1. Background

STAR-Ghana Phase 2 (referred to as ‘STAR Ghana 2’) is a £21.1 million multi-donor funding arrangement consisting of funds from DFID, DANIDA and the EU. It is managed by a consortium led by Christian Aid, and the consultancy is commissioned by Christian Aid. The programme’s ultimate objective is to contribute to a well-informed and active civil society, able to contribute to transformational change around key challenges of poverty, inequality and inclusion for all citizens.

The impact that the programme aims to contribute to increase the effectiveness of citizen influencing change that advances democracy, accountability and social inclusion through Civil Society Organisations (CSOs).

The first years of the contract were direct implementation by Christian Aid (CA), and then the establishment of an independent entity (STAR Ghana Foundation – referred to as SGF) that would continue to deliver STAR Ghana’s objectives after the DFID programme ends in October 2020. For the final year of the programme CA has moved to a more advisory role as the SGF establishes itself.

STAR-Ghana therefore has a dual focus to:

- Catalyse the efforts of citizens towards systematic change on specific issues through its 3CLs strategy – Convene, Catalyse, Coordinate and Learn; and
- Work towards the creation of a Ghanaian run corporate body to sustain support beyond the programme.

Christian Aid took over management of STAR Ghana 2 in 2015, but the programme built on the successful STAR Ghana Phase 1 which operated for 5 years before that. Civil Society in Ghana enjoys a wide range of civil liberties including freedom of expression and association and rule of law. The Government engages with CSOs and demonstrates some level of accountability. However, CSOs’ ability to influence policy generally remains low. CSOs in Ghana are competitive (around access to funds), lack capacity and are ineffective. Over the past decade, STAR-Ghana (through both phases) has been catalysing citizens’ collective actions towards systemic change through grant making. STAR Ghana 2 in addition to grant making is brokering spaces for CSOs to engage duty bearers on salient issues at both national and local levels. It is envisaged that the STAR Ghana Foundation will sustain this role as a “centre for active citizenship, civil society and philanthropy”. The emphasis in phase 2 was on
developing SGF and an increased focus on active citizenry. This worked itself out through the "3C & L" strategy of Convening, Catalysing, Coordinating and Learning.

It is hoped that the SGF receives an accountable grant from DFID by October 2020, and the activities will continue at least another year with DFID funding. As such, there will not be a DFID Project Completion Review (PCR) for the period through to October 2020 of the contract. That will cover the period through to October 2021. This evaluation will however be used to feed into that review.

This Terms of Reference, therefore, defines the scope of the final evaluation of STAR Ghana 2. The outcome of the evaluation should both inform the final DFID PCR as noted above and build in key lessons and recommendations for SGF to take forward.

2. Objectives of the assignment

2.1. Overall objective

The overall objective of this assignment is dual:

(1) Evaluate the STAR Ghana 2 programme and its contribution to increasing the effectiveness of citizens influencing change that advances democracy, accountability and social inclusion through CSOs, and

(2) Evaluate and support the sustainability of the STAR Ghana Foundation and its forward-looking strategy.

2.2. Specific objectives

This dual overall objective can be broken down into 10 key specific objectives:

1. Evaluate the programme against its set logframe (outcomes, outputs),
2. Evaluate the programme against 8 key evaluation criteria: relevance, coherence, effectiveness, efficiency, GESI1, value for money, impact and sustainability,
3. Identify outcomes2 that the programme contributed toward and analyse its contribution. This includes identifying expected and unexpected outcomes (positive and / or negative),
4. Assess the state actors’ (Parliament3, Ministries) involvement in the STAR Ghana 2 programme and how this involvement contributed to achieving better outcomes,
5. Assess the effectiveness of the programme’s Theory of Change focussing on the programme’s strategies including: GESI strategy, 3Cs & L approach, Value of Money strategy, Monitoring, Evaluation and Learning strategy,
6. Develop a MEL strategy and guidance for the SGF moving forward,
7. Assess and define the USP (Unique Selling Point) of STAR Ghana,
8. Assess the extent to which the approach of setting up an independent entity to sustain a programme has proven effective.

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1 Gender Equality and Social Inclusion
2 Use definition of Outcome Harvesting. ‘Outcome’= a change in behaviour (policy, action, relationship, activity, etc.) of a societal actor that the programme contributed to.
3 A consultant is currently doing a review of the Parliament work. The Final Evaluation consultancy team can liaise with this person and the programme staff to assess the parliament work.
• Assess the added-value of using a programme structure to set up an independent entity,
• Comment on the sustainability of the SGF and its forward-looking strategy.

As a result, it is expected that the consultants provide learning and recommendations to the different audiences as presented below.

3. Audience

The findings will be shared internally in Christian Aid, in the STAR-Ghana Foundation (presentation to the SGF General Council), with DFID – as the programme’s donor funding for the evaluation, the other programme’s donors (EU, DANIDA) and actors involved in the programmes (CSOs, State actors). In addition, extracts from the report will be used for external communication with key stakeholders and other potential donors.

As each audience for the report has different needs, the consultants will be required to prepare a brief of key findings and recommendation for each type of audience with specific learning and recommendations.

<table>
<thead>
<tr>
<th>Key learning or recommendation expected</th>
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<tbody>
<tr>
<td><strong>STAR-Ghana Foundation</strong></td>
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<td><strong>Christian Aid</strong></td>
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<td><strong>DFID</strong></td>
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<tr>
<td><strong>Civil Society Organisations</strong></td>
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<td></td>
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<tr>
<td><strong>Citizens</strong></td>
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<td><strong>State actors</strong></td>
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<td></td>
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<tr>
<td><strong>External actors</strong></td>
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</tbody>
</table>

TOR _ End of STAR-Ghana Programme Evaluation – July 2020
| Donors / Potential donors | Demonstration of the achievements and added-value of STAR-Ghana (programme and Foundation) – especially on the grant calls (anti-corruption, local governance, elections, GESI) |

### 4. Definition of the key criteria

The definition of the key evaluation criteria through evaluation questions aims to cover all sub-objectives mentioned earlier. The consultants will be expected to review these evaluation questions and adjust them as see fit.

#### Evaluation questions

| Relevance | To which extent was the programme’s relevant to the country needs and priorities, to the sectorial needs and to the need of other actors in Ghana? |
| Coherence | To which extent is the programme’s compatible (adding value, but also completing and working in collaboration) with other actors’ interventions in the country? |
| Effectiveness | To which extent has the STAR Ghana 2 programme achieved its intended results as set in the programme logframe? |
| | What outcomes\(^5\) (intended or unintended, positive or negative) have the contributed to (this should cover outcomes achieved through the grant calls, the STAR Ghana joint initiatives and working with key state actors)? How has the STAR Ghana 2 programme contributed to these outcomes? |
| | What is the relative effectiveness of the STAR Ghana 2 Theory of Change (ToC)? To what extent did the assumptions made in the ToC prove to be true? |
| | What is the relative effectiveness of the STAR Ghana 3C & L strategy (with a focus on the Convener strategy)? |
| GESI | To which extent has the GESI strategy contributed to GESI mainstreaming at all level (grant partners, STAR-Ghana team, but also in the outcomes achieved externally)? |
| Efficiency | How did the programme team enable a good delivery of the interventions within its timeframe and resources? |
| | To which extent were the Monitoring and Evaluation strategy and practices effective in demonstrating the programme’s progress and achievements? |
| | To which extent setting up the Foundation through the STAR-Ghana programme’s intervention has added value to the Foundation’s structure? |

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\(^4\) In the remit of the objectives of the evaluation as defined in this TOR, but with the possibility to go further if seen relevant.

\(^5\) As defined by the Outcome Harvesting methodology.
### Evaluation questions

<table>
<thead>
<tr>
<th>Category</th>
<th>Question</th>
</tr>
</thead>
<tbody>
<tr>
<td>Value for Money</td>
<td>To which extent did the programme’s VFM strategy enable the programme to achieve good VFM?</td>
</tr>
<tr>
<td>Impact</td>
<td>To which extent has the programme achieved or contributed to achieving impact (longer term changes) for Ghanaian citizens?</td>
</tr>
<tr>
<td>Sustainability</td>
<td>To which extent are the outcomes that the programme contributed toward sustainable?</td>
</tr>
<tr>
<td></td>
<td>To which extent was setting up an independent entity the best option to sustain STAR Ghana’s mission and impact?</td>
</tr>
<tr>
<td></td>
<td>To which extent is the STAR Ghana Foundation and its forward-looking strategy sustainable?</td>
</tr>
</tbody>
</table>

### 5. Methodology

It is expected that the consultants conduct an **Outcome Harvesting** evaluation to assess the outcomes that the programme contributed to, along with **Key Informant Interviews** with key actors to verify the outcomes identified, but also to assess the other criteria and evaluation questions defined in this TOR. In addition, the consultants will conduct some **case studies of grant programmes** and provide some **citizens impact stories** that would provide more depth to the findings.

The consultants will need to inform the STAR Ghana team about how they manage the restrictions caused by the Covid19 pandemic (including avoiding risks of spreading and reputational risks).

#### Methodologies

<table>
<thead>
<tr>
<th>Methodology</th>
<th>Description</th>
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</table>
| Desk review                  | The consultants will conduct a thorough desk review to familiarise themselves with the programme and the foundation and to identify the outcomes achieved by the programme (at all levels). The desk review will enable the consultants to select 6 to 8 grant programmes or STAR Ghana initiatives to do a case study on.  
  
  Documents for the desk review will be shared at the start of the consultancy by the programme’s team and will include (but not limited to): programme proposal (STAR2), programme logframe, programme TOC, DFID Annual Reviews, learning reviews and any learning documents, GESI synthesis report, Independent reviews, call evaluations, stakeholder survey reports, grants monitoring reports, donors reports, STAR-Ghana’s transition plan, DANIDA evaluation, EU evaluation, DFID ICAI evaluation, etc. |
| Key Informant (Semi-structured) Interviews | KIIIs should be conducted with the donors, programme’s staff, Foundation’s Governing Council members, but also with grant partners (CSOs) including GESI groups and constituents and  
Note that the Perception survey for the ongoing year will happen simultaneously to this evaluation. |
Methodologies

<table>
<thead>
<tr>
<th>Methodology</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>external stakeholders, including representations of government and the private sector. A list of some KI can be provided by the STAR-Ghana team but will be completed by the consultants based on the desk review.</td>
<td></td>
</tr>
<tr>
<td>Outcome Harvesting⁷</td>
<td>As mentioned before, the consultants will base the harvest of outcomes on the desk review as well as on KIIs to identify all the outcomes achieved by the programme. Follow up discussions will be held with key programme’s stakeholders and external stakeholders to verify and substantiate the outcomes.</td>
</tr>
<tr>
<td>Grant programme case studies</td>
<td>The consultants will select 6 to 8 grant programmes or STAR Ghana 2 initiatives to conduct a case study on. It is expected that these case studies cover National and Sub-national level outcomes.</td>
</tr>
<tr>
<td>Citizens impact stories</td>
<td>The overall impact of the programme is about increasing the effectiveness of citizens to influence change. The consultants will conduct about 10 citizens impact stories demonstrating early evidence of the impact of the programme.</td>
</tr>
</tbody>
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⁷ More details on Outcome Harvesting can be found here.

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6. Implementation plan

The consultants will be expected to deliver the final evaluation of the STAR Ghana 2 programme following the below steps:

Step 1: Inception Phase

During the inception phase, the consultants will be expected to review their proposal based on a light touch desk review. The consultants will also be drafting a first version of the tools that will be used for the evaluation. During an inception meeting with the programme’s team, the consultants will present their work to ensure that their understanding and plan for the assignment is satisfactory and to assess further expectations from the programme’s team.

Step 2: Desk review

During the desk review, the consultants will start assessing the programme but also start identifying outcomes to explore and analyse further through the Outcome Harvesting Methodology. Based on the desk review, the consultants are expected to have a list of outcomes to verify as well as to have the final version of the tools that will be used for the primary data collection.

Step 3: Primary data collection

The primary data collection consists in conducting the Key Informant (semi-structured) interviews to assess the different evaluation questions and verify / substantiate outcomes, collect additional information required for the case studies and collect the citizens impact stories. Note that given the Covid19 restriction the data collection

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TOR _ End of STAR-Ghana Programme Evaluation – July 2020
might need to be conducted remotely. It will be important that the consultants seek approval of the programme’s team if the data collection is to be face-to-face.

**Step 4: Data analysis and report writing**

During this step, the consultants will analyse the programme against the evaluation questions set at the start of the assignment to ensure that the report is concise and responds to the questions identified by the programme’s team.

**Step 5: Sharing the findings**

In the sector, many reports end up sitting on a shelf and the STAR-Ghana team is committed to ensuring that this doesn’t happen for this evaluation. The consultants are therefore required to provide different briefs for the different audience that would be interested by this evaluation. In addition, the consultants will organise a workshop with the programme’s team and key stakeholders to share the evaluation findings and their recommendations.

7. **Deliverables**

The deliverables of this consultancy are the following:

**Inception report**

The consultancy team will be expected to provide an evaluation report including at least: the methodology for the evaluation, the evaluation matrix to assess the findings, a first draft of the tool and a final timeline. The consultants will present their plan to the programme’s team during the inception meeting and seek for additional inputs.

**Final evaluation Report**

The final evaluation report should be 40 pages max (excluding annexes) and include:

- Detailed executive summary
- Introduction
- Detailed evidence for conclusions
- Description of the methodology
  
  The findings should include sound evidence for conclusions as well as adequate evidence to feed into DFID Annual review and PCR template
- Conclusions
- Recommendations going forward
- Annexes – should include a 2-pager per audience type with the key findings, learnings and recommendations that would be relevant for them.

**MEL policies and guidance for the STAR Ghana Foundation**

Based on the learning and findings from review the STAR Ghana 2 MEL strategy, the consultants will develop the SGF MEL strategy that should include at least: a MEL Policy, a MEL framework document and key recommendations to implement them.
Power Point presentation of the findings

The consultants will organise and facilitate a presentation of the findings for which they would invite the STAR-Ghana team and other key relevant stakeholders.

8. Ethics considerations

Christian Aid has a Safeguarding Framework that includes Staff Code of Conduct and a Child Protection Policy which have been developed to ensure the maximum protection of programme participants and to clarify the responsibilities of CA staff, visitors to the programme and partner organization, and the standards of behaviour expected of them. We have the responsibility to ensure that any persons hired, used or consulted during the process are made familiar with the policies and commit to abide by them during execution of this work.

Any consultants offered a contract with Christian Aid will be expected to sign Code of Conduct and Child Protection Policy as an appendix to their contract. By doing so, consultants acknowledge that they have understood the contents of policies and agree to conduct themselves in accordance with the provisions of these two documents.

9. Management arrangements

<table>
<thead>
<tr>
<th>Stakeholders</th>
<th>Roles and Responsibilities (management)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Consultancy team</td>
<td>The consultants are expected to deliver the agreed products in a timely manner. The consultants will report to the Head of Service Contracts, Christian Aid and liaise closely with STAR-Ghana Foundation’s Snr. M&amp;E Manager, Frank Amoateng on day to day issues and with Christian Aid’s M&amp;E Advisor, Tiphaine Valois (member of the consultancy’s panel)</td>
</tr>
</tbody>
</table>
| Head of Service Contract (CA) | Mark Vyner  
Overall responsibility to ensure the consultancy is delivered on time and to required standards. This will involve facilitating the project and overall management of the consultants. Close working with key stakeholders including the Executive Director of STAR-Ghana Foundation |
| STAR-Ghana focal point      | Will ensure communication with the consultancy team  
Will share the relevant documents in a timely manner  
Will share the consultants’ work with a panel which will be in charge of providing feedback.  
Will communicate the progress of the consultancy with the STAR-Ghana Foundation Governing Council as well as the key findings from the consultancy.  
Star Ghana Programme Director will be a key stakeholder. |
Stakeholders | Roles and Responsibilities (management)
---|---
Consultancy’s panel | Will provide feedback in a timely manner to ensure that the consultants can complete the work according to the timeline approved for the duration of the consultancy.
STAR-Ghana Foundation Governing Council | Key stakeholder of the consultancy. Will provide feedback on specific piece of work and key learnings and will jointly approve (sign off) the final version of the deliverables along with Christian Aid.

10. Consultancy team profile

The STAR Ghana team is seeking for a team of consultants who must be presenting the skills below:

- At least 10 years of experience working in International Development or any field related to the programme (if a team, this will only be required from the team lead),
- Strong experience in conducting evaluation/assessments of complex multi-donor (or multi-thematic) programmes / experience in evaluating grant-making programmes,
- Proven experience in using the outcome harvesting methodology for complex programme’s evaluation,
- Strong experience in developing MEL framework for complex programmes,
- Proven experience of organisational development and strategic planning,
- Sound methodological and research skills,
- Extensive understanding of the Ghanaian context,
- Good knowledge, understanding and experience in governance work (including citizen-based actions), anti-corruption work and inclusion of marginalised groups (GESI),
- Proven communication skills, including analysing complicated information and data to draw out key strategic communication points and messages and present them in an accessible format,
- Ability to identify strong stories, angles or leads for engaging content
- Good planning, organisation and flexibility skills enabling delivery of products in a timely manner,
- Ability to write clearly and concisely in English.

All the above skills are required, and a presentation of the consultancy team should be provided with a clear demonstration of how each team member enables meeting this requirement.

11. Timeline

Given the programme’s timeline, the following deadlines would need to be respected:
<table>
<thead>
<tr>
<th>Task</th>
<th>Deadline</th>
<th>Responsibility</th>
</tr>
</thead>
<tbody>
<tr>
<td>Recruitment of the consultants</td>
<td>By July 24\textsuperscript{th}</td>
<td>STAR-Ghana Foundation</td>
</tr>
<tr>
<td>Inception meeting</td>
<td>By July 24\textsuperscript{th}</td>
<td>Consultants + All</td>
</tr>
<tr>
<td>Evaluation report – Draft 1</td>
<td>By September 18\textsuperscript{th}</td>
<td>Consultants</td>
</tr>
<tr>
<td>Presentation of the findings</td>
<td>By September 25\textsuperscript{th}</td>
<td>STAR-Ghana Foundation</td>
</tr>
<tr>
<td>Comment on the Evaluation report</td>
<td>By September 25\textsuperscript{th}</td>
<td>Consultants + All</td>
</tr>
<tr>
<td>Evaluation report – Final version</td>
<td>By September 30\textsuperscript{th}</td>
<td>Consultants</td>
</tr>
</tbody>
</table>

**12. Application**

All candidates must provide a proposition including:

**About the consultants:**
- CV of the consultants (all team members)
- 3 examples of past similar experience (including at least one Outcome Harvesting evaluation and one evaluation of a governance programme)
- 3 references

**About the consultancy:**
- Technical proposal describing the methodology that will be used and a timeline (max 10 pages),
- Financial proposal detailing the budget needed to achieve this piece of work. The financial proposal must include the consultant’s daily rate and all costs necessary to achieve the consultancy’s objectives

All applications are to be sent to applications@star-ghana.org by the **15/07/2019 midnight**.