

<b>Position Title:</b>	Mid-Term Evaluation Consultant
<b>Position Location:</b>	Ottawa, Ontario
<b>Status:</b>	Three-month consultancy (total of 40 working days)
<b>Travel Requirement:</b>	None anticipated
<b>Language requirement</b>	Fluency in English

### **Co-operative Development Foundation of Canada (CDF Canada)**

CDF Canada 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 Canada 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 Canada 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/>

### **Position Overview**

CDF Canada is seeking a qualified consultant (individual or firm) to manage the multi-country mid-term 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.

### **Project Background and Context**

INVEST Co-op is a four-year (2016-2019) 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.

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

### **Objective(s) of the Mid-Term Evaluation**

The main objective of the mid-term evaluation is to provide project partners and stakeholders an independent review of the status of the project, including progress made so far in terms of results, identifying what went well and what did not, and understanding the 'big picture'. The evaluation should provide a sound basis for informed decision making for improved implementation.

### **Scope of the Mid-Term 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).

### **Key Issues to be Addressed by the Mid-Term Evaluation**

In order to meet its objectives, the mid-term evaluation must address the following:

- Review of the PMF (Performance Measurement Framework) and the indicators to assess their appropriateness for monitoring the project performance and the extent they are being used by the project teams in the field. The PMF as it stands now is the result of a long process of evolution starting from project start-up phase till date, involving the project implementers and other stakeholders.
- Assessment of the current status of implementation and progress towards achievement of expected results
- Analysis of progress made, and results achieved so far in terms of gender equality, especially with regards to the project's original Gender and Equality Strategy (GES) as well as Canada's Feminist International Assistance Policy (FIAP)
- Assessment of the relationship and level of coordination between the various groups of stakeholders- i.e. producer co-ops (and associations), private sector entities, government and financial institutions.
- An in-depth look into 'expectation vs reality' from the perspective of the target participants. This includes but is not limited to expectations of change that participants had and still have from project supported interventions versus the actual observable changes at individual, household and community level as a result of the interventions.
- Examination of the 'integrated co-operative model' approach (production, access to finance, marketing) undertaken by the project in order to achieve project outcomes
- Assessment of the socio-economic impact so far of co-ops on the lives and livelihoods of community members
- Review of project delivery strategies/methods across the four countries



- Gaining insight into lessons learnt, identifying innovation within the project and potential areas of scale up
- Review of CDF's methodology/process of selecting local implementing partners and ensuring that they are able to implement projects

### **Methodology**

The evaluation will be based on the findings from field visits and interviews with project participants and all relevant stakeholders. This will be supported by findings from the existing project documents, including but not limited to the semi-annual and annual reports.

The study is expected to employ a variety of data collection and analysis techniques for both quantitative and qualitative data in order to meet the evaluation objectives. This includes but is not limited to surveys, focus group discussions and key informant interviews.

### **Consultant Responsibilities:**

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

#### **a) 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.
- 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 Ottawa based team and the local consultants
  - 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 midterm will be utilized.
- Conduct online meetings with the local evaluators to introduce and explain evaluation specifics and approaches.

#### **b) Data Collection Phase**

*(Note: The consultant will not be expected to be travel to the various project sites for the sake of efficiency and time management. The whole process is to be managed remotely)*

- Co-ordinate with local evaluators throughout their data collection cycle and conduct online meetings on a regular basis.

- 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 as needed in real time
- Review data collected and analysed by local evaluators and follow up as required

### c) 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 by means 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
- Present final findings and recommendations to CDF Canada and GAC

### Proposed Timeline and Key Deliverables

It is estimated that the evaluation should take **no more than** 40 working days, spread over the course of 3 months (Dec 2018 to Feb 2019). Below is a tentative schedule for the consultancy:

Activity/Deliverable	Number of Days
Desk study	3
Prepare inception report including scope of work, TOR for local consultants, final methodology and desk review analysis.	4
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	2
Oversee (remotely) the process of data collection and analyses in the four countries.	14
Prepare Draft Evaluation Report	7
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 and GAC	1



### **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.
- Demonstrated experience applying a gender-sensitive approach to research.
- 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.
- Membership in the Canadian Evaluation Society.

### **Compensation**

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

### **Submissions**

Please submit the following documents to [apply@cdfcanada.coop](mailto:apply@cdfcanada.coop) no later than **4:00 p.m. EST on Friday December 14<sup>th</sup>, 2018**, including the position title (“Mid-term Evaluation Consultant”) 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<sup>1</sup>), consultant profile and capacity, statement of experience, and initial work plan and delivery timeframes (no more than 5 pages)

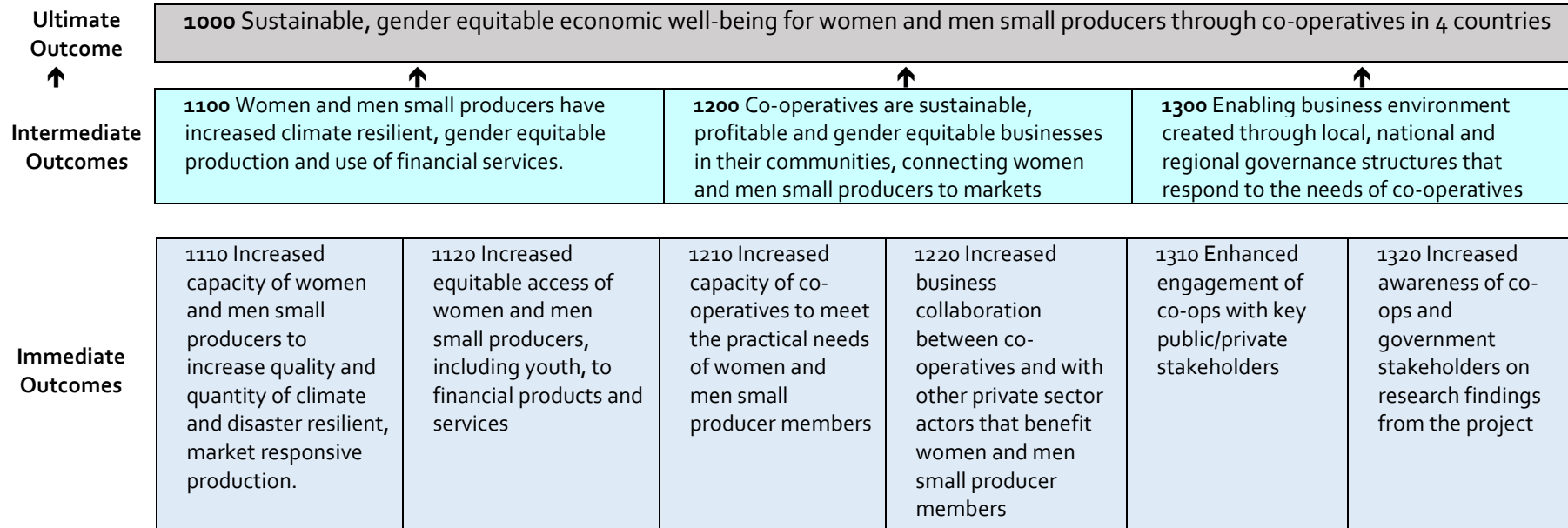
***All applicants are thanked for their interest in CDF Canada; however, only those selected for an interview will be contacted.*** CDF Canada is an inclusive employer. If selected for an interview, please advise if you require accommodation during the interview process and we will work with you to meet your accessibility needs.

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<sup>1</sup> 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</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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