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| **Assignment Title** | **Individual Consultancy for Team Leader for Mid Term Evaluation of UNDP Malawi Country Programme 2019 to 2023** |
| **Project** | Public Sector Innovation |
| **Type of Contract** | Short Term Individual Consultant (International) |
| **Contract Period** | 30 working days spread over 2 calendar months |
| **Supervisor** | UNDP M&E Specialist in consultation with Programme Portfolio Managers |
| **Location** | Home-based with possible travel depending on COVID 19 situation |
| **Country** | Malawi |

1. **Background and Programme Context**

Malawi is a landlocked country, covering an area of approximately 118,000 km2. It is ranked among the Least Developed Countries in the world. Its population of approximately 18 million is predominantly rural with a rapidly urbanizing sector and with high population growth rates. Malawi’s GDP per capita is estimated at $411.60 (2019),[[1]](#footnote-1) with its Gini coefficient placed at 44.7[[2]](#footnote-2) (2016). Agriculture, which employs over 80% of the Malawian population, is the mainstay of the economy. It drives livelihoods for two-thirds of the country’s population but contributes only a third to GDP[[3]](#footnote-3) and accounts for over 85% of export earnings. The Human Development Index (HDI) value of 0.483 (2019) puts the country in a rank 174 out of the 189 countries and territories.[[4]](#footnote-4)

Malawi attained political pluralism in 1993 following a national referendum that resulted in the provisional adoption of a democratic Constitution of the Republic of Malawi (the Constitution) in 1994. This provisional Constitution was adopted in 1995. Since 1993 the country has held six general elections.

The Gender Equality Act (GEA) (2013) Section 11 provides for a 40-60 quota for recruitments in the public service. Malawi has seen an increase in appointment of women in decision making positions in recent years. There was also an increase of 23% in women´s representation in the parliament in the 2019 election. However, the number falls short of the 30% threshold.

In general, gender related indicators are not encouraging. For instance, Malawi’s Gender Inequality Index is 0.565 and ranks 142 out of the 162 among countries which have been assessed. Maternal mortality is relatively high at 349 deaths for every 100,000 births. The country records significant cases of gender-based violence and child marriages fueled by poverty. According to Human Rights Watch, 42 per cent of women are married by age 18 and 9 per cent by age 15.

Since 2017, Malawi has implemented the Malawi Growth and Development Strategy (MGDS III) as its principal national development framework to achieving national development goals as well as the Sustainable Development Goals (SDGs) of Agenda 2030. The priority areas of the MGDS III include the following: agriculture, water development, and climate change management; education and skills development; Energy, industry, and tourism development; transport and information and communication technology (ICT) infrastructure; health and population. Other strategic areas of development include: vulnerability, disaster management, and social support; gender, youth development, and social welfare; human settlement and physical planning; environmental sustainability; HIV/AIDS management; peace and security; and nutrition.

While there have been notable developments in a number of sectors, the country has a daunting task to accelerate development to meet demands from a rapidly growing and young population including provision of jobs. The country needs effective solutions to address effects of climate change, which is eroding the resilience of many Malawians, which has been exacerbated by the COVID-2019 Pandemic. In the governance space, Malawi’s institutions are considered weak in the delivery of public services and foster transparency and accountability and performance management oversight functions.

Malawi has been affected by the COVID-19 pandemic since March 2020, when the first preventive measures were applied. Despite less stringent measures and a partial lockdown, economic activities slowed down resulting in substantial loss of household income, livelihoods, jobs, businesses, and markets for agriculture produce. The Malawian economy grew at only 0.9% in 2020 and is projected to grow at 2.5% in 2021. This trend is reflective of the growth patterns that have prevailed in many countries around the world due to the COVID-19 pandemic, including sub-Saharan Africa.

There were also significant adverse social effects associated with a long period of the partial lockdown, particularly in 2020, including an increase in gender-based violence and child abuse, increase in workload for care givers at home and teenage pregnancies due to closure of schools. The pandemic has also increased the disease burden for the health sector with government having to spend huge amount of resources to provide bed space and facilities for COVID-19 cases. [Ref. Assessment of Socio-economic Impact study].

At the time of writing these terms of reference, Malawi was experiencing a third wave of COVID-19 infections, which had seen a rise in the daily average infections from less than 10 cases in May to an average of over 500 cases during the month of July 2021. This prompted government to re-introduce stricter preventive measures such as a reduction of public gatherings from 100 to 50 people in closed places and reduction of public transport carrying capacity from 60% to 50% of existing capacity in addition to a requirement that people wear masks in all public spaces. Unlike the situation during the second wave, schools have remained open.

Existence of COVID-19 vaccines has offered hopes for a decrease in infections and an end to morbidity associated with the COVID-19. However, availability of vaccines in the country has so far been very limited mainly due global supply chain issues. Malawi received about 500,000 doses of Astra Zeneca vaccines under the WHO Covax scheme, which ran out in June. Today about 385,000 people have received one jab of the vaccine and only 43,165 have received both first and second doses. The country was expecting a supply of vaccines towards the end of July 2021.

Malawi launched its Vision Statement: Malawi 2063 (MW2063) in January 2021, which replaces the Malawi Vision 2020. The new vision has re-assessed Malawi’s priorities with a focus on inclusive wealth creation and self-reliance. MW2063 is built on three pillars, namely: agriculture productivity and commercialization; industrialization; and urbanization. The country is preparing an attendant 10-year implementation plan as a first step towards operationalizing the Vision.

1. **The UN and UNDP Response**

The UN system has been supporting the Government in the implementation of the MGDS III to achieve national development outcomes and the SDGs. The 2019-2023 UN Sustainable Development Cooperation Framework (UNSDCF), in short UNCF, is the main vehicle through which the UN system is supporting priority areas in the MGDS based on its mandates and capacities. The Malawi UNCF is structured around three pillars, namely: Pillar 1 – Peace, Inclusion and Effective Institutions; Pillar 2 – Population Management and Inclusive Human Development, and Pillar 3 – Inclusive and Resilient Growth. The UNCF has a total of nine development outcomes.

UN reforms require that UN agencies adopt relevant UNCF outcomes. In this regard, UNDP is contributing to four UNCF outcomes, which fall under pillars 1 and 3 as follows:

1. **Pillar I, Outcome 1**: Rights holders in Malawi access more accountable

and effective institutions at the central and decentralised levels that use quality disaggregated

data, offer integrated service delivery and promote civic engagement, respect for human

rights and rule of law.

1. **Pillar I, Outcome 3**: Malawi has strengthened institutional capacities for Sustaining peace, inclusive societies, and participatory democracy.
2. **Pillar III, Outcome 7**: Households have increased food and nutrition

security, equitable access to WASH and healthy ecosystems and resilient livelihoods.

1. **Pillar III, Outcome 9**: Malawi has strengthened economic diversification,

inclusive business, entrepreneurship, and access to clean energy.

1. **UNDP Country Programme (CP)**

**3.1 UNDP Country Programme Document and Projects**

As expected, to operationalize the selected UNCF outcomes, UNDP developed a Country Programme Document (CPD) which elaborates outcome and output indicators, implementation arrangements and resources requirements, among other elements. Annex 1 presents a results matrix of the CP.

Eighteen development projects are contributing to the operationalization of the CP. Five of the projects are carried from the previous cycle.

**3.2 Implementation of the 2019-2023 Country Programme**

The principal objective of the programme is to contribute to reduction of poverty, inequality and vulnerability to shocks. Implementation of the programme has proceeded through three main pathways. The first strategy comprises interventions aimed at inclusive sustainable growth by enhancing economic innovation, inclusive business, job creation, entrepreneurship and access to renewable energy. Notable achievements in the area of inclusive sustainable growth since 2019 are outlined below.

UNDP has been supporting growth of the private sector and entrepreneurship through a suit of instruments. The Growth Accelerator (GA), the very first Business Acceleration programme in Malawi, is injecting risk capital into start-up companies led by young Malawian entrepreneurs with supplementary business acceleration technical support. Since 2019, the entrepreneurs supported have created more than 100 jobs, have developed more than 15 new products on the domestic market and have also had an average increase of about 30% in revenue. About 50 entrepreneurs have received support from the GA. The GA is pushing small enterprises on a growth trajectory in readiness for more risk capital and growth. The Malawi Innovation Challenge Fund (MICF), a matching grant facility for the private sector providing risk capital that absorbs commercial risks in triggering innovation, speeding up new business models and/or technologies that have high social impact.

Since 2014, the fund has invested in over 50 companies having appetite for risk, import substitution and innovation and has created over 1,500 full-time jobs in new manufacturing facilities, improved the livelihoods of over 48,500 low-income people, leveraged more than 6.5 Million USD in external finance and mobilized more than 10.9 Million USD in private sector contributions. As a response to the COVID19 pandemic, the GA and MICF respectively launched specific challenge windows to cushion the private sector from effects of the pandemic. Through these special windows, the GA is supporting 28 entrepreneurs while the MICF is supporting 14 companies.

UNDP assistance has contributed to an increase of national cumulative installed generation capacity for rural population through mini grids from 379 kW in 2019 to 385 kW in 2020. Continuing this effort, the country will install greenfield mini grids at two sites of the following sites: Manoro in Mzimba, Mwansambi in Ntcheu or Chisi in Zomba district. This support will directly impact on the proportion of households benefitting from clean, affordable, and sustainable energy.

The second pathway encompasses interventions towards scaling up climate adaptation and resilience to shocks for vulnerable communities. Following a devastating cyclone, which resulted in loss of lives and extensive damage to properties, UNDP supported recovery initiatives that included construction of 430 houses for flood victims using more sustainable and more environmentally friendly materials than before. UNDP also provided essential disaster risk reduction and early recovery assistance that enabled the completion of five multi-purpose flood evacuation centres, each able to accommodate upwards of 300 people in flood zones.

The third pathway of the country programme focuses on strengthening governance and human rights institutions for development effectiveness, transparency and accountability, improved service provision and civic participation. Interventions include promoting civic engagement, respect for human rights, rule of law, peace and democracy and support to national and local development planning, coordination and monitoring capacities processes with special attention given to localization of the Sustainable Development Goals (SDGs). Some of the key achievements in the area of responsive institutions and civic engagement are outlined below

Having successfully established a national registration and national identification system, UNDP has supported the use of the National ID ecosystem as a primary source of identification for the delivery of services to enhance accountability and effectiveness in over 10 institutions in the private and public sector. This has resulted to great efficiencies in provision of services and improvement in risk management. For instance, the use of national ID cards ensured the credibility of the voters’ roll during the Fresh Presidential Elections (FPEs) which was held in 2020 and clean-up of pensioners records leading to savings of $400,000 monthly [Source: Accountant General, Ministry of Finance, 2020].

UNDP has supported the installation of an Electronic Health Information Network (eHIN) - an innovative, easy to use mobile phone and web based application aimed at managing and tracking all health commodities at all tiers of health supply chain. eHIN was introduced as a response to Minisrty of Healths decision to have a system that would help in generation, transmission, collation, analysis and presentation of logistics data. So far the system is deployed in 3 districts, namely: Blantyre, Rumphi and Ntchisi. The platform has provided visibility for all transactions done across the last mile up to Central Medical Store. Over 90,000 transactions have currently been registered for stock counts; issuing, receipting and discards. The capacity of health workers to effectively deliver health services has also been enhanced. Over 668 health workers handling health commodities across the supply chain system were trained on the eHIN system in the 3 districts. The application is resulting in improved transparency and accountability in the management of health commodities.

UNDP has piloted digitalization of village physical and socio-economic information to enhance evidence based planning and decision making. The system provides an entry point for transformation of village and district planning processes by enhancing data collection and analysis, monitoring and coordinated service delivery and achievement of the SDGs. Building on the information system, UNDP is supporting the development of an integrated service coordination platform at the district level. The platform does not only enable efficient coordination of services but also has the potential for translating into a vehicle for donor basket funding of initiatives at the district level.

In the area of rule of law, UNDP has supported access to justice by the poor and marginalized people in conflict with the law. Between 2019 and 2020, UNDP’s assistance augmented the capacity of the Paralegal Advisory Service Institute (PASI), a non-state actor, to facilitate the release of a total of 64,762 poor and marginalized detainees. With paralegal officers' availability in places of detention, a total of 277,732 people (witness/sureties, accused persons, guardians, prisoners) were empowered with legal advice and assistance. [**Source:** Paralegal Advisory Service Institute, 2019 and 2020 Annual Reports].

In the wake of the COVID 19 pandemic, UNDP has rendered assistance to public universities to venture into production of personal protective equipment, face masks and shields and sanitizers. Apart from enhancing the supply of PPEs in targeted communities, engagement of universities allowed them to explore innovative ways of producing PPEs.

Right from early days, UNDP provided assistance to bring awareness of the Covid 19 pandemic to many sections of the Malawi citizenry. Different channels were used to reach the population at large and to specific groups such as persons with disabilities with Covid 19 messages. Among them UNDP supported the production of more than 4000 braille materials on Covid 19 awareness and prevention. In other interventions, in 2020, UNDP supported the Malawi Electoral Commission to provide Covid 19 prevention materials in all polling stations enabling fresh presidential elections to proceed with minimum concerns of contracting the virus. UNDP boosted the ICT infrastructure for Government Departments and key governance institutions including Malawi Parliament to ensure that critical service delivery is not interrupted during the pandemic. The support included over 186 laptops, 35 Zoom licenses, 186 MIFIs and data bundles. UNDP supported advocacy and paralegal services resulting in release of 782 detainees in an effort to promote access to justice by the poor and reduce congestion in Malawi prisons and hence risk of contracting the virus.

During the period, the CO has sought to promote efforts towards youth empowerment and innovation. The country joined several countries in implementation of a project on accelerator lab whose primary goal is to enhance country office capacity for introducing and promoting innovative concepts, systems, and projects. Youth development and innovation are adopted as cross-cutting issues in programming in addition to gender equality and women empowerment and human rights.

Malawi is among few UNDP COs which are pioneering application of a sense-making approach to planning and managing programme portfolios. Sensemaking is a process through which human beings generate insights, induce learning, and create meaning from experience. UNDP Malawi adopted the sense-making protocol with a double-edged intent. First, the intent was to articulate a coherent governance portfolio and accelerate it to bring about the three identified governance outcomes in Malawi – accountable institutions, engaged civil society, and effective service delivery. The process is at an advanced stage culminating into several policy options which will guide the CO in its interventions to achieve identified governance effects.

In 2019 and 2020, UNDP programme expenditures totaled $ 43,544,121 and $ 42,598, 175, respectively. About 45 % of expenditures were in democratic governance (addressing decentralization, elections and national registration and identification systems, human rights and public sector reforms) and 57% was in resilience and sustainable growth ( entrepreneurship, innovative business models, job creation, climate change resilience and adaptation and access to renewable energy).

The operating environment during the first two years of implementation of the country was beset by three major challenges. In March 2019, Malawi was hit by Cyclone Idai whose impact was modest on GDP (0.13%) but significant and highest in districts with the poorest populations. The country experienced protracted political tension in the aftermath of the May 2019 general elections. The opposition contested presidential elections results in court, which was accompanied by widespread protests demanding electoral chair’s resignation resulting in considerable property damage and economic disruption.

Implementation of the country programme had been negatively affected by the COVID-19 pandemic particularly from March 2020 when government imposed a partial lockdown, which restricted travel and official gatherings. As a result of the preventive measures, some important meetings were delayed or not conducted at all, and project monitoring missions were limited. Some activities such as the roll out of mass child registration were suspended. Projects were compelled to divert resources to procure personal preventive equipment to reduce transmission of the corona virus where activities were allowed to take place.

COVID-19 has directly affected the amount of resources available to implement the country programme, as donor contributions were reprogrammed due to the COVID-19 pandemic. In addition, several partners have indicated that they would not be making new commitments to support Malawi programmes including UNDP’s programmes in the short to medium term.

The development context during the past two and half years of the CP and launch of **Malawi 2063** make it necessary for UNDP to evaluate its country programme to assess its relevance, focus and effectiveness of its strategies, among other areas.

1. **Purpose, Scope and Objectives of the Evaluation**

**4.1 Purpose of the evaluation**

The evaluation is being conducted to assess progress towards achieving CP outcomes. The evaluation will capture evaluative evidence on the relevance, effectiveness, efficiency, and sustainability of current programme, which can be used to strengthen it going forward and to set the stage for new initiatives. The evaluation serves an important accountability function, providing stakeholders and partners with an impartial assessment of the results. The evaluation will provide an opportunity for UNDP to engage key stakeholders to discuss achievements, lessons learned, and adjustments required in response to an evolving development landscape including the impact of the COVID-19 pandemic and changing national priorities.

**4.2 Evaluation Scope**

The mid-term evaluation will be conducted between 18 October, 2021 and March, 2022, with a view to compiling what the programme has achieved so far while reviewing its strategic direction in view of the impact of the COVID-19 pandemic and other emerging priorities for the country. The evaluation will cover the period January 2019 to June 2021 and will specifically assess:

The relevance and strategic positioning of UNDP CO support to national development agenda, which has been articulated in the Malawi 2063 along with its first 10-year implementation plan.

1. The progress made towards achieving the CP outcomes and outputs through specific projects and advisory services including contributing factors and constraints.

The relevance, effectiveness, efficiency, coherence and sustainability of the Country Programme.

1. The extent to which cross-cutting issues including gender equality, youth development, innovation and human rights were considered.
2. The lessons learnt from the experience with the design and implementation of programmes.

The evaluation will take into account the findings of independent project evaluations and reviews conducted since January 2019. The evaluation will also consider the findings of the COVID-19 pandemic socio-economic impact study and the UN Country Assessment report, 2020.

**4.3 Evaluation Objectives**

The objectives of the mid-term evaluation are to:

Assess progress towards achieving outcomes and outputs in the Country Programme Document;

Review of factors which positively and negatively influenced the achievement of results;

* Examine the strategic positioning and relevance of UNDP in the sectors covered by the CP – the strengths, weaknesses, and gaps - especially with regard to the appropriateness of their partnership strategy (including choice of beneficiaries), their Theory of Change (ToC), and any need for mid-course adjustments to meet the outcomes;

Analyse and advise on the positioning and focus during the remaining period of the CP taking into account current Malawi’s development context, emerging national priorities and UNDP’s new direction;

Assess the sustainability of results being achieved during the implementation of the Country Programme;

Assess the internal coherence of the programme and the extent to which portfolio management was practiced;

Assess the extent to which gender was mainstreamed in the design, implementation, monitoring and reporting of the country programme;

Assess the extent to which youth development and innovation are being applied in planning, implementation and reporting processes;

Assess and analyze the relevance, effectiveness, efficiency and sustainability of the Country Programme and its contribution to development results.

* Distil lessons learnt and provide recommendation for future programming, including to inform higher level evaluations and future decision-making and planning for the remainder of the programme cycle.

**Evaluation Criteria and Questions**

The evaluation seeks to answer the following questions, focused around the evaluation criteria of relevance, effectiveness, efficiency and sustainability:

**Relevance**: The extent to which the programme design and implementation were suited to national priorities and realities and UN commitments:

Are the intended outputs and outcomes aligned with the key development strategies of the country? Are they consistent with human development needs of the country and the intended beneficiaries?

Do the outputs and outcome address the specific development challenges of the country and the intended beneficiaries? Were there any unintended consequences (positive or negative) that have implications to the human development goals of the country?

To what extent has UNDP Malawi selected method of delivery been appropriate to the development context of the country?

Has UNDP Malawi been influential in Country debates on CPD-related initiatives and has it influenced policies on any of the thematic areas?

How effectively has the CP been structured? How has the surrounding structure in which the CP operates affected its delivery?

To what extent did the CP incorporate the UNSDF principles?

To what extent has UNDP applied the integrator role in the delivery of SDGs?

**Effectiveness**: the extent to which the CP is achieving its intended outcomes and outputs.

* Are the stated outputs being achieved? Are they contributing to the stated outcomes?
* What level of progress towards outcomes has been made as measured by the outcome indicators presented in the results framework. What evidence is there that UNDP support is contributing towards an improvement in the country’s capacity, including institutional strengthening in the thematic areas of the CP?
* What are the key strategic and policy advisory contributions that UNDP has made/is making in outcome areas, if any?

Is UNDP utilizing innovative techniques and best practices in its programming initiatives and processes?

Taking into account the technical capacity and institutional arrangements of the UNDP Malawi CO, is UNDP well suited to providing the respective thematic support in the country?

What/How is the quality of expertise provided to the partner government institutions?

To what extent have UN reforms influenced UNDP Malawi’s support in the country and in what sectors?

What contributing factors and impediments are enhancing or impeding UNDP performance in various areas of the CP?

How useful has the knowledge and skills transfer proven to be so far?

How can the effectiveness of support to the CP be strengthened in remaining period?

**Efficiency:** measurement of the outputs in relation to the inputs.

Are UNDP approaches, resources, models, conceptual framework relevant to achieve the planned outcomes? Are they sufficiently sensitive to the political and development constraints of the country?

Are the results being delivered in a reasonable proportion to the operational and other costs?

Has there been an economical use of financial and human resources? Could a different type of intervention lead to similar results at a lower cost? How?

Are the monitoring and evaluation systems that UNDP Malawi CO has in place helping to ensure that programmes are managed efficiently and effectively for proper accountability of results?

To what extent has UNDP applied portfolio management, taking advantage of opportunities?

**Sustainability:**

What is the likelihood that UNDP’s interventions are sustainable?

Are there exit strategies in place for different programmes and projects?

What mechanisms have been put in place by UNDP Malawi to support the government/ institutional partners to sustain improvements made through these CP interventions?

What changes should be made in the current set of partnerships in order to promote long term sustainability?

**Partnership strategy**

Has the partnership strategy as indicated in the CPD and projects been appropriate and effective?

Are there current or potential complementarities or overlaps with existing regional partners’ programmes?

How have partnerships affected the progress towards achieving the outputs/outcomes?

Has UNDP worked effectively with donors to deliver on the CP initiatives?

How effective has UNDP been in partnering with civil society (where applicable) and the private sector to promote its initiatives in the Country?

The evaluation should also include an assessment of the extent to which programme design, implementation and monitoring have taken the following cross cutting issues into consideration:

**Human rights – Leaving no-one behind.**

To what extent have poor and physically challenged and other disadvantaged and marginalized groups benefitted from UNDP CPD interventions?

**Gender Equality and Women Empowerment**

To what extent has gender been addressed in the design, implementation and monitoring of CPD interventions? Is gender marker data assigned the projects representative of reality

To what extent has UNDP promoted positive changes in gender equality? Were there any unintended effects?

**Capacity Building**

• Did the CPD adequately invest in, and focus on, national capacity development to ensure sustainability and promote efficiency?

• Are the knowledge products (reports, studies, etc. where applicable) delivered by different interventions adapted to country needs?

Based on the above analysis, the evaluator is expected to provide overarching conclusions on UNDP Malawi CO results in this areas of support, as well as recommendations on how the UNDP could adjust its programming, partnership arrangements, resource mobilization strategies, and capacities to ensure that the CPD portfolio fully achieves current planned outcomes and is positioned for sustainable results in the future. The evaluation is additionally expected to offer lessons for UNDP support in country and elsewhere based on this analysis.

**Methodology and approach**

The evaluation is taking place during a COVID 19 pandemic and the evaluation will be expected to fully comply with measures instituted by government authorities to contain and prevent its spread. The government has imposed restrictions on the number people who can gather, mandatory wearing of face masks in all public places and other measures concerning public transport. **No stakeholders, evaluators or UNDP staff should be put in harm’s way and safety is the key priority.**

The steps in data collection will include but not limited to the following:

**Desk reviews**: Evaluators will collect and review all relevant documentation, including the following: i) national programme documents; ii) project documents and activity reports; iii) past evaluation/ self-assessment reports; iv) client surveys on support services provided to institutions if any; v) country office reports; vi) UNDP’s corporate strategies and reports; and viii) government, media, academic publications. Annex 2 has a list of some of the documents which will be available for review.

**Interviews and focus group discussions**: In view of COVID 19 restrictions, it is expected that as far as possible interviews will be conducted virtually. Only in exceptional cases and under strict COVID 19 preventive measures are observed will evaluators be allowed to conduct face-to-face interviews.

The evaluation team will be comprised of international and two national consultants. COVID 19 preventive measures permitting, national consultants will conduct data collection field visits. In case of travel restrictions even for local experts options for remote interviews such as through telephone or online (skype, zoom etc.) will be explored. The international consultant will work remotely with national evaluators. Stakeholders to be interviewed by the evaluators will include: i) UNDP staff (managers and programme/project officers) at the Country Office; and ii) programme coordinators, policy makers, beneficiary and target groups; iii) donors/development partners and iv) UN agency staff. Focus groups may be organized as appropriate. Annex 3 provides a preliminary list of stakeholders.

**Field visits**: COVID 19 preventive measures permitting, the evaluator will visit selected programme sites to observe first-hand progress and achievements made to date and to collect best practices/ lessons learned. A case study approach may be used, as appropriate, to identify and highlight issues that can be further investigated across the programme. The evaluation team will determine the approach best suitable to conduct the evaluation.

1. **Deliverables**

The following reports and deliverables are required for the evaluation:

* Draft CP Evaluation Report
* Presentation at virtual validation workshop with key stakeholders, (partners and beneficiaries)
* Lessons Learned report
* Final report on the CP Evaluation
* Evaluation audit trail detailing how comments, questions and clarifications have been addressed.

The consultant will submit a draft evaluation report which will take into account the approved inception report and original evaluation terms of reference. The **draft evaluation report** will be shared with stakeholders/reference group members and presented in a validation workshop (if applicable). Feedback received from these sessions should be taken into account when preparing the final report. The evaluator will produce an ‘audit trail’ indicating whether and how each comment received was addressed in revisions to the **final report**.

A **lessons learnt report** will also be produced and discussed during the validation workshop. Feedback received should be taken into consideration when preparing the lessons learned report. The lessons learned report should cover the different facets country programme implemented by the CO. This reports should be annexed in the main evaluation report.

A lump sum amount payable modality is envisaged upon submission of deliverables and acceptance/approval by UNDP CO for each identified deliverable.

The lump sum amount is inclusive of all the costs related to the assignment.

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| **Deliverable/ activities** | **Proposed Payment (%)** |
| Payment upon submission and acceptances of draft report. | 50% |
| Payment upon submission of an acceptable of assignment and endorsement of the evaluation report by UNDP Country Office | 50% |

1. **Proposed Work Plan and Indicative Timeline**

It is planned that the evaluation starts in 1 February, 2022 and shall expire on the satisfactory completion of the services of the services described above by 30 April, 2022.

The following schedule of activities is only illustrative, and a final timeline will need to be refined and presented by the evaluator to the Reference Group:

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| **TIMELINE - Tentative** | **ACTIVITY** |
| 3rd week of February | Preparation and Submission of Draft report |
| 2nd week of March | Review of draft report and comments |
| 4th week March | Stakeholders’workshop (optional) |
| April | Submission of final report |

1. **Evaluation Required Competencies**

The evaluation will be conducted by three evaluators: a principal evaluator who will be team leader and team members who will focus on aspects of the Country Programme as follows, Team Member I: Inclusive business, access to clean energy and climate adaptation and resilience to shocks, and Team Member II: inclusive governance, accountable institutions and civic engagement*.* The team members will be national experts while the team leader will be searched globally.

**9.1 Required Qualifications and Experience of the Principal Evaluator/Team leader**

* Minimum Master’s degree in economics, political science, public administration, development studies, international relations or other related social sciences;
* Minimum 10 years of professional experience in at least three subject areas of UNDP Malawi’s work: i) inclusive governance and public sector management; ii) civic engagement; iii) inclusive business models and private sector development, iv) climate resilience and adaptation to shocks; and v) access to clean energy;
* Proven experience in conducting evaluations of national policies, strategies or programmes of government and international aid organisations with a **minimum of three of those evaluations in a leading role**.
* At least 3 years of knowledge and experience in gender mainstreaming
* Fluent in written and spoken English.

The evaluator will have overall responsibility for the quality and timely submission of the draft and final evaluation report.

**9.2 Required qualifications and experience of team members:**

**Team member 1 – inclusive and sustainable growth:**

* Minimum of Master’s degree natural, applied sciences or social science.
* Minimum of 7 years’ experience in any two of the following fields: resilience building, entrepreneurship development, renewable energy.

**Team member 2 – Inclusive governance, citizen engagement and effective institutions:**

* Minimum of Masters’degree in political science, public administration, law, development studies, international relations or other related social sciences.
* Minimum of 7 year’s experience in the following areas: democratic governance and human rights, accountable institutions and civic engagement.

**9.3 Evaluator’s competencies:**

* Team work skills
* Work planning skills
* Strategic thinking
* Strong analytical, reporting and communication skills
* Result oriented

1. **Evaluation Ethics**

The evaluation must be carried out in accordance with the principles outlined in the UNEG ‘Ethical Guidelines for Evaluation’ and sign the Ethical Code of Conduct for UNDP Evaluations. In particular, evaluators must be free and clear of perceived conflicts of interest. To this end, interested consultants will not be considered if they were directly and substantively involved, as an employee or consultant, in the formulation of UNDP programme documents relating to the outcomes under review. The code of conduct and an agreement form to be signed by each consultant

1. **Management and conduct of evaluation:**

The UNDP CO will select the evaluator through an open process, and will be responsible for the management of the evaluation exercise. The UNDP M&E Specialist will be the evaluation manager. He will work closely with two Programme Portfolio Managers. Each programme portfolio will assign a Programme Analyst to support the M&E Specialist including:

* Compilation of documents and background materials for the review team;
* Stakeholder mapping of the main partners;
* Preliminary Itinerary of field visit;
* Linking and liaising within UNDP CO as well as with Implementing Partners and other stakeholders.

The M&E Specialist will arrange introductory meetings within CO and the two Programme Portfolio Managers and will establish initial contacts with partners and project staff. The evaluators will take responsibility for setting up meetings and conducting the evaluation, subject to advanced approval of the methodology submitted in the inception report. The Management of the CO will develop a management response to the evaluation recommendations within two weeks of report finalization. The evaluation mission will be facilitated by Operations and Programme Sections for other logistical support along the process.

An evaluation Reference Group will be set up in order to ensure a quality evaluation report. Specific tasks of the Reference Group will be to review and provide guidance to the evaluation process, review and comment on draft inception and evaluation reports, facilitate access to information, among others. The evaluation Reference Group will also advise on the conformity of evaluation processes to the UNEG standards. The evaluator is required to address all comments of the reference group completely and comprehensively using an audit trail matrix. The Evaluator will provide a detail rationale for any comment that remain unaddressed.

The composition of the Reference Group:

* Debt and Aid Management Division, Ministry of Finance, Economic Planning and Development
* Ministry of Economic Planning and Development
* Ministry of Natural Resources, Energy and Mining;
* Ministry of Local Government and Rural Development
* Ministries of Industry, Trade and Tourism Development
* Ministry of Gender, Child Welfare and People with Disabilities
* Ministry of Justice and Constitutional Affairs
* Public Sector Reforms Management Unit, Office of the President and Cabinet
* National Statistics Office
* National Planning Commission (NPC)
* UNRCO
* At least three UN Agencies
* At least three development partners (two bi-lateral and 1 multi-lateral partner)
* Civil Society Organization (CSO)
* Academic institution
* Malawi Confederation of Chambers of Commerce and Industry (MCCCI).

Availability: The consultant should be available between 1 February and 30 April, 2022.

**Annexes**

**Annex 1. Results and resources framework for Malawi (2019-2023)**

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| **NATIONAL PRIORITY OR GOAL: Transition of Malawi to a productive, competitive and resilient nation.** |
| **UNDAF OUTCOME INVOLVING UNDP #1:** By 2023, Malawi has strengthened economic diversification, inclusive business, entrepreneurship, and access to clean energy |
| **RELATED STRATEGIC PLAN OUTCOME**    **Outcome 1:** Advance poverty reduction in all its forms and dimensions |

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| **UNDAF outcome indicators,**  **baselines and targets** | **Data source and frequency of data collection, and responsibilities** | **Indicative country programme outputs (including indicators, baselines targets)** | **Major partners/**  **Partnerships frameworks** | **Indicative resources by outcome (in $)** |
| **1.1 The employment rate by sex, age, mother tongue.**  **Baseline:** 80% (National Statistics Office (NSO) 2013)  (F: 74 %; M: 86 %)  **Target:** TBD %  (F: TBD %; M: TBD %) | * NSO annual report * Independent assessment of annual sector strategy reports * Sustainable Energy for All country assessment (every four years) * Independent assessment of energy access (triannual) | **Output 1.1:** Women and youth in targeted areas have access to employment opportunities.  **Indicator 1.1.1:** Number of new jobs generated by firms participating in the Malawi Innovation Challenge Fund (MICF)  **Baseline**: 0; **Target**: 650, 30% females  **Data source**: MICF reports | Ministry of Industry, Trade and Tourism  DfID, GDC  UNIDO, IFAD. Government of Norway | **Regular**  **$21,000,000**  **Other**  **$48,500,000** |
| **1.2 Share of renewable energy in the mix**  **Baseline:** 7% (2017)  **Target:** 15% (2022) | **Output 1.2:** Public and private sector institutions enabled to develop and implement policies and practices that enhance innovation, productivity and entrepreneurship.  **Indicator 1.2.1:** Number of private sector entrepreneurs enabled to access regional and international markets, including access to affordable capital to de-risk investment and business growth.  **Baseline: 0; Target: TBD**  **Data Source:** Ministry of Industry, Trade and Tourism  **Indicator 1.2.2:** Number of product certifications granted by an accredited national product certification body.  **Baseline**: 0; **Target**: 10; Data source: Bureau of Standards annual report |
| **1.3 Number of rural population with access to clean energy**  .  **Baseline:** 0~1,300,500 people (2017)  **Target:** 1,335,700 people, of whom 30% women) | **Output 1.3:** Inclusive and sustainable solutions adopted at the national and subnational levels to achieve increased energy efficiency and universal modern energy access (especially off-grid sources of renewable energy).  **Indicator 1.3.1:** proportion of households benefiting from clean, affordable and sustainable energy access.  **Baseline:** 7%; **Target:** 15% (30% female-headed, 40% coverage of households with persons with disabilities)  **Data source:** Department of Energy Services  **Indicator 1.3.2:** Cumulative installed generation capacity for rural populations through mini-grids  **Baseline**: 56 kW; **Target**: 2,000 kW  **Data source**: Department of Energy Services | Ministry of Natural Resources, Energy, and Mining (Depts. of Energy, of Environmental Affairs, of Forestry, and of Climate Change), GEF, bilateral donors. |

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| **NATIONAL PRIORITY OR GOAL: Actively respond to climate change, prevent disasters, strengthen sustainable natural resource management and environmental protection** |
| **UNDAF OUTCOME INVOLVING UNDP #2:** By 2023, households have increased food and nutrition security, equitable access to healthy ecosystems and resilient livelihoods. |
| **RELATED STRATEGIC PLAN OUTCOMES: Outcome 3:** Strengthening resilience and shocks to crises |

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| **2.1** Multi-dimensional poverty rates (by sex, location, income, age)  **Baseline:** 0.273 (Human Development Report (HDR), 2016)  **Target:** 0.260 (HDR, 2023)  **2.2** Gini index  **Baseline**: 46.1  (HDR, 2016)  **Target**: 40.0 [2005 range]  **2.3** Economic loss from natural hazards (e.g. geophysical and climate-induced hazards) as a proportion of GDP  **Baseline**: 12.74% (2016) (Sustainable Development Goal indicators, 2016 report)  **Target**: below 10%. (2023) | * Integrated Household Survey Report   Human Development Report  Independent reviews | **Output 2.1**: Scaled-up action, finance and partnerships for climate change adaptation, mitigation and disaster risk management across sectors.  **Indicator 2.1.1:** Proportion of local governments that adopt and implement climate adaptation, mitigation and disaster risk reduction (DRR) strategies, including through South-South and trilateral cooperation.  **Baseline**: 5; **Target**: 21  **Data source**: Dept. of Disaster Management Affairs  **Indicator 2.1.2:** Percentage of public expenditure on climate change adaptation and mitigation.  **Baseline**: 3.5%; **Target**: 7%; **Data source:** independent climate and DRR public expenditure review reports 2014, 2018, 2021  **Indicator 2.1.3**: % of sectoral plans that mainstream climate risk and adaptation  **Baseline**: 20%; **Target**: 70%;  **Data source**: independent climate and DRR public expenditure review reports 2014, 2018, 2021 | Ministry of Natural Resources, Energy, and Mining; Department of Disaster Management Affairs;  UNICEF; WFP; World Bank; GEF; Green Climate Fund;  Government of China | **Regular**  **$26,000,000**  **Other:**  **$15,000,000** |
| **Output 2.2:** Adaptive capacity of rural households and reduced exposure to climate risks strengthened  **Indicator 2.2.1**: Percentage of population in targeted areas with access to tailored climate information and early warnings  **Baseline**: 10% of population in target areas (Male: 628,620; Female: 663,136; 60% of persons with disabilities)  **Target**: 17% population in target areas (Male: 1,093,242; Female: 1,154,912). Target to be confirmed during modernized climate information and early warning systems project inception phase  **Data source**: Independent reviews |

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| **NATIONAL PRIORITY OR GOAL: Good governance** |
| **UNDAF (OR OUTCOME INVOLVING UNDP #3:** By 2023, rights holders in Malawi access more accountable and effective institutions at the central and decentralized levels that use quality disaggregated data, offer integrated service delivery and promote civic engagement, respect for human rights and rule of law. |
| **RELATED STRATEGIC PLAN OUTCOME: Outcome 2:** Accelerate structural transformation for sustainable development |

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| **3.1** Percentage of governance institutions perceived as of high integrity and performance.  **Baseline:** 59.5% (2017); **Target:** 62% (2023) | Mo Ibrahim Index of Africa and Governance, Annual Report | **Output 3.1:** Ministry of Justice and Constitutional Affairs (MoJCA), Malawi Human Rights Commission (MHRC), Police Services, Prison Services, Judiciary, Legal Aid Services and Paralegal Advisory Service Institute (PASI) are enabled to implement and monitor policies, laws and strategies for equitable access to justice.  **Indicator 3.1.1**: Number of detainee releases facilitated by paralegal officers at police, court, prisons and juvenile centres.  **Baseline**: 73, 389 (2017); **Target:** 81,789 (2023).  **Data Source**: MoJCA  **Indicator 3.1.2:** Percentage of human rights cases/complaints investigated and resolved by MHRC within 12 months of submission  **Baseline:** 59% (2016, MHRC); **Target:** 60%  **Data Source:** MHRC reports  **Indicator 3.1.3**: Mechanism for promoting and protecting the rights of marginalized women, children, people with disabilities, people with albinism and LGBTI persons in place.  **Baseline**: No (2017); Yes (2023)  **Source of Data**: MHRC | MoJCA, PASI, Judiciary, Prisons, Police Service; Ministry of Gender, Community Dept and Social Welfare, UN-Women, UNICEF, EU, USAID, GDC, DfID, Irish Aid, Royal Norwegian Embassy, Law Society of Malawi, Office of the President and Cabinet (OPC); Parliament; Ministries, Departments and Agencies; Anti-Corruption Bureau; Accountant Generals Office; Auditor General’s Office; Office of Asset Declaration; Office of the Director of Public Procurement; MHRC; Law Commissions; Office of Ombudsman; Media, Legal Aid Bureau | **Regular: $5,100,000**  **Other: $5,470,588** |
| **Output 3.2:** Selected governance institutions are enabled to perform core functions for improved transparency and accountability  **Indicator 3.2.2**: Number of reforms enforcing transparency and accountability in public institutions  **Baseline**: TBD; **Target**: TBD  **Source of Data**: MoJCA | OPC – Performance Enforcement Department; Ministry of Finance, Economic Planning and Development; MoJCA, Office of the Ombudsman, Parliament, Anti-Corruption Bureau, UN-Women, UNICEF, EU, USAID, DfID, Irish Aid, Royal Norwegian Embassy. | **Regular: $5,560,000**  **Other: $5,500,000** |
| **Output 3.3:** Central and local government institutions are enabled to develop and manage evidence-based policy planning, monitoring and evaluation systems for inclusive and effective delivery of services and achievement of development results.  **Indicator 3.3.1:** Sustainable financing mechanism for Sustainable Development Goal achievement at national and subnational levels in place.  **Baseline**: 0 (2017); **Target**: 1 (2023)  **Data Source**: Ministry of Finance, Economic Planning and Development  **Indicator 3.3.2**: Number of local councils with planning, monitoring and evaluation systems that incorporate development targets for marginalized groups including women, youth, children, persons with albinism and persons with disabilities.  **Baseline**: 0 (2017); **Target**: 25 (2023)  **Data Source**: Ministry of Local Government and Rural Development | Ministry of Gender, Children, Disability and Social Welfare; Local Councils; Local Government Finance Committee; Environmental Affairs Department, UN-Women, UNICEF, UNCDF, EU, USAID, GDC, DfID, Irish Aid. | **Regular:**  **$2,500,000**  **Other:**  **$2,500,000** |
| **Output 3.4** Use of digital technologies and quality disaggregated data enabled for improved public services and other government functions  **Indicator 3.4.1**: Number of public institutions that leverage national ID card for delivery and monitoring of services.  **Baseline**: 1 (2018); Target: 12 (2023);  **Data Source**: National Registration Bureau  **Indicator 3.4.2**: Number of sectors with data collection/analysis mechanisms providing disaggregated data to monitor progress towards the Sustainable Development Goals: (a) conventional data collection methods (e.g., surveys); b) administrative reporting systems; and (c) new data sources (e.g., big data)  **Baseline:** 0**; Target** 16;  **Data** **Source**: Ministry of Finance, Economic Planning and Development | National Registration Bureau; OPC; World Bank; United Nations agencies | **Regular: $1,000,000**  **Other: $1,500,000** |

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| **NATIONAL PRIORITY OR GOAL: Good governance** |
| **UNDAF OUTCOME INVOLVING UNDP** #4: By 2023, Malawi has strengthened institutions for sustaining peace, inclusive societies and participatory democracy. |
| **RELATED STRATEGIC PLAN OUTCOMEs: Outcome 2:** Accelerate structural transformation for sustainable development |

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| **4.1 Proportion of seats held by women in national Parliament and local government** (Sustainable Development Goal 5.5.1; Malawi Growth and Development Strategy)  **Baseline**: 17% (2014);  **Target**: 40% (2023)  **4.2:** Extent to which executive and legislative elections are free and credible, including impartiality of the electoral laws and framework.  **Baseline**: 19% (2015); **Targe**t: 60% (2023)  **Key: 0-39% = Low; 40-59% =Medium; 60-79%=High; 80-100%=Very High** | Malawi Electoral Commission  Ibrahim Index of Africa and Governance, Annual Report  Malawi Electoral Commission | **Output 4.1**: Parliament, Malawi Electoral Commission, Centre for Multi-Party Democracy (CMD) and selected non-State actors are enabled to perform core functions for inclusive participation and representation  **Indicator 4.1.1:** Proportion of political parties represented in Parliament with effective gender equality policies.  **Baseline:** 0 (2017)**; Target:** 75%;  **Data Source:** CMD | Malawi Electoral Commission, CMD, CSOs, UN-Women, DfID, Royal Norwegian Embassy, European Union. | **Regular:**  **$2,750,000**  **Other:**  **$5,440,000** |
| **4.3 Voter turnout disaggregated by sex and age**  **Baseline**: 71% (2014)  **Target**: 80% (2023) | **Output 4.2:** Gender-sensitive National Peace Architecture structures with real-time conflict early warning monitoring systems at national and district level are adopted.  **Indicator 4.2.1:** National and subnational coordination and monitoring mechanisms for conflict prevention and sustaining peace in place.  **Baseline**: No (2017); **Target:** Yes (2023)  **Data Source:** OPC Report  **Indicator 4.2.2:** Proportion of district peace committees with 40:60 female to male quota.  **Baseline**: 3 **Target**: 28  **Data Source:** OPC | OPC, Malawi Electoral Commission, Public Affairs Committee; local councils; Multi-Party Liaison Committees, UN-Women, district peace committees; CSOs. | **Regular: $1,000,000**  **Other: $2,859,412** |

**Annex 2 - Documents to be consulted**

* Malawi UNDAF 2019-2023
* Country Programme Document 2019-2023
* UNDP Strategic Plan (2018-2021)
* All programme/project documents (2019-2023)
* National Human Development Report
* Malawi Growth and Development Strategy (MGDS) III
* Malawi 2063
* Malawi Growth and Development Strategy (MGDS) III Review Report, March, 2020
* SDGs progress reports –
* UNSDF Annual Reports, 2019, 2020
* Results Oriented Analysis Reportss (2019-2020)
* Project evaluation reports: Access to Justice, MECS, NRIS, PSD, MBS, Adapt Plan, Climate Proofing and SDGs Hotspots Acceleration Initiative (SHAI).
* Malawi 2063 – 10 Year Implementation Plan.
* UN Country Assessment Report, 2021
* COVID 19 Pandemic Socio-Economic Impact Assessment Study.

**Annex 3 – Preliminary List of Key stakeholders and partners**

**Government**

* Secretary to the Treasury, Ministry of Finance
* Secretary for Economic Planning and Development, Department of Economic Planning and Development, Lilongwe
* Director, Performance Enforcement, Performance Enforcement Department, Officer of the President and Cabinet, Lilongwe.
* Principal Secretary, Office of the Vice President, Lilongwe
* Principal Secretary (Administration), Office of the President and Cabinet, Lilongwe
* Secretary for Human Resource Development and Management, OPC, Lilongwe
* Secretary for Natural Resources, Energy and Mining, Lilongwe 3
* Director, Environmental Affairs Department.
* Secretary for Disaster Management Affairs, Department of Disaster Management Affairs, OPC, Lilongwe
* Secretary for Local Government and Rural Development, Lilongwe
* Secretary for Gender, Children, the Elderly and People with Disabilities, Lilongwe 3
* Secretary for Industry, Trade and Tourism, Lilongwe 3
* Secretary for Health, Lilongwe 3
* Secretary for Justice and Constitutional Affairs, Lilongwe 3
* Executive Secretary, Malawi Human Rights Commission, Lilongwe
* Ombudsman, Office of the Ombudsman, Lilongwe
* Clerk of Parliament, National Assembly, Lilongwe
* Commissioner, Malawi Electoral Commission (MEC), Blantyre
* Director-General, Malawi Bureau of Standards (MBS), Blantyre
* General Manager, Malawi Investment and Trade Centre, Lilongwe
* Secretary, Malawi Local Government Association (MALGA), Lilongwe
* Chief Executive Officer, National Aids Commission (NAC), Lilongwe
* Commissioner, National Statistics Office, Zomba
* Executive Secretary, Centre for Multi-Party Democracy, Lilongwe
* National Coordinator, Gender Coordination Network, Lilongwe
* Head of FCDO, British High Commission, Lilongwe 3
* Head of Programmes, RNE Embassy, Lilongwe 3
* Head of Development, Irish Embassy, Lilongwe 3
* Head of Economic Section, EU Delegation to Malawi, Lilongwe 3
* Head of Programmes, Flanders Government, Lilongwe 3
* Country Manager, World Bank, Lilongwe 3
* UNCT/Programme Management Team members.

**Annex 4 - Evaluation Matrix**

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| **EVALUATION MATRIX** | | | | | | |
| **Relevant**  **evaluation**  **criteria** | **Key**  **Questions** | **Specific**  **Sub-**  **Questions** | **Data**  **Sources** | **Data collection**  **Methods/Tools** | **Indicators/**  **Success**  **Standard** | **Methods for Data Analysis** |
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1. The World Bank Group (2021). GDP per capita (current US$)-Malawi. <https://data.worldbank.org/indicator/NY.GDP.PCAP.CD?end=2019&locations=MW&start=1960> [↑](#footnote-ref-1)
2. The World Bank Group (2021). Gini index (World Bank estimate)-Malawi. <https://data.worldbank.org/indicator/SI.POV.GINI?locations=MW> [↑](#footnote-ref-2)
3. The World Bank Group 2018 [↑](#footnote-ref-3)
4. UNDP Human Development Report 2020 [↑](#footnote-ref-4)