

Mid-Term Evaluation of the Maternal, Newborn and Child Health (MNCH)  
Project

**PROMoting Maternal, Newborn, Infant and Child Sustainable  
Health Efforts – PROMISE project**

Implemented by a consortium of Canadian NGOs in Ghana, Malawi and Rwanda, funded by  
Government of Canada (Global Affairs Canada)

## Terms of Reference

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### Summary

The scope of this consultancy is to conduct the mid-term evaluation and to provide the evaluation report for the PROMISE – PROMoting maternal newborn, infant and child sustainable health efforts - project implemented in Ghana, Malawi and Rwanda by a consortium of Canadian NGOs and funded by the Global Affairs Canada (GAC) in 2016. The mid-term evaluation will utilize participatory methods to assess the achievements of the project versus the targeted results, assess gender equality performance, identify gaps, opportunities and best practices in project planning, implementation and impact to positively influence the remaining period of project implementation.

**Timeframe:** February 18, 2018 – May 1, 2018 (estimated consultancy days: 43 days)

**Maximum budget:** \$20,000 CAD

**Consultancy and Reporting Language:** English

**Application Submission:** Electronically by email, before **February 14<sup>th</sup>, 2018**

**Initial meeting:** Around February 15, 2018 - Online meeting

### Background Information

#### Project Description & Expected Outcomes

The “PROMISE” – PROMoting Maternal, newborn Infant and Child Sustainable Health Efforts, project is supported by the Government of Canada via its Partnerships for Strengthening Maternal, Newborn and Child Health (PS-MNCH) initiative. Implemented by a consortium of Canadian partners; Christian Children Fund of Canada (CCFC), Adventist Development and Relief Agency (ADRA) and Emmanuel International of Canada (EIC), PROMISE aims to reduce preventable child and maternal morbidity and mortality by improving the delivery and utilization of essential health services and increasing consumption of nutritious food and supplements for about 52,668 direct and 108,201 indirect beneficiaries, mainly pregnant women, mothers, and children under the age of 5 - with special attention to the first 1000 days of life. The project is being implemented in three countries in Africa (Ghana, Malawi and Rwanda). Overall, PROMISE seeks to contribute to a reduction in maternal and child mortality through an integrated focus on three (3) intermediate outcomes: *improved delivery of*

*essential health services to mothers, pregnant women, newborns and children under five (U-5); improved utilization of essential health services by mothers, pregnant women, newborns and U-5; and increased consumption of nutritious foods and supplements by mothers, pregnant women, newborns and U-5.* In total, the project has twelve (12) outcome indicators.

### **Project Location(s)**

The PROMISE project is implemented in three Sub-Saharan African countries with several common characteristics including high maternal mortality (MMR) and Under-five mortality rates (U-5MR) as follows: Ghana (380), Malawi (510), and Rwanda (320) per 100,000 live births; under-five mortality rates (U-5MR) are 78, 68, and 52 per 1000 live births respectively<sup>[1]</sup>; undernutrition indicated through stunting rates are 23%, 48% and 44% respectively. The three countries also struggle with deadly childhood illnesses including malaria, pneumonia, diarrhea, acute respiratory infections (ARI) and intestinal parasites; all preventable common causes of maternal mortality including hemorrhage, unsafe abortions, sepsis, and obstructed labour, are mostly attributed to unskilled delivery and inadequate health facilities. Target areas have higher rates from the national census e.g. stunting rate in targeted area in Ghana is 37% compared to national average of 23%<sup>[2]</sup>. Common contributing factors across each country, include: low knowledge on prevention, delays in seeking early treatment, poor hygiene and sanitation practices and traditional cultural practices. Key impediments in health delivery include low capacity of skilled workers, poor infrastructure, weak referral systems and lack of transport. Besides the above-mentioned factors, gender inequities were identified such as fewer women with opportunities in decision making processes both at home, in the community and have less access to property and are thus less secure than their male counterparts. The project is implemented in three (3) districts in the Northern Region of Ghana, one district in south eastern part of Malawi and one district in Eastern Rwanda.

## **Purpose of the Consultancy**

1. Conduct Mid-Term evaluation of the PROMISE Project, based on the GAC (Global Affairs Canada) methodology for evaluations, to measure and report on performance to date, allowing for adjustments and refinements during continuing implementation through the following factors:
  - a. Gender Equality and Empowerment of women and girls (the consultant will provide answers to key questions related to the Gender aspect of the PROMISE Project through the [FIAP](#) lens).
  - b. Achievement of Results
  - c. Cost–Effectiveness of Results
  - d. Relevance of Results
  - e. Sustainability of Results
  - f. Governance, Human Rights and Environment

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<sup>[1]</sup> <http://data.unicef.org/>

<sup>[2]</sup> [http://www.unicef.org/ghana/about\\_7587.html](http://www.unicef.org/ghana/about_7587.html)

2. Share preliminary findings & recommendations with project teams in each respective country through engaging, hands-on session and share findings & recommendations with Project Management including through interactive online or in person session (e.g. webinar).
3. Submit final Mid-term Evaluation Report covering all above.

## Evaluation Timeframe

Activity	Timeframe	Maximum length	Location
Initial meeting	around February 15, 2018	0.5 day	Online (Skype or Zoom conference)
Documents review (Project Proposals, Reports, Gender Analysis, Gender Strategy, etc.)	Feb 18 - March 10, 2018	5 days	Office work
Evaluation plan and framework	Feb 18 – Mar 1, 2018	2.5 days	Office work
Review of Preliminary Results of Mid-Term Survey (baseline and mid-term results of household surveys and FGDs will be provided by Salanga) **	Mar 1 – Mar 15, 2018	3 days	Office work
Preparation for the field trip (including arranging logistics with implementation teams)	Mar 1 – Mar 15, 2018	1 day	Office work
Field Trip to Rwanda + In-country Findings Sharing Session	Mar 15 – Mar 30, 2018	7 days	Field Work, Rwanda
Field Trip to Malawi + In-country Findings Sharing Session	Mar 30 – April 10, 2018	7 days	Field Work, Malawi
Field Trip to Ghana + In-country Findings Sharing Session	Apr 10 – Apr 20, 2018	7 days	Field Work, Ghana
First draft of evaluation report	April 26, 2018	7 days	Office Work
Evaluation report finalization	May 10, 2018	2 days	Office work
Feedback online session	After May 10, 2018	1 day	Office work
<b>TOTAL CONSULTANCY DAYS</b>		<b>43 days</b>	

Please note that dates are only rough estimation. Consultant can re-allocate dates within the consultancy as needed. However, maximum total number of consultancy days is 43 and the field trips should be in minimum duration of 7 days and maximum 10 days.

\*\* Mid-Term survey data will be collected by -consortium partner implementation teams in the three countries using smart phones (same methodology was used in the baseline survey and access to [Kinaki](#) – tool for data analysis and reporting with all data and indicators results already calculated will be also provided to the consultant). After finalization (around the middle of March 2018, consultant will also have access to the finalized mid-term PMF (Performance Measurement Framework) reports.

## Overview and Methodology

The evaluation, including reviewing impact achieved so far must be carried out according to the CIDA Evaluation Guidelines (attached), considering the following evaluation criteria: (Data should be sex-disaggregated, where applicable).

### A. Gender Equality and Empowerment of women and girls

Measures the extent to which the project has so far achieved or aims to achieve results related to GE. Also focuses on the aspect of how project responded to findings from Gender Analysis and whether commitments to GE are effectively implemented or adopted by the implementation team.

#### **Key questions (Mid-term evaluation may focus on all below listed questions or questions selected by Implementing partners in discussion with the evaluator):**

- To what extent has the project 1). Advanced women's equal participation with men as decision-makers, 2). Promoted the rights of women and girls, and 3). Increased women's access to and control over development resources and benefits?
- What are the unanticipated effects of the project on women, men, girls and boys?
- How does the results achieved for women and girls compare to those achieved for men and boys?
- To what extent did the project contribute to the building of capacities to support GE in the recipient countries?
- Was there adequate understanding and acceptance of the need to promote GE among stakeholders? What more could the project do to increase the stakeholder commitment to gender equality?
- Is the relationship between costs and GE results reasonable; do more cost-effective models exist to achieve the same results?
- To what extent are the GE results likely to endure after GAC's involvement in the project ends? What factors in the project's context present the greatest risks to sustainability?
- Were efforts made to ensure equal representation by women and men at all levels of project management and technical assistance delivery? How did the participation of women in project management affect GE results?
- Did monitoring adequately measure progress in achieving GE results? How did the absence/inclusion of gender expertise in project management affect GE results?
- To what extent are the GE results consistent with the positions/ commitments of the partner country with regard to CEDAW, National Action Plan on GE, etc.?
- How has the project implemented the guiding principles of GAC's approach to gender equality to achieve GE results?
- To what extent does the GE results align with the GE priorities of key partners/ Stakeholders in recipient countries (e.g. regional/ Local organizations/ women rights organizations)?
- To what extent does the project support the efforts of partners and other bodies promoting GE in this country?
- How has the GE results contributed to the overall results of the project?
- To what extent are female and male stakeholders satisfied with the GE results?

- To what extent has the project improved the capacity of stakeholders to promote GE?
- Were risks associated with GE and gender-based constraints adequately monitored?

#### **B. Achievement of Results**

Measures the extent to which the project has so far achieved its intended results and outcomes.

##### **Key questions:**

- To what extent the results and outcomes have been to date achieved in each country?
- What factors positively / negatively influenced achievement of results? How the negatives could be overcome in future implementation?
- In general, what are lessons learned (what activities/approaches/strategies worked well, what did not work so well)?
- Is it expected that the ultimate impact through its outcomes and outputs will be achieved? Is the project in each country on a good track?

#### **C. Cost Effectiveness**

The aim is to identify and document practices where cost-effectiveness was either a significant issue or an inspiration (significantly positive or negative effects of costs effectiveness during implementation).

##### **Key questions:**

- How the costs of key results incurred compare to what was budgeted, and the reasons for any significant variance, including quantification of any savings.
- Informal comparison of the overall impact and the used resources per activities / outcomes.

#### **D. Relevance and Appropriateness**

Focuses on how relevant is the initiative in the local and global context.

##### **Key Questions:**

- How important/ relevant are project goals and achievements in addressing needs of target population, individuals and groups?
- Is the project reflecting to needs declared by the local governments and authorities?
- Are the project's activities and outputs consistent with national policies and local context?
- To what extent has the design and implementation of the project been appropriate (culturally, financially, timely...)?
- Is there a mechanism in place, how the initiative can adjust to ever-changing environment and needs?
- Is the project covering equally target area and population?

#### **E. Sustainability and Partnership**

The analysis of sustainability is twofold; whether the project results (already achieved) are likely to continue beyond the lifetime of the initiative or whether the implementation team has in place clear exit strategy for sustainability of results, especially building on partnerships and governance.

**Key questions:**

- What level of coordination (and ownership) was achieved at the local and national level with different partners, stakeholders and beneficiaries and how? How did this coordination impact on project implementation?
- To what extent will activities, results and effects be expected to continue after donor intervention has ended? What factors have influenced this?
- What can be done to minimize risks and maximize potential opportunities for sustainability of the project results and how likely is their occurrence?
- How actively did local country partners, recipients and beneficiaries (including women) participate in project/program design, implementation and monitoring/evaluation?

#### **F. Governance, Human Rights and Environment**

Governance focuses on integration of project design, implementation and results in governing bodies of national and local governments, associations, NGOs, Private sector as well as beneficiary groups. The Human rights aspect is focusing on whether all population groups or individuals have the same opportunity to participate in the project activities or to benefit from project results and whether the project doesn't violate human rights or dignity. Environmental aspect focuses on how project responds to environmental impact (positive or negative) identified in environmental assessment or preliminary screening.

**Key questions:**

- How has the selection of and partnership and relationships with other key stakeholders influenced the implementation and achievement of the expected results of the project?
- To what extent has the project been successful in identifying, selecting and targeting the most at-risk population and providing same opportunities to all relevant groups of people or individuals?
- Were effective monitoring and reporting systems for internal and external environmental risks in place and if yes, were they effective?

#### **G. Appropriateness of Resource Utilization**

The aim is to identify if suitable human, financial and physical resources are used well.

- Is there a good match between needs and knowledge, expertise and personal skills of all major project participants?

- What support in terms of human, financial and physical resources is sought after by the project team that would contribute to achievement of intended results?
- Are sound financial management procedures and contracting policies in place?

#### H. Informed and Timely Action

Measures the extent to which changes in programming were applied as a respond to adequate and timely information.

- To what extent are set monitoring and reporting systems effective to identify and manage risks and opportunities?
- How strong and effective are the networks to identify trends in the project/program environment?

Consultant will propose adequate methodology to respond to this evaluation; however, all data collected and reported on must be sex and age disaggregated. Consultant is required to propose at least preliminary methodology for this consultancy within the consultancy proposal.

Consultant is required to utilize participatory methods that provides for the equal participation of female and male stakeholders (with attention to diverse factors, such as sex, age, group ethnicity, socioeconomic group etc.). As resources are constrained, consultant may propose innovative ways of data gathering and analysis.

The project is using RBM approach, defined by Global Affairs Canada (GAC), key documents such as Logic Model (LM), Performance Measurement Framework (PMF) and Risk Register will be provided to the Consultant, including access to data and results from the baseline and mid-term data collections (household surveys + focus group discussions) conducted by the implementation team. Also, the PROMISE Project utilizes Kinaki – tool for efficient data analysis and reporting. Access to Kinaki, containing data from the Baseline and Mid-Term surveys so far conducted will be provided to the consultant during the consultancy period.

## Deliverables

1. Evaluation plan and evaluation framework (English)
2. Detailed itinerary for the field visits (English)
3. Preliminary findings sharing with each country implementation team during field visits (English)
4. First draft of Evaluation report (English)
5. Finalized Evaluation report\* (English)
6. Feedback online session (English, online)

\*Finalized evaluation report should include: Visual Executive Summary covering all 3 countries (maximum 4 pages), and all following *per country*: Executive Summary, summary of recommendations, context, methodology and limitations, findings\*\*, conclusions, lessons learned (what worked well? what did not work so well?) and recommendations. Annexes should include a

copy of the TOR, cited resources or bibliography, a list of those interviewed and any other relevant materials.

\*\*The Findings section of the Evaluation Report must be organized as per the agreed evaluation framework. The evaluation framework should be organized as per the Overview and Methodology section above. Each question from the evaluation framework must be addressed separately.

## Participation of Stakeholders in the Evaluation

- **Evaluator** – the Consultant (individual or a team, detailed role described by this TOR) – responsible for the overall evaluation, leads the evaluation process, creates the evaluation framework and evaluation reports. In the case of an evaluation team, there must be gender balance on the team (50% female and 50% male).
- **M&E Project Manager from Salanga** (provides briefing, advisory and may or may not accompany the Evaluator for the field trip(s)).
- **Senior M&E Officer & PROMISE Project Manager from ADRA Canada** (provides key project documents for preliminary review, can be used as an information source).
- **Implementation team** at each country – will organize the field trips in cooperation with the Consultant, who will serve as the information source and will organize meetings with beneficiaries, as previously agreed on within submitted methodology and framework submitted by the Consultant as a part of this TOR).

## Requirements for the Consultant

The evaluation consultant shall fulfill the following requirements:

### Essential Requirements

- Substantial professional experience in the field of project evaluations, especially participatory evaluations.
- Gender equality expertise.
- Excellent spoken and written English.
- Proven research, analytical, organizational and communication skills, knowledge of management practices of development organizations, team management and cultural sensitivity, organization development and linkages.
- Candidate must be available in the given time frame.
- Consultancy fee within indicated budget

### Supplementary Requirements

- Familiarity with GAC's established policies, principles, practices, mandate, and priorities
- Good understanding of maternal-child health and nutrition interventions.
- Significant experience in monitoring and evaluation of large scale projects.
- Proven working experience in Project Cycle Management, ideally in RBM.
- Ideally the evaluation consultant should have sound knowledge of the technical aspects of maternal-child health or permaculture kitchen gardening.
- Experience with the culture/context of one or all the targeted countries – Rwanda, Ghana, and Malawi.



Alternatively, the evaluation can be carried out by a team. However, in such a case, the indicative budget is still applicable as a maximum amount for the team.

## Indicative Budget

Maximum daily consultancy rate is \$460 CAD (approximately 300 EUR) for 43 days, totalling to \$19,780 CAD, inclusive of all taxes and fees.

The Consultant will be provided / reimbursed with return tickets to each country + local transportation and accommodation. Please note that reimbursable costs must be approved prior purchase by Salanga and documented by tax receipts. All other costs and logistic expenses (e.g. visas, vaccination, insurance, meals etc.) must be covered by the consultancy fee.

## Application Submission

Interested candidates should submit their application for this consultancy to Jakub Nemeč ([nemec@salanga.org](mailto:nemec@salanga.org)) before the submission deadline on February 14<sup>th</sup>, 2018, 17:00 GMT.

Salanga reserves the rights to contact only selected or shortlisted candidate(s).

The application package of interested candidates should include:

- Professional portfolio of previous work relevant to this TOR.
- CV of the Consultant or of all evaluation team members.
- Cover letter or proposal showing fulfilment of essential requirements listed above.
- Budget or a total consultancy fee (excluding the international flights, in-country accommodation and transportation for field trips).
- At least two current and relevant references for similar activities
- Sample of past evaluation report or visuals created

Ideal candidate may also submit a video or an audio recording providing the experience of the individual / team leader.

## Selection Criteria

**All received application will be evaluated based on the following criteria:**

Step 1) Candidate MUST fulfill mandatory requirements

Step 2)

- Candidate's experience in project evaluations - 35%
- Candidate's technical knowledge (maternal-child health / nutrition / food security / gender equality) - 25%
- Proposed price – 20%

Step 3)



Online interviews with 1- 3 shortlisted candidates (based on results in above steps) - 20%