



TERMS OF REFERENCE

MALAWI COUNTRY OFFICE

MID-TERM EVALUATION OF THE GENDER AND AGRICULTURE PROGRAMME

1. BACKGROUND

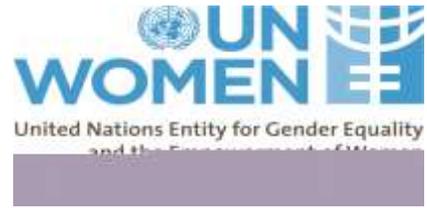
UN Women, United Nations entity for Gender Equality was established to accelerate progress on the elimination of discrimination against women and girls, empowerment of women, and the achievement of equality between women and men as partners and beneficiaries of development. Among its major responsibilities, UN women supports member states as they set global standards for gender equality and women's empowerment, and works with governments and civil society organizations to design laws, policies, programs and services needed to implement these standards as a strategy for promoting human rights, humanitarian action and peace and security.

UN Women is currently implementing a Gender and Agriculture programme with support from the Royal Norwegian Embassy and is scheduled to run from 2014 to 2017 with a budget of USD 2,700, 000. The programme aims at institutionalizing gender in agricultural services through engaging mechanisms such as ASWAp and Gender and HIV/AIDS Strategy The programme is intended to ensure promotion of economic empowerment by making agricultural services more responsive to women's needs. The programme has two strategic objectives namely that;

- Government institutions and selected farmer organizations effectively integrate gender into budgeting, planning and programming.
- Rural women farmers increase their voice and influence policies and strategies on agricultural inputs and support services.

The programme is related to outcome 1.1. and 1.3. of the Malawi United Nations Development Assistance Framework (2012-2016) which are; Targeted rural households in selected districts are food and nutrition secure by 2016 and Targeted population in selected districts benefit from effective management of environment, natural resources, climate change and disaster risk by 2016 respectively. FAO is the key implementing partner to the project under these outcomes.

The initial year of programme implementation focused on the Central level of the ministry of Agriculture, irrigation and Water Development. The programme is also intended to directly support capacity strengthening processes for district and community structures of the Ministry of Agriculture Irrigation and water development under Agricultural Sector Wide Approach (ASWAp). The programme is providing direct support women groups, gender advocates to strengthen their work and promote voice and women's capacity to influence policy and strategies



and processes of government in the provision of gender sensitive service delivery. The programme is being implemented in partnership with the Ministry of Agriculture, Irrigation and water development, the Ministry of Gender Children, Disability and Social Welfare, Ministry of Industry and Trade and Ministry of Finance and Economic Development

2. PURPOSE

The overall purpose of the Mid-term Evaluation is to assess progress towards achieving programme outputs, outcomes and goal, and to consider the validity of assumptions made in the logical framework. The Mid-Term Evaluation will be a reflective and forward-looking exercise. It will reflect on what results have been achieved through the implementation of the Gender and Agriculture Programme and will analyze the lessons learned. The conclusions of the reflection exercise will then inform decisions on the parameters for changes in the activities and programme implementation strategies for the remaining period of the programme implementation. Specifically the objectives of the midterm evaluation will be the following:

- Assess the relevance of the Gender and agriculture programme to the overall objectives of UN Women Malawi as well as its contribution to the Malawi development goals.
- Assess effectiveness and organizational efficiency in progressing towards the achievement of the Gender and Agriculture programme outputs, outcomes and goals.
- Evaluate progress towards achieving the results, challenges and lessons learnt of the Gender and Agriculture Programme.
- Identify and validate lessons learned, good practices and examples and innovations of work supported by UN Women in the gender and agriculture programme
- Provide actionable recommendations for future use
- Assess sustainability measures of the programme and role of UN Women beyond programme implementation
- Identify and analyze strategic areas for Gender and Agriculture Programme focus areas in the context of the transitional period and making an impact in the gender sector.

This Mid-term Evaluation will aim at responding to key questions relating to achieved results, relevance, effectiveness and efficiency of the Gender and Agriculture Programme and UN Women comparative advantage in strategies, management and technical support. The Mid-term Evaluation will validate and further explore findings from the institutional assessments and monitoring visits and additionally examine outcomes and provide for a potential forward-looking framework of the Gender and Agriculture programme in the remaining period and years to come.

The Mid-term Evaluation will generate information that will eventually feed into UN Women’s reporting on the Gender and Agriculture Programme, on attainment of strategic goals and outcomes and managing for results. The Gender and Agriculture logical framework and the indicators therein will be the main guide for the Mid-Term Evaluation. The intended results of the Mid-term Evaluation will be used by UN Women and stakeholders involved in the implementation of the programme. These stakeholders include those in the gender and women’s empowerment and the donor agency. The evaluation will also feed into the process of mapping out the strategic thematic areas that the Gender and Agriculture programme specifically the Women’s Economic Empowerment programme should be focusing on in the next one and half years.

3. SCOPE

The evaluation will assess the programme in the areas of relevance, effectiveness, efficiency and sustainability. The Specific Terms of Reference will include:

3.1. Relevance

It is important to ascertain the relevance and appropriateness of the of the whole programme design including the specific interventions, programme goals, objectives and activities. This will involve an examination of the extent to which Gender and Agriculture programme is suited to the priorities and policies of the target group, implementation partners (MoGCDSW and MoAIWD) and donor. The following evaluation questions will be answered in this section;

- To what extent are the Outcome and objective areas of the programme relevant to targeted beneficiaries, UN Women priorities as well as country priorities?
- Was the program in line with local needs and priorities, targeting the right areas, people with the right interventions?
- Did the process of designing the program or programme adequately enlist the participation of all key stakeholder groups?
- What measures were put in place to ensure that the programme stakeholders were adequately informed of the programme interventions and their roles in it?
- To what extent did the key stakeholder groups (disaggregated by age, sex and livelihood group) participate in the management and implementation of the programme?
- Did the activities implemented contribute to the outcome and the objective of the programme and the overall programme logic? Were there gaps, if yes, what are they and what can be done to address this problem?
- Are the risks/assumptions identified during programme design still valid? How are they being managed? Are there any new risks emerging?
- To what extent is the institutional framework including the roles of the various committees and programme structures at all levels appropriate to the programme

3.2. Effectiveness

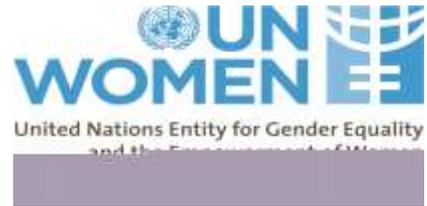
The principle of effectiveness largely addresses the question as to how a programme is implementing its activities in order to be successful in achieving the expected results. The following key questions will guide the evaluative analysis:

- To what extent were the objectives achieved/are likely to be achieved;
- To what extent has the programme approaches been effective in achieving its intended objectives as well as objectives of UN Women.
- Are programme activities being implemented effectively to achieve maximum benefit within the context; including delivery process, among others?
- What are the factors that hindered/assisted the effectiveness of the program?
- Are there adequate and effective systems in place to ensure accountability and transparency in management implementation of the programme? Are these systems being adhered to? Why or Why not?
- To what extent is programming informed and influenced by situational and policy context, in relation to attainment of results?
- Are the partnerships formed by the programme effective in helping the programme achieve its objectives? Why or Why not? What are the lessons learnt on partnerships?
- To what extent is the programme communication strategy effective and why?
- Is the programme M&E systems effective and why? How can they be improved
- Have the institutional arrangements and coordination mechanisms effectively supported the delivery of the programme?

3.3. Efficiency

This is an input-output rational assessment in comparison to the outputs or achievements of the programme. Efficiency further assesses the management of the programme. The following questions will be the focal point of analysis;

- What measures have been taken during planning and implementation to ensure that resources are efficiently used?
- Did the programme adopt the most efficient approach in implementation?
- How well does the programme management structure support/facilitate program implementation?
- Were there any constraints (e.g. political, practical, and bureaucratic) to efficient programme implementation? What level of effort was made to overcome these challenges?
- Is programme management responsive to changing conditions on the ground?



- To what extent has UN Women worked in partnership with MOAFS, MoGCDSW contributing to greater efficiencies in the delivery of the programme? Was the programme implemented in the most efficient way compared to alternatives?
- Are the objectives going to be achieved on time?

3.4. Sustainability

1. What is the likelihood that the programme results will be sustainable, in terms of systems, institutions, and financing?
2. Are planned exit/handover strategies appropriate and timely?
3. Is there an added value role for UN Women to play beyond programme completion?
4. Assess the degree of commitment of all the programme parties to continue working with the Gender and Agriculture programme or replicate it

3.5. Consider revisions to the existing programme

In the light of the above, evaluate and make recommendations on possible improvements which could be practically implemented during the remainder of Gender and Agriculture Programme in the areas of:

- Thematic areas – priority areas of interventions
- NGO, coalition & coordination and capacity building, including community based approaches
- Up-scaling
- Programming for results
- Monitoring and evaluation
- Other improvements to general implementation of the various initiatives

4. METHODOLOGY

The methodology will incorporate rights based participatory approaches that are gender sensitive and will be carried out based on the UNW evaluation policy principles. The Mid-term Evaluation team will use multiple data methods that are both qualitative and quantitative and will consider among other processes a desk review, meetings, consultations, workshops with different groups of stakeholders. The Mid-term Evaluation team will also consider data collection instruments and methods to be used. The proposed methodology will be developed by the Mid-term Evaluation team and presented for approval to the evaluation task manager. The methodology should include but is not limited to the following:

- An evaluation design that builds on the above detailed objectives, scope and evaluation questions, including an evaluation matrix.
- Instruments and tools to be used for gathering relevant information and data, including identification of different key informants to be interviewed;
- The approaches for the analysis and the interpretation of data (e.g. types of data analysis used, data collection instruments, the level of precision, sampling approaches);
- Expected measures that will be put in place to ensure that the evaluation process is ethical and that the participants in the evaluation – e.g. interviewees, sources – will be protected (according to the UNEG Norms and Standards and UNEG Ethical Guidelines, see <http://www.unevaluation.org/ethicalguidelines>)
- Plans on dissemination of results
- A detailed work plan indicating timing of activities, responsibilities, and use of resources
- The final evaluation report will be quality assessed based on standard UNW evaluation quality criteria see <http://www.unwomen.org/en/about-us/evaluation/decentralized-evaluations>
- The final report will be made publicly available under <http://gate.unwomen.org/>

5. STAKEHOLDER PARTICIPATION

Key stakeholders to be considered include UN Women programme staff, CSOs in agriculture, Women's Coalition, Ministry of Agriculture Irrigation and Water Development, Ministry of Industry and Trade, and Ministry of Gender, Disability, Children and Social Welfare and other UN partners such as WFP, and FAO, Women's Coalition and donor partners. To the extent possible and following UN Women Evaluation Policy the evaluation will aim at engaging particularly marginalized and vulnerable groups throughout the process.

6. EXPECTED PRODUCTS

6.1. Deliverables

The following deliverables are expected from the mid-term evaluation exercise:

- Deliverable 1: An inception report which contains evaluation objectives and scope, description of evaluation methodology/methodological approach, data

collection tools, data analysis methods, key informants/agencies, evaluation questions, performance criteria, issues to be studied, work plan and reporting requirements. It should include a clear evaluation matrix relating all these aspects and a desk review with a list of the documents consulted. It should be 7 to 10 pages excluding the annex, references, table of contents and cover page.

- Deliverable 2: Power point presentation (10 slides max) of preliminary findings to UN Women, FAO and the ministry of Agriculture, Irrigation and Water Development and then to the key stakeholders. The comments made by key stakeholders should inform the draft report.
- Deliverable 3: Draft mid-term evaluation report (20 pages max with unlimited number of pages for the annex) which should be delivered with adequate time to allow stakeholder discussion of the findings and formulation of recommendations.
- Deliverable 4: Final mid-term evaluation report (30 pages min with unlimited number of pages for the annex) which should be structured as follows:
 - Executive Summary (maximum five pages)
 - Situation Analysis
 - Evaluation purpose
 - Evaluation methodology
 - Evaluation findings regarding each of the key Results areas of the programme (both quantitative and qualitative analysis) including challenges and constraints as well as opportunities in achieving the planned targets of the programme so far.
 - Discussion of results
 - Lessons learnt
 - Conclusions and Recommendations
 - Annexes (including interview list – without identifying names for sake of confidentiality/ anonymity, revised log frame, data collection instruments, key documents consulted, Terms of Reference).
 - Soft copies of all data sets used in the evaluation
- Deliverable 5: Disseminate results through a meeting organized by UNWomen.

Once the draft report is available, a dissemination strategy will be developed by the evaluation task manager. It will specify the key audience for the findings of the Mid-term Evaluation and how the report will be disseminated.

Following UNWomen Evaluation Policy, a management response will be prepared by the commissioning unit within 6 weeks after completion of the report. It will specify the key actions to be taken, key partners to be involved in carrying out the actions and the timeframe for implementation. When preparing the

response, inputs should be sought from all parties to whom recommendations are addressed including partners and donors.

6.2. Time Frame for Deliverables

This evaluation is expected to be completed in a period of 40 days to enable findings to feed into programme management and implementation for the last phases of the current implementation cycle. The evaluation team will be expected to work in consultation with UN Women at all levels.

Week 1

- Commencement of work
- Briefing with UN Women, FAO and the Ministry of Agriculture, Irrigation and Water Development
- Preparation of inception report with workplan, finalized and approved methodology and research tools
- Desk review of all relevant documents

Week 2

- Desk review of all relevant documents
- Data collection and analysis

Week 3

- Data collection and analysis
- Report preparation

Week 4

- Report preparation
- Submission of first draft report to UN Women
- Review of first draft by UN Women and partners

Week 5

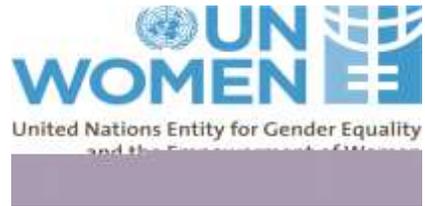
- Review of first draft by UN Women and partners
- Incorporation of comments into first draft

Week 6

- Submission of final Report
- Presentation of findings to UN Women and partners

7. MID-TERM EVALUATION CONSULTANT EXPERIENCE

Ideally the person must have a post-graduate degree in a field related to gender, women's empowerment and development including strong academic and work experience in a wide range of complex performance evaluation approaches and alternative approaches to women's empowerment. He/she should have excellent analytical, facilitation and communications skills; ability to negotiate with a wide range of stakeholders with at least 10 years' experience in programme evaluation, gender and development, organizational development, and institutional analysis. The person should have a broad knowledge of relevant international frameworks pertaining to gender equality, country level programming expertise in gender equality and women's empowerment, gender mainstreaming, gender analysis, donor funded programmes, basket funding and gender and development programmes in developing countries. He/She should have a strong background in strategic planning and programme design and very good facilitation



skills to lead multi-stakeholder processes and good writing skills. Evaluation experience of donor funded programmes and knowledge of UN procedures is an added advantage.

In addition, the individual should have expertise in the following areas: -

- Knowledge of Gender and Women's Empowerment Issues.
- Knowledge of RBM methodologies.
- Knowledge of participatory evaluation methods.
- Proven programme management expertise.
- Knowledge in community development, organizational change, institutional development and capacity building. Generally, expertise in the intervention sectors covered by the Gender and Agriculture Programme, and in particular, this evaluation, would provide an additional advantage.

The consultant should have excellent writing and editing skills. If he/she proves unable to meet the level of quality required for drafting the report, the consultant will provide, at no additional cost to UN Women, immediate technical support to meet the required standards.

There will be provision for a support consultant who will be identified by the lead consultant in collaboration with UN Women. The support consultant will work together with the lead consultant to deliver on the expected outputs.

The independence of the evaluation team is outlined by the UNEG Norms and Standards as well by the UN Women

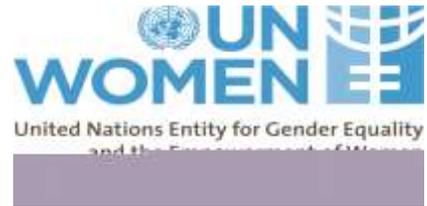
Evaluation Policy. According to the UN Women Evaluation Policy, evaluation in UN Women will abide to the following evaluation standards: Participation and Inclusiveness, Utilization-Focused and Intentionality, Transparency,

Independence and Impartiality, Quality and Credibility as well as Ethical Standards. UNEG Norms and Standards and the UN Women Evaluation Policy are publicly available under <http://www.unwomen.org/en/about-us/evaluation>.

The Mid-Term Evaluation team is to act according to the agreed and signed Terms of Reference and to proceed according to all stated agreements.

8. MANAGEMENT OF THE MID- TERM EVALUATION

UN Women will have an internal evaluation reference group of at seven experts that will be responsible of ensuring that the mid-term evaluation terms of reference are fully adhered to. The M&E Officer will coordinate the evaluation process and make follow-up with the evaluation team. The reference group will also be solely responsible for the review and approval of all deliverables of the Mid-term Evaluation report by the programme management team. The reference group will work hand in hand with the UN Women M&E officer.



The evaluation consultant will make a presentation of its report to the Evaluation reference group and Programme management team and relevant partners at a meeting (whose date and venue will be advised by UN Women) and finalize the report, taking into account any clarifications or recommendations made at the presentation. The consultant will also assist UN Women in designing a framework for future Gender and Agriculture programming.

The evaluation consultant will be responsible for logistics: office space, administrative and secretarial support, telecommunications, printing of documentation, etc. The consultant is also responsible for the dissemination of all methodological tools such as questionnaires, conduct of interviews; group discussions etc. UN Women will facilitate this process to the extent possible by providing contact information such as email addresses and phone numbers. Donors might be requested to provide planning documents, mission reports or other relevant documents.

9. ETHICAL CODE OF CONDUCT

The UN Evaluation Group Ethical Code of Conduct is available on the website of the United Nations Evaluation Group (UNEG) under <http://www.uneval.org/index.jsp> and should be referred to for guidance in conducting the Mid-Term

Evaluation.

*Disclaimer

The material arising from the consultancy team shall be the property of UN Women and cannot be used without the express consent of UN Women.

10. ANNEX 1: KEY EVALUATION GUIDANCE DOCUMENTS

- UNW online Guide for Gender Responsive Evaluation under <http://www.unwomen.org/en/about-us/evaluation/decentralized-evaluations>
- The UN Evaluation Group Ethical Code of Conduct
- Gender and Agriculture Programme documents
- UNWomen DRF, AWP and OEEF
- UNDAF Malawi document