	3 days	Mid-May
Arrange interviews with selected staff, stakeholders and beneficiaries.	CARE Nepal and partner	2 hours	Third week of May
Field visit and exploration including undertaking interviews and observation of the field activities	Consultant	12 days	Before the first week of June
Data management, synthesis, interpretation of findings	Consultant	4 days	Mid-June
Internal sharing of major findings to CARE Nepal and partner	Consultant	0.5 day	Mid-June
Drafting first report	Consultant	6 days	Third week of June
Review and comments on draft report	CARE Nepal and partner	-	Third week of June
Addressing comments/input on draft report for finalization	Consultant	1.5 days	Fourth week of June
Developing summary/learning brief and concept note	Consultant	2 days	Fourth week of June
Submission of all deliverables	Consultant	-	Fourth week of June

Qualifications:**Education, Training, Experience and Skills**

- A master's degree or higher in a relevant field of agriculture, project management, development studies, or public policy
- At least five years of proven experience in research or monitoring & evaluation or knowledge management in the development sector including qualitative and quantitative methods
- Demonstrated experience in process documentation, framework development, and capturing information using participatory methodologies
- Excellent documentation and report writing skills are a must
- Ability to synthesize complex information into clear, actionable insights
- Familiarity with agricultural practices, techniques, and technologies in the context of Nepal especially at the local/municipality level is preferred
- Experience with academic writing, donor reports, or journal publications is highly preferred

Application procedure and requirements

Nepal-based individual consultants or firms are encouraged to apply. The interested parties should submit

- a cover letter,
- a technical proposal especially highlighting framework of methodology for meeting the requirements,
- at least two examples of similar work in which the lead consultant has a substantial contribution in the submitted work.
- an updated CV of the lead consultant.
- a brief financial proposal including travel cost and remuneration.
- mandatory official documents (copy of VAT Registration certificate, copy of Latest tax clearance certificate).

The applicants are requested to send these documents via email to npl.carenepal@care.org. The deadline for submission of the documents and proposal is 5 May 2025.