



TERMS OF REFERENCE FOR THE EXTERNAL MID TERM REVIEW FOR THE 4R NUTRIENT STEWARDSHIP PROJECT

Project Number: D002841/P001416

Project Locations: Ethiopia, Ghana, and Senegal

Date: 14 June 2022

“Co-operative Development Foundation of Canada (CDF Canada is seeking a qualified Lead Consultant to manage the multi-country mid-term, formative review of CDF Canada’s Partnership Project “4R Nutrient Stewardship Project” (4R-NSP) and prepare a final, consolidated evaluation report and lead, coordinate and supervise (remotely) the work of up to 3 locally-hired National Consultants who will carry out data collection, analysis and validation - one in each of the countries where the 4R project is being implemented.”

1.0 Background Information

Cooperative Development Foundation of Canada (CDF Canada) received 5 ½ years grant from Global Affairs Canada (GAC) in 2019 to implement the 4R Nutrient Stewardship Program (4R-NSP). CDF Canada is implementing the project in partnership with Fertilizer Canada, representative of manufacturers, wholesale and retail distributors of nitrogen, phosphate, potash and Sulphur fertilizers. Other partners include the African Plant Nutrition Institute (APNI), a not-for-profit, science-based organization dedicated to the responsible management of plant nutrition and local implementing partners - SEND Ghana in Ghana, Ethio Wetland and Natural Resources Association (EWNRA) in Ethiopia and ONG7A in Senegal. The purpose of the project is to improve the socio-economic well-being of 80,000 poor and vulnerable smallholder farmers in Ghana, Ethiopia and Senegal through improving agricultural productivity and sustainability.

The initiative aims to improve agricultural productivity and farm income, by incorporating important gender and climate resilience strategies. The project builds the capacity of the beneficiary smallholder farmers as members of financially viable agricultural co-operatives/credit unions. Successful agricultural co-operatives help improve production, diversify farming activities, enhance processing and storage, and improve marketing. Strong savings cooperatives and credit unions are expected to help provide a stable source of financing, required by the agricultural co-operatives. Furthermore, the project will enhance representation and influence of women in leadership positions and decision-making bodies, especially in co-operatives.

The project draws from the expertise in co-operative enterprise development of the Co-operative Development Foundation of Canada and the resources and technical expertise of Fertilizer Canada and the African Plant Nutrition Institute in soil nutrient management. It also supports policy and program engagement with relevant stakeholders at the national, regional and global levels to inform and promote the uptake and scale-up of sustainable soil nutrient management practices.

This contributes to the development of policies and farming systems with a limited carbon footprint.

2.0 Brief presentation of Cooperative Development Foundation of Canada

Cooperative Development Foundation formerly known as Canadian Cooperative Association was Found in 1947. CDF Canada is a global social impact partner that allies with local communities, build their capacity to achieve sustainable economic and social development through cooperative models. Over the past years CDF Canada has been helping to organize and build co-operatives and credit unions to create a resilient, strong, and democratic organization that helps its members and communities across the world. In Ghana, CDF Canada (CCA) has partnered with Credit Union Association (CUA) since 1987 to provide both financial and technical support in building cooperatives and Credit Unions.

CDF Canada and its partners have been implementing the 4R Nutrient Stewardship Project since June 2019. It is against this background that CDF is seeking for a lead, coordinating consultant who will conduct a mid-term review during the 3rd year of implementation. The review will be conducted to review the project performance. The findings and recommendations of the review will enhance learning within CDF Canada and its implementation partners in Ethiopia, Ghana, Senegal, and among key stakeholders. The findings and recommendations will also help guide the project team in adjusting the project's approach, scope for implementation, and sustainability approach during the project's remaining period.

3.0 Purpose, Scope, and Clients of the Mid Term Review

Purpose

The purpose of this mid-term review is to ensure that progress and results of the project are monitored, analyzed, understood, and communicated, with recommendations that can be acted upon in a timely, efficient, and result-oriented manner. The review anticipated to be participatory, involving a dialogue with key participants and stakeholders. It is also expected to be a comprehensive assessment of issues related to coherence, relevance, effectiveness, efficiency, impact, and sustainability of the project's intervention. Specifically, the review is expected to serve the following purposes:

- I. It will assess progress made towards achieving project outputs and intermediate outcomes identify key challenges and factors that are in the control of the project management team and stakeholders, and external factors to which the project must make adjustments in order to achieve its intended outcomes. It will present an objective assessment of whether the project is responding to the needs of the national partners and participating farmers and cooperatives, their commitment to the realization of the project's objectives and their capacity to deliver on these.
- II. The findings of the mid-term review and suggestions will inform the adjustments of the project's strategy and plan in the second half of the project life and contribute to knowledge development of the 4R team and project stakeholders.
- III. Suggest and draft user-friendly tools to monitor all the aspects of the project.

Scope

The review will cover the period from **September 2019 to 31st March 2022** to create an accurate and comprehensive picture of the project implementation, generate findings related to the evaluation criteria and document good practices and lessons learned.

Clients

The clients and users of this mid-term review include Global Affairs Canada (GAC), 4R project team - management and experts, CDF Canada headquarters staff, Fertilizer Canada's project managers and other partners, relevant ministries in each of the project countries, implementation collaborators, and project's identified stakeholders.

4.0 Midterm Review criteria and questions

This formative evaluation will examine the project implementation against the hereunder criteria by addressing the following questions. The evaluator will develop a more detailed analytical framework of questions and sub-questions to carry out the review. Therefore, these questions are not final, and the selected evaluator should review and develop this list further with the 4R team.

Relevance and strategic fit of the project	<ul style="list-style-type: none">• How relevant are the project activities/outcomes, targets and immediate outcomes to the needs of the beneficiaries?• Are project methodologies and approaches in line with partners' capacities and expectations?• Are project's activities improving the coordination of stakeholders in the three countries? Has coordination among stakeholders improved?• Should the project design and methodology be modified to improve the project's relevance during the second half of its implementation? If so, how?
Project progress and effectiveness	<ul style="list-style-type: none">• Has the project been making sufficient progress towards achieving the planned outputs and outcomes, considering the time and resources remaining?• Has the project contributed to meeting the needs of the beneficiaries?• Have project documents adequately reported on what has been achieved so far?• What are the major constraints on delivery so far? Are they recognized and adequately managed by project management?• What opportunities have emerged that the project should seize upon?• How adequately has the project explained and responded to delays in delivery?• Have the project approaches appropriately matched the capacity of the project partners to the activities expected of them?• What measures are required to improve the capacity of the project partners in the second half of the project?
Efficiency of resource use	<ul style="list-style-type: none">• Have resources (funds, human resources, time, expertise, etc.) been allocated strategically to achieve outcomes?• What changes should be made in the strategic use of project resources going forward – to achieve the intended outcomes?• What efficiencies should be adopted by project management?
Effectiveness of management arrangements (including monitoring and evaluation)	<ul style="list-style-type: none">• Has the project received adequate political, technical, and administrative support?• Is there a clear understanding of the roles and responsibilities by all parties/partners involved?• How effective is communication between the project team, CDF Canada headquarters staff, partners, and the donor?

Sustainability and Impact of the project	<ul style="list-style-type: none"> • How effectively has the project built the required capacity of participants – both people and institutions? • How effectively has the project built national ownership and capacity? • How likely is the project to achieve its objectives in the second half of the implementation period and what changes need to be undertaken to ensure sustainability of outcomes?
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5.0 Methodology

The review will be carried out in a participatory manner to ensure the involvement of key stakeholders particularly the national project partners, the donor, the participating cooperatives, and farmers, in all phases of the evaluation, including preparation, field visits, report preparation and dissemination. The signing of contracts, kick-off preparations, field data collection will be carried out between **14 June to 08 August 2022**, with a Final Report and Presentations being available to CDF by **10 August 2022**. The following method will be used as a minimum to collect information:

Desk review: Review and analysis of documents related to the project, including:

- Project documents: PIP (Project Implementation Plan), logical framework, workplan and budget, concept notes, Partnership agreements, MoUs, M&E plan and M&E tracker etc.
- Periodic Progress Reports submitted to the donor: inception report, progress reports, activity reports etc.
- Project outputs: trainings, technologies, demo plots, storage facilities, procurement processes and procedures etc.
- Any relevant documents.

The desk review will allow the evaluator to make initial findings that in turn may point to additional or fine-tuned questions.

Field visits and interviews (Ghana):

A list of communities and cooperatives will be provided to the evaluator before the start of the evaluation. The evaluator will undertake focus group/ key informant discussions with:

- 4R project staff in Nanumba North, Nanumba South, Kpandai and East Gonja Districts:
- Interviews with CDF Canada, Fertilizer Canada, and APNI.
- Representatives of local project partners/stakeholders (District Assembly, Department of Agriculture, Department of Cooperative, Savanna Agriculture Research Institute, etc.)
- Global Affairs Canada (GAC) based in Ghana
- Fertilizer Wholesalers and Retailers (YARA, WUMPINI, etc.)

The evaluator may also participate in the project activities (workshops, coordination meetings, training, etc.), to gain more understanding of the project. A visit to the demonstration plots and cooperative meetings can be organized, if required.

Field visits and interviews (Ethiopia):

A list of communities and cooperatives will be provided to the evaluator before the start the evaluation. The evaluator will undertake focus group/key informant discussions with:

- 4R project staff in Minjar Shenkora District of Amhara Region
- Interviews with CDF Canada, Fertilizer Canada, and APNI.
- Representatives of local partners (agriculture offices, gender offices, and Debrebirhan Agricultural Research Center)

- Global Affairs Canada (GAC) staff based in Ethiopia
- Fertilizer Wholesale and Retailers in Ethiopia
- The evaluator may also participate in the project activities (workshops, coordination meetings, training, etc.), to gain more understanding of the project. A visit to the demonstration plots and cooperative meetings can be organized, if required.

Field visits and interviews (Senegal):

A first list of communities and cooperatives will be handed to the evaluator before starting the evaluation. The evaluator will undertake group/individual discussions with:

- 4R project staff in Coumbacara, Bagadadji, and Médina El Hadji of Kolda region
- Interviews with CDF Canada, Fertilizer Canada, and APNI.
- Representatives of local partners (7A, Senegalese Research and Agricultural Institution, Departmental Service of Rural Development)
- Global Affairs Canada (GAC) staff based in Senegal
- Fertilizer Wholesale and Retailers (SEDAB SARL - Sahélienne d'entreprise de distribution en agrobusiness)
- The evaluator may also participate in the project activities (workshops, coordination meetings, training, etc.), to gain more understanding of the project. A visit to the demonstration plots and cooperative meetings can be organized, if required.

6. Main outputs

The main outputs of the mid-term review will comprise of:

Evaluation questions

Upon review of the available documents and an initial discussion, the lead evaluator will develop a detailed analytical framework of questions and sub-questions, consistent with review objectives, the initial questions provided in these ToRs, and a results-based monitoring framework.

Evaluation report

The evaluation report should be comprised of at least the following chapters:

1. Title page
2. Table of contents
3. Executive summary
4. Project background
5. Evaluation Context:
 - a. Evaluation background
 - b. Evaluation methodology
6. Evaluation Findings
 - a. Main findings
 - b. Findings related to coordination and communication Lessons learnt and emerging good practices
7. Conclusion and Recommendations
8. Appendices

The main body of the evaluation report should be concise, not exceeding 30 pages, excluding annexes (supporting data and details can be included in annexes).

A Power-Point presentation with preliminary findings and recommendations

This presentation should be presented to the 4R and key stakeholders' group. All draft and final outputs, including supporting documents, analytical reports and raw data should be provided in electronic version compatible with WORD for windows. Ownership of the data from the evaluation rests jointly with 4R and the lead consultant consultants. The copyright of the evaluation report is shared ownership between the lead consultant and the 4R-NSP partners. Key stakeholders can make appropriate use of the evaluation report in line with the original purpose and with appropriate acknowledgement.

7.0 Support to be provided by the 4R project team

The 4R project team is responsible for the following

- Arrange logistics including accommodation, transportation, and subsistence for the consultant to undertake the assignment
- Make available project staff and where necessary recruit field assistants in the districts to support in the assignment
- Arrange for field meetings in the various districts and make available the needed logistics (stationery, transport, feeding, etc) to execute the assessment

8.0 Reporting and Timeframe

The consultant shall report and work very closely with CDF Country Manager in Ethiopia, Ghana, and Senegal during the assignment. The consultant will prepare a written report in English. The first draft report is due to CDF Local Office no later than the agreed date. Below is a tentative schedule for the Consultancy.

Activity/Deliverable	Number of Days
Kick off meeting, contract signing, acquisition of documents, setting communications protocols with CDF, etc.	1
Desk study	3
Prepare inception report including scope of work, TOR for local consultants, final methodology and desk review analysis.	2
Conduct interviews and select local consultants	3
Conduct kick-off meeting with local consultants	1
Finalize data collection tools in conjunction with the local consultants	3
Oversee (remotely) the process of data collection and analyses by the local consultants in the three countries.	15
Interviews with CDF and other project partners Canada	1
Prepare Draft Evaluation Report	5
Present highlights of the evaluation findings using appropriate presentation software	2
Prepare Final Evaluation Report	3
Present findings and lessons learnt/recommendations to CDF Canada, Fertilizer Canada, and GAC	1
Total days	40

9.0 Profile of the consultant

- Minimum 5 years proven experience in relief/development project evaluation

- Preferably he/she should have a broad working experience in food security in Ghana, Ethiopia and Senegal plus experience in collaborating with government officials, representatives of bilateral aid agencies, and other international institutions.
- Fluent English and French with good writing skills (the report should be in English and French)

10.0 Required Skills and Experience

- Proven professional experience conducting evaluations of development projects, with experience using and supervising remotely a variety of participatory methodologies in the field.
- Experience conducting evaluation of complex programs and conducting remote evaluations.
- Demonstrated experience in managing multi-country evaluation and preparing consolidated reports.
- Demonstrated experience applying a gender-sensitive approach to research.
- Educational background in social sciences, international development, 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.
- Membership in the Canadian Evaluation Society.

10.1 Compensating and Remuneration

Compensation will be commensurate with experience and time allocated to the assignment. Travel and related expenses must be pre-approved and will be reimbursed in accordance with rates and guidelines specified in the contract. The consultant is not expected to travel to any of the three countries where the project is being implemented.

10.2 Application procedure

Interested and qualified applicants should submit a cover letter together with a technical proposal, work schedule/plan, and financial proposal no later than **Saturday, 14 May 2022 at 4:00 p.m. EST.**

The proposal should include the following:

- Current resumé of the lead consultant(s)
- Expected daily rate
- The consultant's profile and capacity, statement of experience, and
- Technical proposal focused on initial work plan and delivery timeframes (no more than 5 pages)

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

