

Terms Of Reference for the Final External Evaluation of the Invest Coop Project (Increasing Wealth and Food Security through the Integrated Co- Operative Business Model)

Implemented by CDF Canada and funded by
Global Affairs Canada



Increasing Wealth and Food Security through the Integrated Co-operative Business Model (INVEST Co-op)

Co-operative Development Foundation of Canada (CDF Canada) is seeking a qualified consultant (individual or firm) to manage the multi-country final evaluation for CDF Canada's Partnership Project "*Increasing Wealth & Food Security through the Integrated Co-operative Business Model (INVEST Co-op)*" and prepare a final, consolidated evaluation report.

1. Background and Context

INVEST Co-op is a four-year (2016-2020) project funded by Global Affairs Canada (GAC) and CDF Canada. INVEST Co-op, implemented by CDF Canada, takes an integrated co-operative approach, benefiting producers by increasing production, productivity, access to markets and financial services. CDF Canada has been supporting, evaluating, and refining the integrated co-operative model for more than a decade, implementing projects based on the model in Uganda, Ghana, Rwanda, Ethiopia and Colombia.

The Ultimate Outcome of the project is **sustainable economic growth for over 69,000 women and men small producers that are members of co-ops in four countries: Indonesia, Malawi, Mongolia and Peru.**

This Ultimate Outcome is based on three assumptions that represent the Intermediate Outcomes:

- First, women and men small producers have increased productivity and financial opportunities;
- Second, that the co-operatives to which these small producers belong are sustainable, profitable and gender equitable businesses in their communities;
- Third, that an enabling business environment has been created through local, national, and regional governance structures that respond to the needs of women and men co-operative members.

The INVEST Co-op project takes an integrated co-operative approach, benefiting producers by increasing production, productivity, access to markets and financial services.

Co-operative Development Foundation of Canada (CDF Canada)

CDF is a not-for-profit which establishes and grows co-operatives, credit unions, and community-based organizations to reduce poverty, build sustainable livelihoods, and improve civil society in less developed countries, with climate resilience and gender as key cross-cutting priorities. CDF has at its core the universal co-op principles of voluntary and open membership, democratic member control, member economic participation, autonomy and independence, education, training and information, co-operation among co-operatives and a concern for community. CDF proudly delivers programs to help poor communities fight poverty and create more secure lives through community-owned co-ops.

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

2. Objective(s) of the Final External Evaluation

The main objective of the final project evaluation is to provide CDF Canada, project partners and stakeholders with an independent final review of the project as it nears its completion after four years of implementation:

- a. To determine the results and performance of the project against anticipated or planned outputs and outcomes, as articulated in the project's log frame and the related Performance Management Framework (PMF), specifically assessing progress made towards achieving the Ultimate, Intermediate and Immediate Outcomes,
- b. To assess the potential impact of the project on direct and indirect beneficiaries.
- c. To identify realistic recommendations that can help project beneficiaries to sustain project interventions in the long-term (i.e. contribution to exit strategy/project sustainability plan).
- d. To gather lessons learned and make recommendations that:
 - help project beneficiaries sustain project interventions in the long-term (i.e. contribution to exit strategy/project sustainability plan).
 - can inform future projects of CDF Canada and its national partners.
- e. To contribute to CDF's final report on the INVEST Coop Project to Global Affairs Canada/GAC.

3. Scope of the Final External Evaluation

The evaluation will include but not be limited to target participants (small producers- primarily farmers, fishers and herders), project supported co-operative members and management, implementing partners, representatives of project financial partners (GAC staff members in project countries), public/private sector strategic partners and project staff members. The evaluation will be conducted in selected project areas across all four countries of operation (Indonesia, Malawi, Mongolia and Peru). The evaluation will primarily address questions of relevance, effectiveness, efficiency, impact, sustainability and coherence (OECD-DAC revised evaluation criteria, 2019) as they pertain to the INVEST Coop project. It will also address specific questions based on issues identified in the INVEST Coop project's mid-term evaluation (2019).

4. Methodology

The evaluation will be based on the findings from field visits and interviews with project participants (m/f) and all relevant stakeholders. It should employ a variety of data collection and analysis techniques related to both quantitative and qualitative data in order to address the evaluation questions. This includes but is not limited to focus group discussions and key informant interviews. This will be supported by findings from the existing project documents and reports based on specific M&E tools, including end line data and other data linked to the PMF indicators gathered by INVEST project staff as well as the project's semi-annual and annual reports. The consultant will be expected to undertake data gathering visits to 2 countries and coordinate data gathering with the national evaluators/consultants in the other two.

5. Consultant Responsibilities:

Once selected, the consultant is expected to undertake the **key tasks** below:

I. Planning Phase

- Conduct desk study of all relevant project documents, including the integrated co-op model and analysis of existing data.
- Prepare a detailed Inception Report including the final workplan
- Develop Terms of Reference for the local consultants in 2 selected countries (Peru & Indonesia).
- Once prospective local evaluation consultants are identified (with support from INVEST Co-op staff/partners based in each country), the consultant will take part in the interview and selection process.
- Develop the evaluation framework and methodology in conjunction with CDF Canada.
 - Develop research questions based on input from partners and key stakeholders.
 - Determine the data collection methodology based on input from partners and key stakeholders. The size and composition of the evaluation participants should be finalized as well.
 - Review data collection tools developed by the local evaluators.
 - Determine, with the evaluation team, how the data from the final evaluation will be utilized.
- Conduct online meetings with the local evaluators to introduce and explain evaluation specifics and approaches.

II. Data Collection Phase

Note: The consultant will be expected to travel to at least 2 countries (Malawi and Mongolia) to collect data him/herself. The consultant will manage the process in the other two countries (Peru and Indonesia) remotely.

- Arrange meetings and collect data in the 2 countries being visited. (with the assistance of our project field teams on the ground.
- Co-ordinate with local evaluators throughout their data collection cycle and conduct online meetings on a regular basis.
- Closely follow the data collection process closely and ensure the reliability of the results, and trouble shoot any issues that may arise during this process
- Discuss findings with local evaluators on a regular basis and suggest improvements in data collection in real time, as needed.
- Review data collected and analysed by local evaluators and follow up as required

III. Reporting Phase

- Develop a draft report, based on the data received (raw data/analyzed data/ information in the country reports submitted by the local consultants), in accordance with CDF Canada's guidelines. Besides reporting on the findings, the Consultant must provide a detailed section on lessons learnt and recommendations. This includes but is not limited to assessment of operational and development lessons, suggestions on what could be improved, specific but feasible recommendations for improving project impact and delivery based on review of project design and implementation.
- Present draft report findings and recommendations via electronic presentation. Incorporate feedback from CDF Canada and any other stakeholder that CDF Canada deems appropriate audience for the presentation,
- Submit final report to CDF Canada by the scheduled deadline
- Present final findings and recommendations to CDF Canada as per the approved time table..

6. Proposed Timeline and Key Deliverables

It is estimated that the evaluation should take **no more than 55** working days and can be spread over the course of 5 months (March 2020 to July 2020). All field work should however be completed **BEFORE** June 30, 2020. Below is a tentative schedule for the consultancy:

Activity/Deliverable	Number of Days
Desk study of all INVEST Documents: Contribution Agreement, PIP, Logic Model & PMF and Key Indicators, Outcome and Output Matrices, Annual Report 2018-2019, Annual Workplan -2019-2020, Mid-Year Operations Report -2019-2020, Mid-Year Evaluation, all data collection tools etc.	5
Prepare inception report including scope of work, final methodology, evaluation tools, TOR for local consultants/evaluators	5
Conduct interviews and select local consultants in Indonesia and Peru	3
Conduct kick-off meeting with local consultants and finalize data collection tools.	2
Prepare logistics for trip to Malawi	.5
Travel to Malawi to gather data	10
Oversee (remotely) the process of data collection and analyses in the 2 countries.	4
Prepare logistics for trip to Mongolia	.5
Travel to Mongolia to gather data	10
Prepare Draft Evaluation Report	8
Present highlights of the evaluation findings using appropriate presentation software	1
Prepare Final Evaluation Report	4
Present findings and lessons learnt/recommendations to CDF Canada	1

7. Consultant Expertise and Qualifications

- Proven professional experience conducting evaluations of development projects, with experience using a variety of participatory methodologies in the field.
- Experience conducting Evaluability Assessments and evaluation of complex programs.
- Demonstrated experience in managing multi-country evaluation and preparing consolidated reports.
- Expert knowledge of the OECD/DAC criteria for international development evaluations.
- Demonstrated experience applying a gender-sensitive approach to research.
- Understanding of GAC Feminist International Assistance Policy.

- Educational background in social sciences, international development, market-based approaches, gender and development is an asset.
- Experience and knowledge of co-operatives, preferably in a developing context, is an asset.
- Demonstrated cross-cultural sensitivity and ability to work in cross-cultural environments.
- Excellent analytical skills.
- Holds a valid passport and is willing to travel.
- Membership in the Canadian Evaluation Society.

8. Compensation

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

9. Submissions

Please submit the following documents to apply@cdfcanada.coop no later than **4:00 p.m. EST on Friday March 6th, 2020**, including the position title (“Final External Evaluation”) in the subject line.

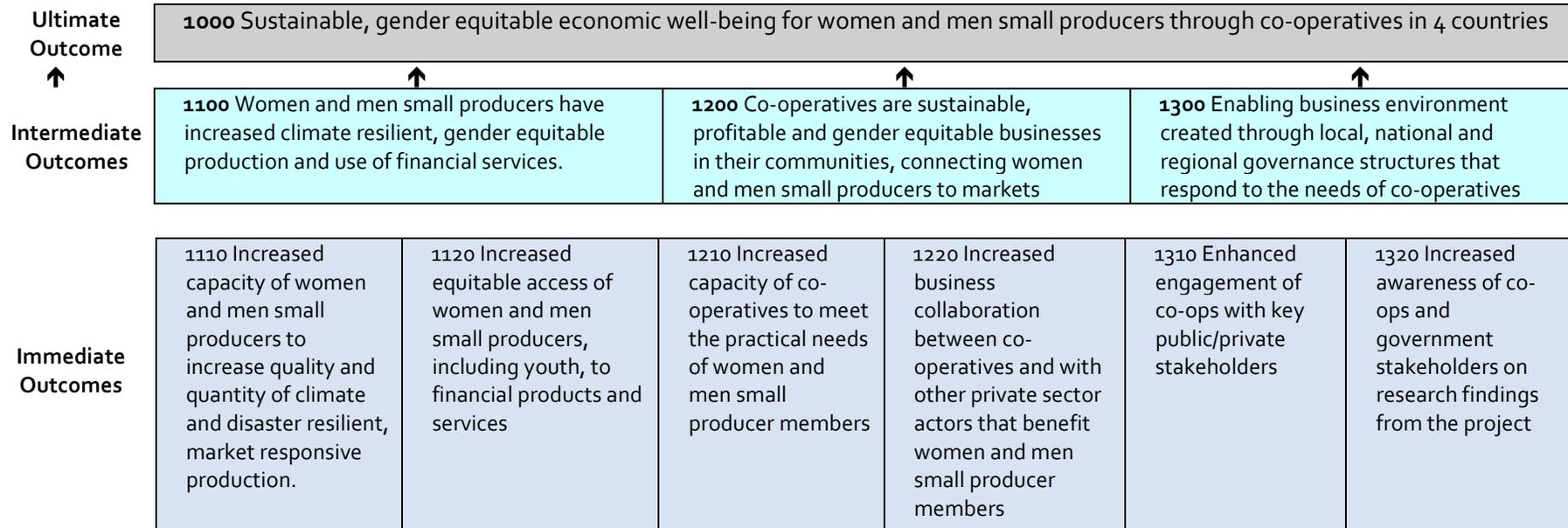
1. Current resumé
2. A cover letter with expected daily rate
3. A technical proposal with methodology (based on the ToR and ANNEX 1 ¹), consultant profile and capacity, statement of experience, and initial work plan and delivery timeframes (no more than 5 pages)
4. A financial proposal with an applicable daily professional fee.

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

¹ ANNEX 1 is the Logic Model

Annex 1.

Logic Model



Outputs

<p>1111 Gendered value chains are mapped in 4 countries</p> <p>1112 Women and men small producers are trained on gender equitable agricultural practices within project value chains to increase production, meet market demand, and improve resiliency, with special consideration for more vulnerable groups</p> <p>1113 Women and men small producers are sensitized on the gendered dimensions of co-operative membership and agriculture</p> <p>1114 Women and men small producers are trained on how to manage and benefit from other income generating activities that improve resiliency</p> <p>1115 Women and men small producers</p>	<p>1121 Women and men small producers are trained on gender responsive financial literacy and good household financial management and decision-making practices</p> <p>1122 Financial products and services are available to men and women small producers</p> <p>1123 Female and male youth are introduced to financial savings opportunities in their communities</p> <p>1124 Women and men small producers receive gender and culturally-sensitive training on farm enterprise management</p> <p>1125 Financial co-ops trained on agricultural lending to women and men small producers and management of agriculture portfolio risk</p>	<p>1211 Completed assessments of co-ops and partners to identify business, strategic, and governance capacity building needs</p> <p>1212 Co-ops and partners trained on good governance and good management practices that are culturally-sensitive and gender equitable</p> <p>1213 Agricultural co-ops trained in market analysis, marketing, business planning, and negotiating and contracting with buyers</p> <p>1214 Inputs provided to new and existing co-ops so they can operate as sustainable, profitable and gender equitable businesses</p>	<p>1221 Technical assistance provided to co-ops on branding techniques and guidelines</p> <p>1222 Co-ops establish relationships with government, banks/credit unions or non-bank investment companies to finance expansion</p> <p>1223 Co-ops engaged in structured business relationships with other co-operatives and private sector actors</p>	<p>1311 Forums and workshops held on regulation and development issues linked to the role of co-ops and women and men small holder farmers</p> <p>1312 Co-ops participate in commercial outreach forums with other private sector actors and governments</p> <p>1313 Regional, national and local Government officials sensitized on co-op development and regulation</p> <p>1314 National and regional co-op structures and networks trained on organizational development (MOVED from 1200 stream)</p>	<p>1321 Research findings on the Integrated Co-op Model disseminated to co-ops and government stakeholders</p>
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<p>are sensitized on the availability of agricultural insurance and its value for increasing resiliency to climate shocks</p>	<p>1126 Microinsurance product developed in selected value chains for w/m small producers</p>	<p>1215 Co-ops trained on risk management mechanisms, including insurance</p> <p>1216 Women co-op members trained in co-op leadership</p> <p>1217 Co-ops have assurance programs in place that enables members to access loans and /or receive quick payment for products sold</p>			
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