



Co-operative Development  
Foundation of Canada

SINCE 1947

**Co-operative Development Foundation of Canada**

**Terms of Reference for**

**FOSTERING**

**Food Security Through Co-operatives in Northern Ghana**

**Evaluator (Final Evaluation)**

**Assignment location:** Eastern Corridor of Northern Ghana

**Contract Date:** January to March 2018

**CCA Staff Responsible:** Fresnel Devalon

**Introduction:**

The Co-operative Development Foundation of Canada (CDF) is seeking a qualified evaluation consultant to evaluate the accomplishments of the FOSTERING project. The project is funded by Global Affairs Canada (GAC).

CDF, with funding support from GAC and in partnership with SEND Ghana and CUA (Ghana Co-operative Credit Union Association), is implementing a five-year project entitled *Food Security Through Cooperatives in Northern Ghana (FOSTERING)* in the eastern corridor of Northern Ghana. The program aims to build a basis for sustainable, gender equitable, food security for 42,000 women and men in eight districts of the eastern corridor. The key thematic areas include agriculture and value chain development, co-operative and credit union development, advocacy and government engagement. The project strives to ensure women's participation in all aspect of the project through the adoption of the Gender Model Family (GMF). This program has been key in attempting to bring about broader social transformation in relation to gender dynamics in the target communities. Moreover, sound environment management practise, climate change adaptation and resilience building are at the heart of this project. The project is in its final year of implementation; therefore, CDF is seeking an experienced external evaluator to conduct the final project evaluation.

**Background:**

**Co-operative Development Foundation**

The Canadian Co-operative Association and the Co-operative Development Foundation of Canada recently amalgamated under the CDF Canada brand. CDF is a not-for-profit organization which establishes and strengthens co-operatives, credit unions and community-based organizations to reduce poverty, build sustainable livelihoods and improve civil society in less

developed countries. For more information on CDF, please visit the website at:  
<http://cdfcanada.coop/>

### **Ghana Co-operative Credit Union Association**

CUA was established in 1968 as the apex body of the credit union movement in Ghana. It therefore represents the interest of the movement at both the National as well as International levels. In this commanding position as a credit union leader, CUA is charged with the responsibility of promoting, educating and training at all levels of the movement to ensure the viability of credit unions. For more information on CUA, please visit the website at:  
<http://www.cuagh.com/>

### **SEND GHANA**

SEND-GHANA is a subsidiary of Social Enterprise Development Foundation of West Africa, a West African based non-governmental organisation with its head office located in Accra, Ghana. SEND Foundation of West Africa currently operates in three West African Countries: Liberia, Sierra Leone and Ghana. The organisation has been registered in Ghana since August 1998 as a non-governmental organisation to cater for the needs of the poor local communities and marginalised groups of people in the areas of social and enterprise development and pro-poor policies. For more information on SEND, please visit the website at:  
<http://www.sendwestafrica.org/index.php>

### **Objectives of the Evaluation:**

This is the final evaluation of the FOSTERING project which has been running for 5 years (2013 to 2018). The objectives are to:

1. To determine the results of the project against stated outputs and outcomes (As per the PMF)
2. To contribute to the final evaluation report of the FOSTERING project
3. To learn lessons and gather best practices to inform future program/project development
4. Present findings to local stakeholders

### **Key Evaluation Questions:**

The following questions will be answered in the evaluation

#### **1. RELEVANCE Questions:**

- a) How does the project contribute to local needs and priorities?
- b) How does the project contribute to CDF and partner goals and priorities?
- c) How does the project address GAC's cross cutting themes (gender, environment and governance)?
- d) Is support still needed? If so, what kind/what areas?

#### **2. EFFECIENCY Questions:**

- a) Was the project implemented in a cost-effective and timely manner?

- b) Can the value of the investment in the project be demonstrated?

### 3. PERFORMANCE Questions:

- a) What have been the results/achievements of the project in terms of the desired intermediate and ultimate outcomes being achieved through the program activities, outputs and immediate outcomes?
- b) Has the project been implemented as planned and, if not, what and why are there variations?
- c) How did the project pay attention to issues of gender equality? What are the results in this area?
- d) How did the project pay attention to environmental sustainability? and what are the results in this area?
- e) How did the project pay attention to governance? And what are the results in this area?
- f) What has been the impact of the training done in the project? Have participants been applying what they have learned and if so, what are the results? If not, why not?
- g) Were there any unanticipated outcomes/results?
- h) What have been the project challenges to producing planned outputs and outcomes?
- i) Please describe how recommendations from the mid-term evaluation were followed up on. What changes were made? What progress was achieved?
- j) How has the project adhered to the recommendations included in the midterm report?
- k) What lessons can be drawn from the evaluation evidence on good practices and / or improvements? (*including on innovation, replication and scaling up*)
- l) How has the project ensured sustainability of the results, beyond this project?
  - Capacity of Credit Union to continue rendering services when the project ends?
  - Capacity of the Zone Cooperatives to continue rendering service when the project ends?

### **Proposed Methodology:**

The evaluation will answer the key evaluation questions through a wide range of qualitative and quantitative methods including but not limited to a household survey, CDF's development ladder assessment tool (DLA), interviews and focus groups with project beneficiaries as well as with relevant stakeholders involved including project staff and private and public-sector partners. Where possible, methodology and tools will be participatory in nature. The methodology and tools will be developed by the consultant with input from CDF, tested by field staff in Ghana, and must get final approval from CFD before field work begins.

### **Existing Data**

CUA and SEND will collect some project indicator data as normal, according to the Performance Measurement Framework. However, the consultant will do most of the data collection through field work. CDF should support the consultant to ensure that all data required is collected. CDF will also be providing an indicator check list to help guide the evaluation.

A Baseline Assessment for the project was conducted in 2014). A follow up Mid-Term review was also conducted in 2016 to identify the impact of the project at the midway point. Similarly,

to the Mid-Term evaluation, the consultant will lead fieldwork to re-do the baseline household survey to measure and analyse the changes. CDF will provide a copy of the original household survey as well as a list of respondents. The consultant will be responsible for updating the survey to reflect the changes made to the project's Performance Measurement Framework.

### Lessons Learned

The consultant will document Lessons Learned from the project. Lessons Learned should be compiled after a thorough analysis of all other evaluation components, as well as, through interviews and a facilitated workshop/focus group with staff and beneficiaries. A guidance note prepared by CDF can help to ensure that Lessons Learned are concise, factual and clearly state the lesson.

### Proposed Timeline and Deliverables:

<b>Activities:</b>	<b>Dates:</b>	<b>Days:</b>
Desk review of project document (proposals, reports and strategies, including gender, environment and nutrition strategies)	Jan 4 <sup>th</sup> – 5 <sup>th</sup>	2 days
Develop evaluation plan which would include; methodology, sampling framework, evaluation tools, roles and responsibilities and a schedule	Jan 8 <sup>th</sup> – 12 <sup>th</sup>	5 days
Field work including all survey work, DLA, interviews and focus group discussions etc.	Jan 15 <sup>th</sup> – Feb 2 <sup>nd</sup>	19 days
Data Analysis	Feb 5 <sup>th</sup> – 9 <sup>th</sup>	5 days
First draft of final reports	Feb 12 <sup>th</sup> – 16 <sup>th</sup>	5 days
Presentation of findings to Partner and CDF staff	Feb 23 <sup>rd</sup>	1 day
Preparation of final reports including feedback from CDF	Feb 26 <sup>th</sup> – Mar 1 <sup>st</sup>	4 days
Final reports submitted	Mar 2 <sup>nd</sup>	1 day
<b>Total:</b>		<b>42 days</b>

It is expected that the evaluation will take approximately 42 working days over 3 months. CDF will provide a final report template to the successful candidate.

### Participation of CDF during the Evaluation:

CDF staff will contribute to the evaluation and will be consulted on the evaluation design, design, work plan and tools. It is expected that all decisions, from consultant selection to acceptance of the final report, will be done by CDF.

The text of the drafts and final reports will also be submitted to CDF in English so that all may contribute their observations.

CDF will manage the consultancy, and will provide background project documents and be available for consultation as needed. CDF will fully participate in the evaluation process by providing the consultant with access to all requested information within the scope of discussions; making time to be interviewed and, as needed, answering written questions. CDF and partner staff will also assist the consultant with the identification of participants in the evaluation, making introduction to contacts, and arranging the meetings with all stakeholders related to this evaluation. As needed, CDF will facilitate transportation to the co-operatives.

**Consultant's Expertise and Qualifications:**

- Advanced University degree in relevant field (e.g. social science, economics, international development, gender and development, statistics)
- Proven professional experience conducting evaluations of development projects, with experience using a variety of participatory methodologies in the field
- Demonstrated experience applying a gender-sensitive approach to research  
Excellent communication skills (via e-mail, skype etc)
- Experience and knowledge of co-operatives, preferably in a developing context, is an asset
- In –depth knowledge of gender equality issues and experience in gender assessments is an asset
- Demonstrated cross-cultural sensitivity and ability to work in cross-cultural environments
- Excellent analytical as well as report writing skills
- Ability to communicate verbally and in writing in English
- Ability to travel

**Compensation:**

Compensation will be commensurate with experience. Travel and related expenses must be pre-approved and will be reimbursed in accordance with guidelines specified in the contract.

**Submission:**

**Please send:**

- a letter of interest outlining key qualifications and an updated CV
- a technical proposal, including proposed evaluation methodology and work plan
- a financial proposal including a daily rate for working a maximum of 42 days and all other travel related costs (such as accommodations, flight tickets etc.)

**to: [rsivel@cdfcanada.coop](mailto:rsivel@cdfcanada.coop)**

**APPLICATION DEADLINE: December 13; however, applications will be reviewed on a rolling basis.**

CDF thanks all applicants for your interest; however, only shortlisted applicants will be contacted.