



Evaluation of Securing Rural Livelihoods Project in Northern Ghana

Full Report

Oxfam GB Programme Evaluation

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Commissioned by: Oxfam GB West Africa

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EXECUTIVE SUMMARY

1. This document reports on findings of the evaluation of Oxfam GB's: Securing Rural Livelihoods Project launched in 2004/5.
2. The purpose of the evaluation is to review the progress made, assess and provide an opinion on whether objectives were achieved within the allotted time frame, the drawbacks to achieving the objectives and propose a way forward for Oxfam, its partner organizations and beneficiaries.
3. The general conclusion is that the programme has had a positive impact on the lives of peasants in the focal development areas and has set them on the path towards sustainable self reliant poverty reduction. This intervention has resulted in sustainable livelihoods of smallholder food and cash crop producers through increased agricultural production and investment.
4. The methodology adopted by Oxfam is generally good. The use of existing local organisations as partners for the programme is commendable in that it sought to build the capacity of local organisations.
5. Most of the organizational structures and systems of partners are in place. Prior to programme partnership, the human resource base of some partners was low but has now increased by three (Livelihood officer, Gender officer and finance Officer).
6. The programme is contributing to building the capacity of partners and beneficiaries through the provision of training to partner's staff, institutional support through the provision of motor bikes and other equipment and payment of operational costs. Beneficiaries were given training in micro-credit, book keeping and animal traction.
7. Partners are facing certain challenges in the execution of the programme as the project ends. The inability of Oxfam GB to conduct its bi-annual monitoring review and delays in funds disbursement impacted negatively on project activities. In general partners did not have problems complying with the accounting principles and procedures of Oxfam GB.

There exist a gap in the provision of technical backstopping to the partners programmes due to inadequate feedback and the absence of frequent monitoring reviews

8. There has been progress towards the objectives of the programme. The use of bullock traction for farming has increased crop production. Also the use of the multi-functional platform that processes cassava, maize and sorghum has increased the income levels of women engaged in produce processing. The introduction of women farmers to livestock production has empowered women in the beneficiary communities. Tree plantations established in communities will increase afforestation in Northern Ghana
9. Communication between Oxfam GB Accra office and Oxfam GB Tamale office it was found to be inadequate and more directive than consultative. These are usually in the

form of directives which are expected to be implemented with partners by the project team. There is inadequate feedback from the Tamale office to partner organisation on critical programme management decisions and their impact on the project. In the same vein there is no documented evidence on the submission of analytical programme reports from the livelihoods coordinator to the programme development coordinator on challenges encountered in the programme and to facilitate a mutually agreed system or mechanism for addressing those challenges. This leaves a gap which is often filled by speculation which in turn unsettles the partner organizations.

10. Programme inputs such as micro-credit, livestock (small ruminants), new technologies (donkey traction and bullock ploughing), Agro-forestry and afforestation and advocacy/ campaigns contributed to the attainment of programme objectives. However, most of the livestock transferred from outside beneficiary communities could not survive due to the climatic conditions/change. Bullock distribution to beneficiaries was inadequate. There were also complaints about inadequate training given to beneficiaries in bullock ploughing.
11. Project intervention contributed in the increase in organisational assets and the human resource base of the partners. In the medium term it enhanced institutional capacity in project delivery, enhanced monitoring skills. The project capitalised knowledge within the partner organisations and huge capital investment if loans are recovered. In the long term the project intervention enhanced the project management skills of partners, it has increased donor confidence in the partners, and the project has set some partner organisations on the path to achieve growth and maturity and self sustainability.
12. One of the programme objectives was to enhance the economic empowerment of women through access to factors of production such as land, capital, labour, entrepreneurship etc. but the unintended outcome was reduction in domestic violence, more harmonious household relationships,(La'atari and Tanchara focus group), the reduction in rural-urban migration(Dintigi focus group).
13. The programme in one way or the other intended to build the capacity of partners to ensure organisational sustainability but contrary to this, some partners are still very much dependent on donor support. The programme has now created an additional need for partners to have a partnership policy, conflict of interest policy and procurement policy. Some partners will be able to sustain programme since their institutional capacity has been enhanced, institutional assets have expanded, human resource capacity and core competence of organisation has also been enhanced. Efficient management of portfolio should ensure that organisations recover costs in running project activities.
14. With regards to project linkages in operational areas the agro-forestry serves as building materials and feed for the livestock, droppings of livestock as manure for crops and returns on crop production serve as income for household expenses thus reducing poverty.

It is recommended that:

Oxfam

- There should be a higher level OGB staff or similar technical person with appropriate skills set for coordination, programme analysis, agri-business promotion and policy analysis who would be promoting organisational learning across all of Oxfam's work in-country and reporting to the CPM. Also there is a need for a review of skills sets and competencies required for effective front line coordination and technical backstopping to ensure that the requisite analysis is done and fed back to partners whilst at the same time providing head office with the requisite recommendations for future programme direction. A new structure is proposed in this report with the requisite skills set.
- Oxfam should ensure that its partnership principles and tool kits for partnerships assessment are used henceforth to ensure good principles of partnership are maintained. There should be a consistent application of conflict of interest and procurement policy with OGB.
- Oxfam should sign a fixed/time bound MOU's with partners
- Upward and downward flow of information is critical in the management of this project
- There is need to articulate Oxfam's procurement policy and conflict of interest provisions to partners through the livelihoods coordinator to ensure that this is well understood and that there is a whistle blower provision to protect whistle blowers.
- Feedback from Oxfam to partners should be documented and should be tracked for implementation by the livelihoods coordinator. Frontline programme manager requires a more analytical and solution oriented approach.
- Decision making should be institutionalized and not personalized. Decisions should be documented to ensure continuity in spite of high staff turn-over.

Partner organizations

- Partner organizations on their part should have more transparent structures and adopt more modern systems of management for efficiency and sustainability.
- They need to confirm their autonomy and ability to operate beyond external support. Most partners do not have confidence of succeeding after external funding ceases.
- Should diversify their funding base by actively seeking new innovative partnerships outside the scope of Oxfam.
- Should have their own tailor made programmes that are in line with their own vision and mission and collaborate with other partners whose vision and mission coincide with theirs.

ACKNOWLEDGEMENTS

The evaluation team would like to express our sincere appreciation to all projects stakeholders in Ghana who gave up their precious time to meet with us during the fieldwork stage of this assignment, including beneficiaries and non-beneficiaries, partners and non partners.

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LIST OF ACRONYMS

MFP	Multi Functional Platform
NANDIRDEP	Nandom Deanery Rural Integrated Development Programme
ORCADE	Organisation pour le renforcement des Capacites de Developpement
OXFAM GB	Oxfam Great Britain
OXT (Oxfam Tamale)	Oxfam Tamale
PARED	Partners in Rural Empowerment and Development
PARIP	Presby Agric Rural Integrated Programme
PFAG	Peasant Farmers Association of Ghana
RAAP	Rural Aid Action Programme
SFMC	Savanna Farmers Marketing Company
TWN	Third World Network
TrAID	Trade Aid
UER	Upper East Region
UWR	Upper West Region
NR	Northern Region
VDC	Village Development Committee
ZOVFA	Zuuri Organic Vegetable Farmers Association

DESCRIPTION OF MANDATE

1.1 The evaluation of the Securing Rural Livelihoods in Northern Ghana project is an integral part of the end of phase of Oxfam GB intervention in Northern Ghana since the fiscal year 2005 and financial year 2006. The purpose of the evaluation is to review the progress made and to assess and provide an opinion on whether objectives were achieved within the allotted time frame, the drawbacks to achieving the objectives and propose a way forward for Oxfam and its partners and beneficiaries. Specifically this evaluation will seek to:

- Determine the extent to which the Securing Rural Livelihoods project has achieved their intended purpose, goal and objectives over the last two years
- Evaluate the process, systems and procedures put in place including organisational structure and partnership
- Assess key lessons learned, gaps, constraints, challenges and threat that will inform future programme directions
- A team comprising, Lawrence Adams (principal consultant) and Eugene Kwaning, Osman Damba, and Eunice Braimah all of POSDEV, Accra was contracted by Oxfam GB to conduct this evaluation.

1.2 The data collection and information gathering took place from the 10th to 19th January 2008. Comic Relief made specific inputs into the TOR and into the evaluation and was interviewed via teleconference. They also sent responses to specific questions posed through email.

1.3 Findings and recommendations are specific to Securing Rural Livelihoods in Northern Ghana Programme as referred to in Oxfam Documentation as GHAA 44 in this report but some of the features in this report will reappear in a composite report

1. METHODOLOGY

- A team of 4 persons were fielded to carry out the assignment. These persons have considerable experience in rural development, rural people's organizations, institutional development and grassroots mobilization.
- A desk review of project documents, Oxfam proposals to donors, consultants reports as well as partners' reports was conducted
- Interviews were held with Oxfam staff in Accra and in Tamale
- A random sampling method was used in each geographic location to identify project beneficiaries and other respondents for the evaluation. All the partner institutions were involved in the exercise. In one case a village group not selected by the partner organization was interviewed.
- Field assistants were engaged to collect data/information using participatory and informal but in-depth interviews to discern experiences and appreciations of the projects from project partners, beneficiaries and other participating groups. Some structured questions were used in the case of partner organizations. A mix of single informants or small teams of 2-4 persons were interviewed. Information from the desk reviews were supplemented by informal probing and contributions based on prior experiences of the reviewers with other development organizations.
- There were discussions: focus group and individual discussions which involved Oxfam GB staff, their partners and project beneficiaries. There was a review of materials/reports at Oxfam GB field offices and Partner organizations' offices etc
- The ultimate responsibility for the views expressed in this document lies with the consultants. These views are their own judgments based on their assessment of the evidence before them and their own experience and not necessarily represent views of all programme stakeholders.

2.1 TERMS OF REFERENCE

In addition to the general scope of work to be accomplished under the TOR, specific tasks were asked of the consultants in relation to the Securing Rural Livelihoods programme but which answers will be provided in the general findings of the work carried out.

2.2 Limitations of exercise

This evaluation is an assessment based on documents reviewed and responses from stakeholders interviewed. Baseline information on the indicators against which to measure achievement of objectives (cf. PIP: P00165), was made available to the team after the field visits. Also this document does not provide baseline statistics on the programme indicators, thus making it difficult for the team to quantify findings with statistics. This notwithstanding the team has as far as possible indicated progress towards achieving these indicators.

3 GENERAL CONTEXT OF THE SECURING RURAL LIVELIHOODS IN NORTHERN GHANA PROGRAMME – GHAA44

In an attempt to address chronic food and income insecurity in northern Ghana, Oxfam Ghana programme rolled out an Integrated Livelihoods Programme in 2004/2005 as an alternative to its piece-meal interventions in northern Ghana since the early 80s.

The programme, which is in line with Oxfam’s global strategic change objective (SCO I) sought to strengthen small scale farmers in northern Ghana to secure, improve and sustain food and income security through increased crop production, improved animal production, and increased agro-forestry/afforestation (crops/livestock/trees integration) with gender and diversity mainstreaming, advocacy, lobbying and campaigns as crosscutting issues.

The programme is being implemented through seven local partners:

New Energy – Tamale

PARIP (Presby Agric Integrated Programme) – Sandema

PARED (Partners in Rural Empowerment and Development) – Nalerigu

RAAP (Rural Aid Action Programme) – Hain

NANDIRDEP (Nandom Deanery Rural Integrated Development Programme) – Nandom

TRADE AID – Bolga

ZOVFA (Zuuri Organic Vegetable Farmers Association) – Bawku

These are based and operating in each of Oxfam Ghana’s seven Focal Development Areas (FDAs) in Northern Ghana. These partners have better understanding of the local context as well as the customs, culture and traditions of the local communities.

The Integrated Livelihoods Programme (ILP) seeks to increase the capacities of poor small-scale producers in northern Ghana to increase their food and income security and reduce their vulnerabilities and shocks through increased productivity, environmental sustainability, diversification, value addition and power in markets and trade. It will invest in direct food production and advocacy for changes in agriculture and trade policies in Ghana. The total cost of the programme over a 5-year period is estimated at GBP 3,192,318. The programme will directly benefit 5000 women and 2000 men

Work to be accomplished

To assist Oxfam GB Ghana programme and the partners with the evaluation of the Securing Rural Livelihoods programme, the consultant will:

- Assess the appropriateness of the methodologies adopted for achieving programme objectives
- Assess the extent to which the scope and design of projects are consistent with internal capacity, structures and operations of the partners with regards to human resources and capacity of existing systems and procedures as apply to the content of the projects.
- Determine the level of achievement of projects set objectives and document the projects contribution to building capacity of project participants-beneficiaries and partners
- Assess and document the overall contribution of Oxfam GB to attainment of projects goals and objectives.

- Document major challenges in the management of the projects, particularly in project monitoring, fund disbursement and compliance to Oxfam GB accounting principle and procedures at the partners level
- Review and assess progress towards the projects objectives and achievements to date, paying particular attention to support for producer groups, advocacy and market linkages
- Document how the stakeholders (Oxfam GB and partners) perceive each others working principles and policies especially project ownership, reporting and financial accountability requirements indicating how these have contributed to or otherwise in the attainment of the project objectives.
- Assess and document the adequacy and efficient use of project inputs and how these have contributed to the attainment of project objectives. Make relevant recommendations to improve systems/procedures.
- Determine the extent to which project interventions have contributed to strengthening the institutional and organisational capacities of implementing partners in the attainment of short, medium and long-term objectives of the projects.
- Assess and document any unintended outcome of the projects and make recommendations for their integration or otherwise in Oxfam GB Ghana future programming and projects
- Synthesize lessons learned and best practices in project implementation and make recommendation for future programming
- Assess the capacity of partners to sustain the programme interventions and offer recommendations.
- Assess the extent to which the project activities have created relative linkages and interdependence in operational area.
- Recommend significant changes or corrective measures that need to put in place to ensure success in subsequent programme design and/or implementation.

3.1 Context for this evaluation:

This evaluation is being carried out during a period of tensions between OXFAM GB and its partners following a decision by Oxfam GB in June 2007 to exit its Securing Rural Livelihoods and Market Access Programmes by April 2008. Partners have been requested to provide exit plans for FY 2007/2008 which will also be the last grant from Oxfam GB.

It appears the decision to exit is based on various assessments conducted by the then CPM herself (Teena – not documented) and a by an OGB consultant, Navanita Bhattacharya which gave negative findings on the programme and contributed to the admission by Oxfam in its report to Comic Relief (*OGB-Livelihoods and Market Access in West Africa – End of Year Report – 2006/7*) of various shortcomings in the project execution.

As a result partner organizations have expressed their frustrations in all sorts of manner at Oxfam GB. However this situation enabled the consultants to glean various issues which the evaluation may not have otherwise indicated. In general participants to this evaluation were very frank and continue to cooperate with the consultants.

4 FINDINGS

4.1 PROGRAMME MANAGEMENT

4.1.1 Oxfam GB Management Structure

The frontline programme manager for this project is the Integrated Livelihood Coordinator (ILC) who reports to the Programme Development Coordinator based in the Tamale. Partner organizations provide reports to the Integrated Livelihood Coordinator for review.

The current management structure failed to provide the needed analysis and feedback to partners' quarterly reports. There is inadequate evidence on feedback from the Tamale office on critical programme management decisions and their impact on the project. In the same vein there is inadequate evidence on the submission of analytical programme reports from the livelihoods coordinator to the programme development coordinator on challenges encountered in the programme and a mutually agreed system or mechanism for addressing those challenges. Communication between Oxfam Tamale and partners is also inadequate.

The Integrated Livelihoods Coordinators' response to these findings indicates that it is the responsibility of the Programme Development Coordinator (PDC) to provide statistics on programme beneficiaries as was the case with the previous Programme Quality and Learning Officer, a post which has long been cancelled.

The job description and tasks specification of the ILC has not been made available to the evaluation team but it is assessed that as program manager the baseline, progress analysis and impact statistics will have been pulled together by him.

There is no evidence on the implementation of the recommendations of OGB Consultant, Navanita Bhattacharya's report of November which said among other things that 'Oxfam's staff's capacity on programme management and participatory development needs to be built to enhance programming outcomes and impacts.

The ILC indicates that he was not aware of the recommendations and confirms that nothing much has happened in terms of project activities since 2007 especially from June 2007.

This evaluation assesses that there is a lack of information processing, analysis and documentation of learning at the program manager level. This may account for the paucity of quantitative and qualitative information on the progress of the ILP. It appears that in the present context of OGB work (2007 – 2008), the manager's role has been limited to that of reviewing exit proposals and recommending the renewal of exit grants. Before this period however, the ILC provided technical backstopping to partner's programmes and organized training for them.

There is the sense that the ILC did not get the needed support from OGB management hierarchy and was marginalised in organisational decision making, especially during the 2005 – 2006 period under the previous CPM.

4.1.2 Relationships in programme delivery chain

All partners complained about inadequate monitoring visits by Oxfam GB Tamale office. This indicates a programme delivery gap which is further aggravated by the inadequacies of one-on-one discussions between partners and programme coordinator on recommendations they had made and feedback from Oxfam.

The flow of communication between the two Oxfam offices on programme learning is weak. Despite requests from the PDC for qualitative and analytical reports from the Tamale office there is no evidence of such a report having been prepared and submitted.

There was inadequate feedback on recommendations made in quarterly reports submitted by partners from the Tamale, country and sub regional levels of Oxfam GB. No evidence was obtained on systematic feedback by the ILC to partners and actions taken on issues raised in their reports e.g. Non delivery of training services by NANDIRDEP to RAAP. Also findings on feasibility study on irrigation were not communicated to partner organizations so beneficiaries still holding expectations of Oxfam GB providing irrigation services.

Decision by Oxfam to exit was not communicated to partners until August 2007, although this was made known to the ILC in May 2007. This is because the ILC was not convinced about the reasons for Oxfam GB pull out and protested in a letter to the CPM titled “The Timing and Mode of Exit of Livelihoods Programme and Partners- Risks to Oxfam” written on 3rd July, 2007. Reasons for the exit were provided by the PDC in July 2007.

On the reverse side, the ILC insists that nothing much happened in 2007 as grants to partners were not renewed. The silent period was between May and August whilst the negotiation period was from August to December, 2007. So therefore he could not have implemented the observations and recommendations made in 2006 by the OGB Consultant, Navanita Bhattacharya’s. He was not aware of the report until June 2007.

The programme had two years of continuous programme delivery which was the fiscal year 2004 – 2006. There was however an abrupt stop in programme delivery during the fiscal year 2006 – 2007 due to the decision of Oxfam GB to pull out.

4.2 ADMINISTRATIVE MATTERS, TECHNICAL AND FINANCIAL

Using partners’ reports as a source Oxfam GB has invested approximately **¢2,101,788,156** into the livelihoods programme. Some partner reports do not contain the statistics e.g. PARIP.

All programme partners lamented the late disbursement of funds. The evaluation team could not determine the cause of this other than the fact that Oxfam’s internal procedures are long.

Partners did not have any difficulties in complying with the accounting principles and procedures set out under the terms of their contracts. It looks like the challenges with the procedures would have been between the country office and Oxfam GB’s head offices. This is probably the cause for the undue delays in funds disbursements.

In reviewing a sample partner monitoring checklist dated 31 July 2006 it appears some partners had financial accountability issues though no-one acknowledged this to the evaluation team

Large procurements were undertaken by OGB for programme partners but in certain instances services procurement was decentralized to the partner level. e.g. digging of wells by New Energy was not completed because of Oxfam's inability to make available the subsequent financial commitment. There are however issues about the quality of service rendered. Procurement of drugs, poor quality of carts, and inadequate training of bullock traction to RAAP beneficiaries which are some of the challenges of decentralised procurement and partners should be held accountable to OGB for poor service delivery.

4.3 PROJECT DESIGN

4.3.1 Partner Organizations internal structures and systems

Identifying existing local organizations as partners for the livelihoods intervention was a good and appropriate strategy as it enabled a speedy start for the project.

The integration of advocacy into the programme provided the space for addressing policy issues at the local level.

Capacity building of partners including institutional support in terms of ensuring the availability of requisite human resources e.g. gender officer, livelihoods officer and finance officer was expedient in giving partners all the tools to achieve programme results.

The adoption of gender mainstreaming as cross-cutting ensured that programme specifically addressed the issues of women.

Oxfam defined the human resource needs of the partners and facilitated the recruitment of staff at the start of the project with certain core competencies to execute the project. This presupposes that almost all the selected partners did not have the internal capacity to execute the project; however that was not necessarily the case for all the partners.

Some of the partners' recruited three additional staff (Livelihood, Gender and Finance Officers) except PARED, New Energy, ZOVFA who already had livelihoods officers, TRADEAID already had its own advocacy officer as part of its core staff.

OGB delivered training to partners in financial management, gender mainstreaming and HIV/AIDS.

Some partners expressed insufficiency of the capacity building delivery effort i.e. RAAP, TRADE AID, NANDIRDEP and ZOVFA. Partners indicated that only the finance officers were trained on the Oxfam GB accounting principles. Some livelihoods and gender officers also said training was inadequate for effective programme delivery.

In terms of organizational structure, it appears all the partners have the same governance structure and are registered as NGOs in Ghana. The functionality of the structures and their efficiency in defining organizational goals and objectives could not be determined by this

evaluation. A different mechanism will be required to determine the functionality and strength of the organizations. All the partners seem to have strong leadership and decision making is vested in the head of the organization to a large extent.

Partner organizations have benefited from a board capacity building exercise intended to strengthen the boards. All partners confirmed that their boards made inputs into the programme. This could not be independently confirmed through minutes of board meetings.

New Energy: Well structured organization with a dedicated staff. Has a management team of 7 headed by a programme manager. Board of Directors is in place. A training officer is now handling the livelihoods project in Zabzugu and appears to be quite competent and abreast with the development issues of the locality he works in.

PARED: A seven-member board is in place. The board is responsible for raising funds to support PARED. The board met with Oxfam GB on the crisis situation. The partnership with Oxfam GB has increased the human resource base of the organization. i.e. Programme Officer, Treasurer/ Finance Officer and Gender Officer

TRADE AID: Has a seven member board in place consisting of 5 men and 2 females. They have 5 staff members. The team met a group of five staff members during our interviews.

PARIP: This is governed by the Presbyterian Church of Ghana. The organization was already running a market access programme with Savanna Farmers Marketing Company (SFMC) and a livelihoods programme with funding from ICCO, Holland. They had been operating as such for the past 30 years so the structures are in place. The Oxfam programme was a good fit since their programme involved the same components. Their quality of reports submitted to OGB was rather low.

ZOVFA: The organization went through an assessment with Oxfam GB. It has a board of patrons and a management committee in place. It is still a membership organization. Its focus development area is in Bawku and their offices are located in Binduri. Team was unable to visit their offices due to conflict in the area but was able to visit some project.

RAAP: The organization was recommended by the district assembly based on their previous working experience in the area. Oxfam conducted an assessment of the organizations' capacity to undertake the project. Through partnerships with others they have quite a large team with a sub office in Gwollu. The organization has an 11 member board. It has 22 staff with 3 volunteers.

NANDIRDEP: It is under the Diocesan Development unit of the Catholic Diocese of Wa. There is a diocesan development board in place. Plans are underway to make it an autonomous entity. Like the Presbyterian church is has been operating similar projects as Oxfam's for years and are very conversant with the geopolitics of the area.

Most of the organizations had some form of structures and systems in place prior to programme partnership.

4.3.2 Partners' capacity to sustain activities beyond Oxfam exit

Project interventions' have contributed to strengthening the institutional and organizational capacities of partners in the attainment of short, medium and long-term objectives of the project:

Short Term

- Increased organizational assets (motor bikes).
- Increased human resource

Medium Term

- Enhanced institutional capacity in project delivery i.e. recruitment of staff.
- Enhanced monitoring skills i.e. the few monitoring visits by Oxfam improved on the monitoring skill of partners.
- Capitalization of knowledge within organization as a result of training finance officers on accounting principles
- Huge capital investments in organizations if loans given out to beneficiaries are recovered.

Long Term

- Project management skills enhanced
- Donor confidence in partners has increased.
- Organizations set on the path to achieve growth and maturity
- Enhanced drive by organizations to achieve self sustainability.

Given the foregoing, partners should be able to sustain programme activities to an appreciable level due to the acquisition of 4 major capital infusions into each partner organization:

- i. Institutional capacity has been enhanced through the provision of capacity building training
- ii. Institutional assets have expanded and increased
- iii. Human resource capacity and core competencies of organization have been enhanced
- iv. Huge capital investment has been put in the hands of the organizations in the form of grants to the beneficiaries. Efficient management of this portfolio should ensure that the organization recovers its costs in running project activities.

A review of a sample exit plan by RAAP submitted to OGB Tamale is testament to the enhanced capability of some partner organizations:

“The Growth of RAAP over the year has stimulated a decentralization of its operations. As a result, two Programme offices (Rural Development Programme I and II in Hain; LEADEC, and Gwollu in the Sissala West District respectively) mainly to effectively and efficiently implement and sustain rural development interventions of RAAP”.

4.3.3 Partners' contribution to achievement of programme's set objectives

Generally partners were able to improve the capacity of the beneficiaries, in micro-credit management, book keeping, training on animal traction as well as training of the Village Development Committees (VDC) in group dynamics etc. Also gender awareness training has really contributed to enhancing the status of women in the communities in terms of socio-economic empowerment. However some additional training may be required to consolidate technology adaptation eg. A number of bullock traction beneficiaries

requested additional training in the use of the plough etc. as well as skills in grassroots policy advocacy.

At the time of conducting the evaluation, the northern sector had suffered droughts (May/June) and Floods (August-October) which affected project activities negatively. Nonetheless the investments made by the programme were still visible in January, 2008.

Table 2: Grants disbursed by OGB per partner from FY 2006/7

Source: *Partner Narrative Reports*

Partner Organization	Amount ¢
NEW ENERGY	353,711,156
TRADE AID	382,800,000
PARED	215,239,900
ZOVFA	423,257,100
RAAP	344,000,000
NANDIRDEP	382,780,000
PARIP	unavailable

Source: *OGB Finance Office*

Livelihoods Project Expenditure

	2005 Actual Expenditure	2006 Actual Expenditure	2007 Actual Expenditure	2008 Budget	Total (£)
OGB	90,008.00	560,190.00	54,855.00	22,525.00	727,578.00
Partner (Comic Relief)	70,016.00	148,000.00	152,453.00	40,364.00	410,833.00
	160,024.00	708,190.00	207,308.00	62,889.00	1,138,411.00

However, expenditure figures from OGB indicate that a total of GB£1,138,411.00 was disbursed to both OGB and partners. This comprises of GB£ 727,578.00 for OGB whilst GB£ 410,833.00 was disbursed to partners.

Findings on the program inputs and its effectiveness:

Micro-credit

Cash loans given to beneficiaries were used for economic activities including agriculture e.g. petty trading, basket weaving (Nyariga women's group), and pito brewing (Sheini). Returns on investment of loans were used to support household needs e.g. paying school fees, purchasing of food stuffs. Credit to support grain banking was inadequate as returns were generally low. Farmers in some communities used the loans to purchase certified seeds. This has also increased production levels.

Use of the Multi Functional Platform (MFP) has increased food processing in the Sheini community. Women previously had to travel long distances to grind food grains. This increased their cost of production and the time spent was appreciably high. The MFP processes cassava and food grains like maize and sorghum. This has increased the income levels of women in the area.

Livestock (small ruminants)

Beneficiaries were trained in best animal husbandry practices and some levels of veterinary services were provided by vet officers/MOFA. Some members of beneficiary communities were also trained to provide front line veterinary services to project members. Provision of foreign (non-indigenous) livestock. e.g. goats from Burkina Faso were introduced to improve local breeds.

On average, there has been an increase in livestock production. Beneficiaries are ready to pass on livestock to other groups. Livestock will be sold when there is need for cash. Some groups on the other hand have lost the total stock of small ruminants provided due to disease and poor care.

Most of the livestock (purchased from Pong-Tamale therefore not indigenous) could not survive in beneficiary communities due to the different climatic conditions e.g. Baazing.

In Sheini all the livestock died due to slow response from veterinary services and poor adaptation of the new technology (donkey traction and bullock ploughing). This was totally alien to them. They traditionally breed pigs and not goats.

Communal system of rearing animals was successful in some communities e.g. Zinpeni and Nyariga No. 1 but failed in others Baazing. Beneficiaries bemoaned the high cost of vet services and the unavailability of vet officers always. Feeding of animals was difficult in the dry season and the styles designed for the pigs were not appropriate as the pigs eat the walls.

New Technologies (donkey traction and bullock ploughing)

Bullock traction has increased production acreage of farms where the technology has been successfully adopted. Farmers at Tanchara have increased their production by approximately 60%. This is an assertion made by one community member that initially he was farming 7 acres but now due to the adoption of the new technology, his farm size has increased almost two fold. Those with bullocks and ploughs now spend less time and energy on their farms. (NANDIRDEP May, 2007 Report).

Some communities used bullock ploughs as a source of generating income by ploughing neighbouring farms and those in other communities. e.g. Baazing, Zinpeni. Bullock ploughing is considered relatively cheaper and environmentally friendly and the donkey carts also served as a means of transporting farm produce to the markets thus alleviating the tasks of women.

Inadequate training given to beneficiaries in bullock ploughing (Tanchara). RAAP beneficiaries were not given bullock ploughing training. NANDIRDEP was given the service contract but has not delivered on this. NANDIRDEP explained that the training started late into the rainy season hence their inability to continue with the training. It is not clear why Oxfam Tamale and RAAP are not pursuing this.

Also the high cost of bullocks limited the number of people that could have purchased.

Agro-forestry/Afforestation

Inability to complete mango project is a major drawback for this project. The evaluation team believes that this should be revisited after deep consultation with the partner organizations and beneficiaries. It must however be noted that decisions and contractual agreements with ITFC by past CPM were not feasible as OGB did not have the funding to support a long term project (5yrs viability for mangoes).

The above notwithstanding there are still possibilities of linking up partners with the Millennium Challenge Account projects. Partner organizations should consider this.

Participation in communal labour to manage the project/plantation was low. Beneficiaries at La'tre indicated that members in the community were reluctant to take care of the agro forestry.

Linkages between the Securing Livelihoods Programme and the MAP

There is no documented evidence on the decision to merge the two projects, nor how it was to be done and what activities each partner would undertake to input into the process.

However, at the Securing Rural Livelihoods project partner's level, it was observed that since 2006 there has been some systematic integration of market access elements into production e.g. shea butter processing mills at Tanchara (NANDIRDEP), Binduri (ZOVFA) and an additional rice processing mill at Nyariga (TRADE AID). This element are managed by the ILC and not the MAP so there is very little reference to these activities under the MAP nor is it monitored for achievement of MAP objectives.

Relative linkage of project activities and interdependence in operational area

Programme activities laid the foundation for self sustaining, self reliant and secure livelihoods: Agro-forestry as building materials and as feed for livestock, droppings of livestock serving as manure to fertilize crops.

Returns on increased production serving as incomes for household expenses (health, education and food security) and ultimately securing rural livelihoods. This process has been quite well established and if sustained could lead to the anticipated outcomes of secure livelihoods.

Figure 1: Relative Linkages of programme activities.

[Figure Removed]

4.4 GENDER MAINSTREAMING

Oxfam GB in its attempt to ensure that both men and women are all involved in the programme provided a Gender officer to support in the process of gender mainstreaming in each partner organization. Various activities were reported by partners as a mechanism for empowering women economically (rearing of small ruminants for sale; ensuring their rights to decision making etc).

It was evident in the sample communities that more women were involved in the project than men.

Table 1: *Number of programme beneficiaries (Source ILC)*

Name of Partner Organization	Gender	
	Male	Female
New Energy	583	1,194
ZOVFA	357	857
NANDIRDEP	725	1,008
TRADEAID	543	865
RAAP	405	1,512
PARIP	800	1,403
PARED	1,317	1,267
Total	4,730	8,106

The table above shows the gender disaggregated data drawn from partners' reports. On the average about 1,158 female and 676 males per partner organization benefited from the programme as at the time of this evaluation.

The statistics from table 1 is an indication that more women (8,106) than men (4,730) were impacted by the project thus achieving the objective of ensuring gender mainstreaming. In fact the perception among most of the project communities is that the livelihoods project is for only women.

However, according to the programme coordinator, the original baseline data indicates that the project was going to reach about 5000 women and 2000 men. In effect the numbers were achieved beyond initial target.

4.5 MONITORING AND EVALUATION

According to Oxfam's working principles, monitoring reviews are to be carried out bi-annually by Oxfam staff, partners and the communities. These monitoring reviews are to be executed to support learning and check progress against project objectives.

Evidence indicates that there were only two monitoring reviews i.e. Sunyani July 2005 and Wa in January 2006 during the entire duration of the programme.

It has been captured that partners reported according to Oxfam reporting principles but there was inadequate response/feedback to the recommendations and conclusions made by partners. This highlights the fact that there was no critical feedback to partners on project issues.

Also the template for reporting does not enable the passage of critical information to Oxfam. This was observed in the review of partners' quarterly reports. Reports should have indicated challenges and problems encountered and how the partner organizations intend to deal with those problems with relevant indications in the budget drawn up of resources required to address the issues.

Oxfam GB's inability to conduct its biannual monitoring reviews: Some partners felt that there should have been more monitoring visits by Oxfam staff in Tamale. It is not clear how many visits were expected of the ILP programme officer. Also it could not be determined if the ILP programme officer had regular monitoring discussions with partner organizations or provided specific feedback to them on recommendations made in the quarterly reports submitted. Evidence is that he provided some written comments on information contained in partners' narrative reports and annual proposals.

4.5.1 Unintended outcomes of project and recommendations for its integration in Oxfam GB Ghana future programme.

Beneficiaries

- Reduction in domestic violence. It was explained by some women in La tre that their husbands do not abuse them any more and now they show respect to them. This is an unintended outcome as the reduction of domestic violence is not stated as a programme objective. This outcome cannot emphatically be attributed only to Oxfam as there has been quite strong advocacy in Ghana for the passage of the Domestic Violence Act
- Reduction in rural-urban migration. At Zenpeni a farmer explained that their daughters do not go for "kayaye" as compared to previous times.
- Increased dependency syndrome. Beneficiaries continuously look up to partner organizations for support and partner organizations to OGB.

Partners

- The need for an organizational partnership policy.
- The need for organizations to develop a policy on conflict of interest and procurement policy.
- Increased dependency syndrome.

Oxfam

- Questions on organization's ethics highlighted

4.6 ADVOCACY AND CAMPAIGNS

Partners received support in advocacy skills development but most felt the training was inadequate and some would have wished to transfer skills to beneficiaries as well. Nonetheless partners' skills should have improved through action-learning from their participation in the campaigns facilitated by Oxfam. Beneficiaries and partners still feel though that their advocacy skills are inadequate and complain that no specific funds were allocated to undertake advocacy actions

Undoubtedly gender rights awareness has increased in beneficiary communities because of the project. Women are currently taking part in decision making at the household level and are more economically independent, and more involved in community development initiatives e.g. village development committees' membership.

Oxfam GB's National Advocacy programme through PFLAG had the mandate to organise peasant farmers for advocacy. It appears the programme did this directly without recourse to the frontline manager, the ILC. This resulted in most partners not being fully engaged in the OGB advocacy campaign. The National Advocacy Coordinator confirms the only advocacy/campaign interaction was RAAP and Trade Aid.

Some topical issues emanated from partners' involvement with producers e.g. tomato supply by small scale farmers to the Pwalugu tomato factory became a national issue. These issues were captured directly by OBG National Advocacy Programme and not through partners report to the ILC. Selection of sensitive products for the EPA, local rice production and marketing issues. It is anticipated that these issues would have appeared in partners reports to Oxfam advocacy unit for input into national advocacy.

Partners did not identify the broader policy issues that affect livelihoods in Ghana but this can be attributed to the fact that there was no requirement for them to do so in the quarterly reports they provided Oxfam. Perhaps if they were aware of this they would have ensured the continuous flow of data to feed into advocacy at the local level. Some partners confirmed that they have been supporting communities to undertake advocacy activities at the local level through their own initiatives.

GENERAL RECOMMENDATIONS FOR THE SECURING LIVELIHOODS PROGRAMME

5 KEY LESSONS LEARNED

- Despite oral admissions of signing of fixed/time bound MOU's, there was no evident proof presented during the evaluation. The signing of fixed /time bound MOU's will reduce tensions in the event of future phase outs of programmes.
- Procurement of some service was centralized at the Oxfam GB level e.g. Donkeys, Pigs and shea butter processors. A preferred alternative will be decentralizing procurement at the partner level to ensure effective monitoring, quality delivery of service, cost effectiveness thus preventing conflict of interest issues.
- Partners did not have the leverage to change activities where necessary to ensure attainment of objectives. The need for partners to have a strong position within the local realities which require a shift in activity e.g. communal rearing of livestock when there are clear signs that participation of all members of the group in feeding the animals will be a problem.
- Unclear timelines for continued funding created a sense of panic among partners.
- Top-down approach in decision making by Oxfam and inadequate feedback on partner reports fostered a sense of helplessness among partners.
- Directive programming of project by Oxfam undermined project ownership by partners and beneficiaries e.g. Oxfam directive for partners to use mud for the construction for pens
- To involve partners/ beneficiaries at every stage of project design.

- Conduct a thorough needs assessment of partners and beneficiary communities
- Some animals can not withstand the weather condition in certain parts of Northern Ghana
- Most partners are looking up to Oxfam for everything hence no plans on how to sustain the programme.

6 MAJOR PROGRAMME CHALLENGES

Oxfam

The lack of baseline information to assess quantitative measurement of progress made against project objectives e.g. Baseline of poverty levels as at start of programme and progress made so far.

Communication among OGB staff is weak. There is no mechanism for communicating among the frontline managers of MAC, ILC and the National Advocacy Coordinator. In the past this has led to duplication of interventions of MAP and the ILC in the same communities.

There is inadequate cross fertilization of the various OGB country programmes to promote learning, reorientation of objectives and quick responses to problems. A failure to communicate certain key information to programme team has cost the project some success e.g. failure of the then CPM to communicate OGB Consultant, Navanita Bhattacharya's evaluation report.

Oxfam staff micro management of the project made it difficult for partners to own the programme.

Partners

Partners did not have the leverage to change activities where necessary to ensure attainment of objectives. Partners explained this was due to the fact that they were not involved in critical project decision making.

Oxfam's micro management made it difficult for partner's to show ownership in the programme.

Beneficiaries

Unavailability of vet officers in some beneficiary communities impacted negatively on programme goals thereby causing the death of project animals e.g. Sheini community where all the pigs provided died

Beneficiary communities were posed with constraints in the rearing and maintenance of livestock s that were sent from other areas. Beneficiaries expressed concerns about how the change in climate posed problems for them. A case was addressed in the sheini community.

Beneficiaries expressed how they faced constraints in preparing their farm lands. This was however confirmed to be due to the lack of bullock ploughing training which partner organisations failed to deliver.

7 General Recommendation

Oxfam

- As far as practicable, Oxfam GB service contracts should be managed locally at the partners' level. This builds the capacity of project beneficiaries to negotiate services and gain experiences that will ultimately lead to self-reliance.
- Funds should be allocated specifically for advocacy skills development of beneficiaries.
- Beneficiaries should be assisted to engage with their local governments on issues of the provision of basic human services e.g. education and health. This will build the confidence of the population in engaging in wider policy issues which may not be readily recognized as being pertinent to their circumstances
- Oxfam is advised to conduct a more objective external assessment of the organizations going through from its governance structures, through to its autonomy and visions for sustainability. This will foster equal partnership and mutual confidence and limit dependency.
- Top-down directive approach in decision making by Oxfam and inadequate feedback on partner reports fostered a sense of helplessness among partners. This situation was aggravated by inadequate management (too much distance) by the ILC since 2006/2007 outside of grant management undermined project ownership and the basic principles of partnership
- OGB should execute partners' exit plans as a matter of urgency to ensure that grants are released by March 2008. This would ensure that partners have adequate resources to re-strategize on project delivery.
- Decision-making should be institutionalized and not personalized. Decisions should be documented to ensure continuity in spite of high staff turn-over.
- Project partner/beneficiaries should be insulated from Oxfam internal challenges
- Partner organizations on their part should have more transparent structures and adopt more modern systems of management for efficiency.
- Procurement of services should be decentralized to partner organizations with clearly defined contractual policies on accountability.
- Tender boards comprising partners and beneficiaries should be constituted for the most cost effective execution of programme.
- Oxfam should review its contractual agreement with service providers in the event of poor delivery of services to partners and beneficiaries.
- The ILC should be able to pull together data and information emanating from partners into a consolidated analytical format supported by the relevant statistics before transmission to PDC. Also there is need for well documented organizational information at the Tamale office
- Unclear timelines for continued funding has created a sense of panic among partners
- Templates for reporting on programme should be unlimited to give partners the leverage to report on everything that is happening in the programme started.
- On relationship with partners, it appears that Oxfam GB (regional) has since August 2007 been taking a global look at its partnerships based on lessons learnt and has developed a partnership policy and tool kits which is not yet been rolled out to partners given the difficult relations between Oxfam and partners. We recommend that Oxfam roles out this partnership tool kit to its current and future partners.

Partners

- Partners need to take advantage of exit resources to re organize their structures and systems for efficiency and more productivity
- Reports should indicate progress towards objectives rather than accounts of activities and monies spent.
- Reports should indicate progress towards objectives rather than accounts of activities and monies spent.
- Partners are encouraged to collaborate among each other for the most effective cost delivery of service and procurement of inputs.
- Oxfam/partners should collaborate with District Assemblies on the possibility of farmers/ farmer based organizations accessing the MCA.
- Partners should have the leverage to change activities where necessary to ensure attainment of objectives. Partners should have a strong position when the local realities require a shift in activity e.g. communal rearing of livestock when there are clear signs that participation of all members of the group in feeding the animals will be a problem
- Partners should determine the salary levels of staff and should be responsible for staff motivation, risk etc. It is assumed that partners will budget for staff welfare and not Oxfam.
- Oxfam should assist partners in drawing up budgets and negotiate acceptable costs
- Partners were not involved in critical project decision making e.g. Oxfam procurement did not take into account partners' concerns on services quality. The procurement of services was solely done by Oxfam and this made staff of Oxfam prone to conflict of interest issues
- Communal system of rearing animals should be reviewed and only encouraged in communities where it has proved relatively successful.
- The bullock traction system should be popularized and commercialized to generate income for owners.
- The use of local materials i.e. Rafters to design harness of ploughs should be encouraged.
- Explore opportunity of private partnership e.g. MCA in the Savelugu/ Nandom district.
- The mango project should be continued based on partners needs to take advantage of the market opportunities in the area i.e. ITFC. Can the communities be out growers for ITFC?

Beneficiaries

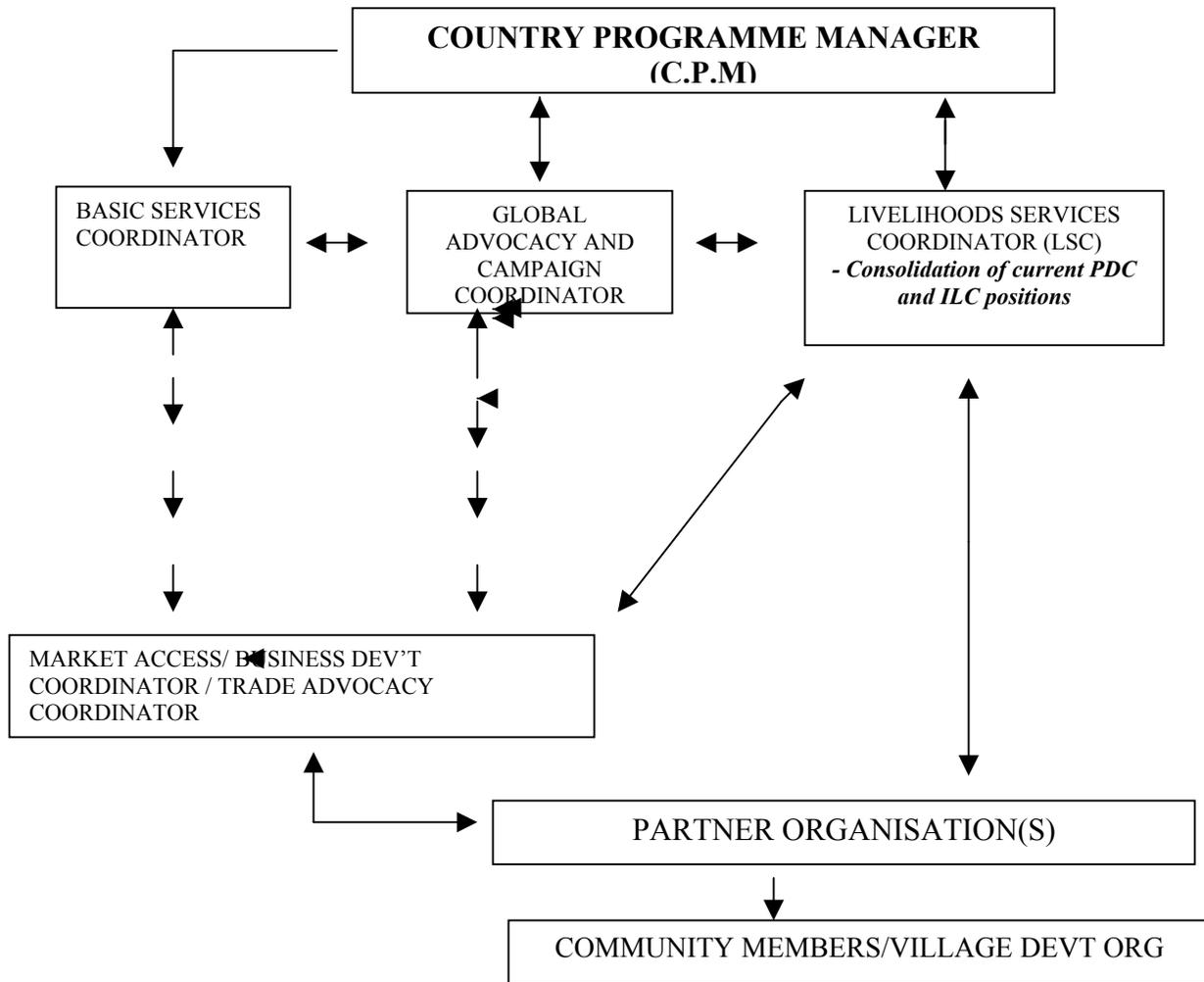
- Beneficiaries should be more proactive in addressing animal husbandry issues.
- Animals should be purchased from beneficiary communities as far as practicable.
- Vet services should be made more readily available less expensive. Provision of basic training to community members.
- Beneficiaries should be trained on how to prepare hay and silage to feed animals during dry season.
- Beneficiaries should be proactive in the management of tree plantations.
- Beneficiaries should be trained on how to efficiently manage the tree plantation. E.g. Training in nursery management, bush fire management etc.
- More women should be encouraged to participate in community development initiatives.

8 Future programme design and/or implementation.

- OGB should roll out its partnership policy and tool kits as widely as possible. This will ensure the existence of well defined partnership principles between Oxfam and its partners, as well as funding relationship, mutual respect, mutual agreement and mutual partnership.

- Feedback reports from Oxfam to partners should be more analytical and sent frequently after each report.
- Oxfam needs to define a very clear organogram to highlight its hierarchical relationships for programme delivery effectiveness. A proposed organogram is as follows. This proposal structure is based on recommendations made in various OGB advisory reports (i.e. Regional Livelihoods & Trade Advisor Oct. 2006, OGB Consultant, Navanita Bhattacharya's report (November 2006 Report))

Figure 2: Proposed organogram



Qualifications for LSC: MBA and/or BSc/MSc Agriculture and/or Rural Development

Skills and Competencies needed

- Programme development skills
- Policy analysis
- Strong analytical and reporting writing skills
- Coordination skills (MOFA and other agric production resources)
- Agribusiness development overview
- Self motivated and proactive
- Strong networking skills

8 CONCLUSION

It is evident that both partners and beneficiaries have benefited from this project and a lot of lessons have been learnt. Findings indicate that these intervention areas have helped in reducing poverty, this is demonstrated by partners' desire to continue with the programme.

However, the period of programme engagement between Oxfam and partners is adequate for any intervention seeking to promote self-reliance and sustainability. The notion of any local organization having to raise its funding for its own activities is daunting, but this has been successfully achieved through innovations and having an entrepreneurial approach to social development.

OGB now needs to move forward to develop its new country programme based on lessons from the livelihoods project. Given the relative success of this intervention, there will be the need to focus on which production areas (tomato, shea and rice) has the comparative advantage and can be scaled up to really address small-scale farmers' effective participation in markets, ensure poverty reduction and empower women.

ANNEXES



TERMS OF REFERENCE (TOR) FOR CONSULTANT FOR THE END OF PHASE EVALUATION OF OXFAM GB INTEGRATED LIVELIHOOD PROJECTS.

Purpose

The purpose of this Terms of Reference (TOR) is to describe the conditions and responsibilities of a legal consultant to be contracted by Oxfam GB Ghana programme and partners to conduct an end of Phase evaluation of the Livelihoods and Market Access project No. GHAA 45 and the Securing Rural Livelihoods in Northern Ghana GHAA44 due October 15, 2007.

Background

Oxfam GB has been working in West Africa for several years and particularly in the Northern zone where the focus was recently put on a Market Access and a livelihood projects implemented with local partners. These interventions are part of a three year integrated Livelihood programme involving Ghana and Burkina Faso. The aims of these two projects are to increase the food and income security of male and female peasant farmers/producers in Ghana and Burkina Faso and foster trade between these countries. This would contribute to promoting sustainable livelihoods of smallholder food and cash crop producers through increased agricultural production, investment, value addition and market access.

Another key objective of the programme was to build strong farmers organisations empowered to influence agricultural and trade policies in favour of the poor women and men. Particular attention was paid to land tenure reforms and power in local markets.

Integration of both programmes (Market Access programme and the livelihood programme) was critical to realise the full benefit and impact of these initiatives on the lives of poor women and men in the sub-region, and particularly in Ghana. It is expected that these initiatives could make the most impact if the components are linked to create synergy.

As part of the process of assessing the overall impact of its integrated livelihood programme, Oxfam GB Ghana intends to conduct an End of phase evaluation of these two initiatives in October 2007. The results and learning will feed into the overall country programme strategy development concerning livelihoods.

Objectives of the Evaluation

- Determine the extent to which the livelihoods and Market access projects jointly and individually have achieved their intended purpose, goal and objectives over the last three years
- Evaluate the process, systems and procedures put in place including organisational structure and partnership
- Assess key lessons learned, gaps, constraints, challenges and threat that will inform future programme directions.

BRIEF DESCRIPTION OF THE TWO INTERGRATED LIVELIHOOD PROGRAMMES

The Market Access and Livelihoods Programme

The Market Access and livelihoods project, West Africa, was a scale up to the West Africa Fair Trade and Market Access Programme, funded by Comic Relief in 2000 to 2005. Prior to the end of the project, an external evaluation strongly highlighted how Oxfam's Livelihoods work dovetails into its Fair Trade and Market Access Programme and the need for Oxfam GB to complement these two programs in a holistic manner to increase impact on the sustainable livelihoods of poor small-scale producers. The report further suggested a strategic engagement with producer networks in Burkina Faso to broaden trade between people in the two countries and to organize synergies within this project to model regional integration process in West Africa.

On these recommendations, the new Market Access Project sought to increase, mobilize and strengthen small-scale cooperative rice, cotton and shea-butter processing groups, build the institutional capacity of the farmer networks in Ghana and Burkina Faso whilst at the same time supporting the productive capacity of these small-scale farmers to increase productivity and access to markets on a fairer basis. An estimated 10,000 people, 50% of whom were suppose to be women were targeted to benefit from this program.

Programme Goal:

The goal was to increase the food and income security of male and female peasant farmers/producers in Ghana and Burkina Faso and foster trade between these countries, through increased agricultural production, trade, investment and market access.

The core objective of the program include the following

1. To support small-scale producers to increase their outputs and take advantage of market opportunities in West Africa, particularly in Ghana and Burkina Faso.
2. To enable small-scale producers improve their processing and marketing skills and share knowledge in current production methods and technologies
3. To develop a common platform and support the network organizations in Ghana and Burkina Faso to advocate and lobby their governments for effective regional integration as well as contribute to pro poor policy and practice debates in the two countries.
4. To campaign on national, regional, and international trade policies that impinge on the livelihoods of poor women and men in Burkina Faso and Ghana

5. To support small rice, cotton and she abutter producer groups in Ghana and Burkina Faso to form strong and viable national associations capable of influencing policies.

The programme is being implemented through three local partners in Ghana and two others partners in Burkina Faso.

Securing Rural Livelihoods in Northern Ghana Programme

In an attempt to address chronic food and income insecurity in northern Ghana, Oxfam Ghana programme rolled out an Integrated Livelihoods Programme in 2004/2005 as an alternative to its piece-meal interventions in northern Ghana since the early 80's.

The programme, which is in line with Oxfam's global strategic change objective (SCO) one sought to strengthen small scale farmers in northern Ghana to secure, improve and sustain food and income security through increased crop production, improved animal production, and increased agro-forestry/afforestation (crops/livestock/trees integration) with gender and diversity mainstreaming and advocacy, lobbying and campaigns as crosscutting issues.

The programme is being implemented through seven local partners who are based and operating in each of Oxfam Ghana's seven Focal Development Areas (FDAs) in Northern Ghana. These partners, who have better understanding of the local context as well as the customs, culture and traditions of the local communities, submit proposals for funding, in line with Oxfam Ghana's strategic and thematic areas. They then deliver on the agreement signed with Oxfam and are accountable for the resources entrusted into their care.

Work to be accomplished

To assist Oxfam GB Ghana programme and the partners with the evaluation of its integrated livelihood programmes, the consultant will accomplish the following tasks.

- Review Oxfam GB Ghana's internal Livelihood programme resources, programme documents and project progress reports to obtain up to date information on Oxfam GB Ghana Livelihood policies, progress made in the implementation of the two projects to date.
- Determine appropriate sampling and data collection methodologies and tools for use in the evaluation
- Visit sampled communities in the programme areas to collect information.
- Assess the appropriateness of the methodologies adopted for achieving programme objectives
- Assess the extent to which the scope and design of projects are consistent with internal capacity, structures and operations of the partners with regards to human resources and capacity of existing systems and procedures as apply to the content of the projects.
- Determine the level of achievement of projects set objectives and document the projects contribution to building capacity of project participants-beneficiaries and partners
- Assess and document the overall contribution of Oxfam GB to attainment of projects goals and objectives.

- Document major challenges in the management of the projects, particularly in project monitoring, fund disbursement and compliance to Oxfam GB accounting principle and procedures at the partners level
- Review and assess progress towards the projects objectives and achievements to date, paying particular attention to support for producer groups, advocacy and market linkages
- Document how the stakeholders (Oxfam GB and partners) perceive each others working principles and policies especially project ownership, reporting and financial accountability requirements indicating how these have contributed to or otherwise in the attainment of the project objectives.
- Assess and document the adequacy and efficient use of project inputs and how these have contributed to the attainment of project objectives. Make relevant recommendations to improve systems/procedures.
- Determine the extent to which project interventions have contributed to strengthening the institutional and organisational capacities of implementing partners in the attainment of short, medium and long-term objectives of the projects.
- Assess and document any unintended outcome of the projects and make recommendations for their integration or otherwise in Oxfam GB Ghana future programming and projects
- Synthesize lessons learned and best practices in project implementation and make recommendation for future programming
- Assess the capacity of partners to sustain the programme interventions and offer recommendations.
- Assess the extent to which the project activities have created relative linkages and interdependence in operational area.
- Recommend significant changes or corrective measures that need to put in place to ensure success in subsequent programme design and/or implementation.
- Facilitate an end of evaluation workshop to discuss key finding with all stakeholders.
- Produce a evaluation composite report on the overall findings of Oxfam GB livelihood programming with regards with the implementation of the two projects
- Produce a separate evaluation reports on the findings of each of the projects (Market Access and Securing Rural livelihood in Northern Ghana.)

Specific accomplishment under each project

In addition to the above task to be achieved by the consultant, the following project specific tasks are to be accomplished by the consultant.

Market Access and Livelihood programme.

- Has there been any attempt to synergize the advocacy efforts of civil society organisation in the two countries (Ghana and Burkina Faso)? If yes, what were/are the indicators
- Did the programme result in the creation of new association (networks/coalitions) or strengthened existing ones.
- What was done in the area of research, capacity building, lobbying, and popular mobilisation and campaigning and media?

- What were the problems, challenges and opportunities in terms of advocacy and campaigns?
- Has the programme left any mark of advocacy and campaign solidarity between civil societies of the two countries? Any lessons?
- Did Oxfam GB play its facilitating role well? If no. Why?
- Did the support partners (ISODEC &ORCADE) play their roles well? If no. Why?

Securing Rural livelihoods in Northern Ghana

- Did partners and communities engage in advocacy and campaign as part of one of the strategy of project implementation?
- Did partner receive any support from Oxfam GB by a way of capacity building in advocacy
- Did partners feed advocacy relevant information at the local level into the Oxfam GB national advocacy programme?
- Did partners and or farmers join any advocacy-based organisation? If yes, what is the name?
- Did partners identify policies and practices that are inhibitive to the achievement of livelihood objectives? If yes, what did they do about it?

Milestones

- Initial meeting with Country Programme Manager, Programme Development Coordinator, Livelihood and Market Access Coordinators and partners to discuss details of TOR (October 2007)
- Review Oxfam GB Livelihood Resources/project documents and reports at Oxfam GB Tamale office (October 2007)
- Action plan drafted and reviewed by all key Stakeholders (October 2007)
- Sign Memorandum of understanding (MOU) (October 2007)
- Conduct evaluation (November 2007)
- Facilitate workshop to disseminate key findings with stakeholder (November 2007)

Key Working Relationships

Oxfam GB Country Programme Manager (CPM), Oxfam GB Programme Development Manager (PDC), Market Access Coordinator, Livelihood Coordinator, Project Managers of Implementing Partners.

Management of the Evaluation

The consultant shall conduct the evaluation in collaboration with Oxfam GB staff and partner organisations. The CPM and PDC shall provide the framework governing the engagement with consultant in accordance with Oxfam's policies and procedures.

Place of Performance

The place of performance shall be the three Northern regions of Ghana, Volta and Brong Ahafo regions and Burkina Faso with travels as necessary.

Scope of engagement

The consultant will engage with all partner organisations in Ghana and Burkina Faso as well as a cross section of stakeholders to conduct the evaluation.

Period of performance

The total period of performance for work in this TOR will be six weeks, beginning mid October and terminated by mid December 2007. If an extension of the contract is deemed necessary, Oxfam GB will meet the consultant at least one week before the scheduled end of his/her contract.

Deliverables and Schedule:

The deliverables and schedules required for the successful completion of this TOR are as follows

Deliverables	Schedules
Present action plan and logistical requirements to CPM/PDC	October 15, 2007
Review all relevant documentations on projects	October 17-22, 2007
Conduct Evaluation	October 22-November 2, 2007
Submit draft reports for comments	November 16, 2007
Conduct workshop to present key findings to stakeholders	November 26-27,2007
Submit Final evaluation reports	December 7, 2007.

Contractual Relationship:

The consultant selected to perform the services describe herein, or others as may required, will enter into a contract with Oxfam GB.

List of Persons Interviewed and Communities Visited

Names	Titles
Oxfam GB	
Victor Anagi	Livelihoods Coordinator
Wilson Doku	Programme Development Coordinator
Maxine Clayton	Country Programme Coordinator
New Energy	
Nailatu Iddrisu	Finance Officer
Musah Karim	Monitoring and Evaluation Officer Training Officer
Wumbe Abdullai	
Sheini Focus Group	
PARED	
Assani Tampuri	Programme Manager
La'atri Focus Group	
Dintige Focus Group	
ZOVFA	
Phillip Ayamba	Programme Manager
Bernard Azuure	Livelihoods Officer
Binduri Focus Group	
Zaago Focus Group	
Trade Aid	
Nicholas Apokerah	Programme Manager/Livelihoods Officer
Joseph Laar	Finance Officer
Ananga Richard	
Memuna Karim	
Nyariga 1 and 2 Focus Group	
RAAP	
Evans Sinkari	Programme Officer/Livelihood Officer
Zinpeni Focus Group	
Konguol Focus Group	
PARIP	
Emmanuel Akiskame	Programme Officer
Joseph Azaayam	Livelihood Officer
Farinsa Focus Group	
NANDIRDEP	
Dominic Ziniyel	Programme Officer/Livelihood Officer
Augustine Yirideme	Gender Officer
Tanchara Focus Group	
Baazing Focus Group	

Evaluation of Oxfam’s Programme on Securing Rural Livelihoods In Northern Ghana.
Local Partner’s Questionnaire.

Name of Organization:

Section A

1. How have local customs and traditions of the local communities affected the program?
How was your knowledge?
2. What is the size of your organization?
3. Who in your organization worked on the project?
4. How did you contribute to building the capacity of the participants-beneficiaries?
5. How did you determine who to work with?
6. How did you monitor the programme?
7. What difficulties/challenges came up during the process?
8. How did you address these difficulties/challenges?
9. What challenges did you find with fund disbursements?
10. How did you ensure that the funds were used for the assigned purpose?
11. What would you say the lessons learned from this project have been?
12. What best practices have you used and would use again?

Section B

- Did partners and communities engage in advocacy and campaign as part of one of the strategy of project implementation?
- Did partner receive any support from Oxfam GB by a way of capacity building in advocacy?
- Did partners feed advocacy relevant information at the local level into the Oxfam GB national advocacy programme?
- Did partners and or farmers join any advocacy-based organisation? If yes, what is the name?
- Did partners identify policies and practices that are inhibitive to the achievement of livelihood objectives? If yes, what did they do about it?

**Evaluation of Oxfam's Programme on Securing Rural Livelihoods In Northern Ghana.
Focus Group Questionnaire**

Name of Group:

Number of Females:

Number of Males:

Date:

1. What is your source of income?

2. What type of crops do you grow?

3. What type of farming system do you practice?

4. Did your farming output increase during 2005-2007? And if so, to what extent?

5. Has your food and income security been made more secure, improved, and/or made more sustainable?

6. Have you experienced an increase in crop production?

7. What problems did you encounter in crop production?

8. Do you rear livestock? If yes, specify?

9. Have you experienced improved animal production?

10. What problems did you encounter in animal production?

11. Have you experienced an increase of agro-forestry/afforestation (crops/livestock/trees integration), and if so, to what affect?

12. What do you think if addressed will reduce the problems

Questions for Livelihood Coordinator

1. Confirm date of commencement at current position
2. Describe activities undertaken to provide technical backstopping to this project
3. What specifically do you do when partner submits their annual activity plans
4. What form does your feedback to them take
5. What form did your feedback to the PDC on implementation issues take? Can we see a sample
6. How do you get feedback from the PDC and country office? Can we see a sample
7. In between the renewal of grants to partners what do you do in terms monitoring and evaluation of activities of partners. Can we see a sample of your M&E schedule and reports?
8. What were the main recommendations of the end of phase evaluation of 2005?
9. How were the recommendations implemented in the current phase What did you do in your position to ensure implementation of recommendations?
10. In your analysis of progress made against objectives you must had a baseline on the project on which you drew up indicators against which you measured success/achievements. What indicators did you draw up and agree with the partners. Can we see the baseline information on this project e.g. the cost of inputs provided under the project to beneficiaries. How many beneficiaries were targeted under the project?
11. In pulling together the reports from partners you must have done a quantitative analysis of the cause and effect of your interventions. Can we see a sample of such analysis? How many beneficiaries were reached by this project directly? How many were reached indirectly. How do you know this? What is the gender disaggregation. Have you done a cost benefit analysis?
12. How do you communicate with partner organizations on Oxfam organizational learning issues etc?
13. Are you aware of the partnership assessment tool kits developed by the Oxfam regional office. Have you used this tool with partners. Did you conduct partner organization assessments before renewal of grants. Can we see a sample?
14. What is your role, if any, in the development of a new programme/strategy for Oxfam for Ghana?
15. What is your vision for a new programme?
16. Partner organizations must have submitted their exit plans by now. Can we see them to review their plans for sustainability post Oxfam support?
17. What is your general view on the achievement of the project?

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