**Malawi Human Rights Support Project**

**Project ID: 00067141**

**End of term Evaluation**

**Terms of Reference**

1. Context
   1. **Background**

The Malawi Human Support Project is being implemented within the context of operationalising the Democratic Governance sector strategy. It is supporting national efforts to strengthen mechanisms and institutions to promote norms and good practices and foster stronger democratic accountability in keeping with the objectives of the MGDS II. It represents a concrete response by the UN System to Malawi to embed democratic governance through respect for the principles and practices of Human Rights as entrenched in the Constitution of Malawi and in international and regional Rights instruments. It is an integral cross-cutting aspect in the promotion of gender equality, and strengthening of the capacity of key State and Non-State Actors (government departments, CSOs, NGOs and CBOs) in Human Rights and are enhancing their engagement with the state party reporting and Universal Periodic Review (UPR) process.

* 1. **Project Outcome**

“National institutions foster democratic governance and human rights to promote transparency, accountability, participation and access to justice for all especially women and children by 2016.

**1.3 Expected Project Outputs**:

1. A gender-responsive national human rights action plan developed in a participatory manner and implemented;
2. Strengthened leadership and technical capacities of the Malawi Human Rights Commission and the Ombudsman to deliver on their human rights mandates effectively;
3. Enhanced engagement in the state party reporting and UPR in a participatory and consultative manner;
4. Strengthened partnership between the Malawi Human Rights Commission and Non-State Actors on Human Rights through the establishment and institutionalization of an Interface platform mechanism; and
5. Effective and efficient management, partnership formation and monitoring and evaluation of the Project.

1. **EVALUATION PURPOSE**

The purposes of the end of term evaluation are to:

1. Determine the extent to which the outcome and outputs of the project have been achieved;
2. Assess UNDP’s contribution to outcome;
3. Document the achievements, best practices and lessons learnt during the course of implementation to inform future decisions in design, implementation and management of similar projects.

The independent evaluation is to be conducted before the end of August, 2016.

The main users of the evaluation results include:

* The Programme Steering Committee;
* Ministry of Justice and Constitutional Affairs;
* Malawi Human Rights Commission;
* The Office of the Ombudsman
* The Royal Norwegian Embassy;
* Delegation of European Union to Malawi;
* UNDP.

1. **OBJECTIVES OF THE EVALUATION**

* Assess whether, and to what extent, the project’s outcome and outputs have been achieved;
* Determine the impact, both positive and negative, as well as intended and non-intended from contribution of the project to the achievement of the outcome;
* Examine and analyse factors which have positively and negatively impacted on achievement of programme outputs and outcome;
* Assess the effectiveness and appropriateness of institutional arrangements and partnership strategies;
* Assess the work with Malawi Institute of Education as civic education alongside broader Civic education contribution of the project;
* Assess the extent to which UNDP’s outputs and assistance contributed to the outcome of the project;
* Examine the extent to which gender equality and women empowerment and human rights targets as cross-cutting issues were integrated and achieved;
* Document lessons learnt and best practices during the course of implementation to inform future decisions in project design, implementation and management of similar interventions.

1. **SCOPE OF THE EVALUATION**

**4.1 General**

1. Time period: January 2012- June, 2016
2. Geographical coverage: national.
3. Thematic coverage: Governance, human rights, RBA and gender. Annex 4 provides a list of further documents to be consulted by the evaluators.
   1. **Evaluation criteria**

The evaluation will use standard evaluation criteria to assess its performance, viz: relevance, effectiveness, efficiency, impact and sustainability.

**4.3 Evaluation questions:**

In order to meet the objectives and purpose of the evaluation, the evaluators will among other tasks answer the following questions:

# 4.3.1 Design and Relevance:

1. Whether the problem the project addressed is clearly identified and the approach soundly conceived;
2. Whether the target beneficiaries of the project are clearly identified;
3. Whether the outcome and outputs of the project were stated explicitly and precisely in verifiable terms with SMART indicators;
4. Whether the relationship between outcome, outputs, activities and inputs of the project are logically articulated;
5. Whether the project is relevant to the development priorities of the country;
6. Did the design of the project take scale and scaling up into consideration;
7. Given the capacity building objectives of the project, how effective were the project’s capacity building interventions?

**4.3.2 Implementation:**

1. Whether the management arrangements of the project were appropriate;
2. How effective was the delivery of inputs specified in the project document, including selection of sub-grantees , institutional arrangements, identification of beneficiaries, scheduling of activities and actual implementation;
3. The fulfillment of the success criteria as outlined in the project document;
4. The responsiveness of the project management to significant changes in the environment in which the project functions (both facilitating or impeding project implementation);
5. Determine whether or not Lessons learnt from other relevant programmes/projects were incorporated into the project.
6. The monitoring and backstopping of the project as expected by the Government and UNDP;
7. The Project’s collaboration with industry, associations, private sector and civil society, if relevant.
8. The role of UNDP CO and its impact (positive and negative) on project delivery.

**4.3.3 Efficiency:**

1. Whether the project resources (financial, physical and manpower) were adequate in terms of both quantity and quality;
2. Whether the project resources are used effectively to produce planned results (Are the disbursements and project expenditures in line with expected budgetary plans)?
3. Whether the project is cost-effective compared to similar interventions;
4. Whether the technologies selected (any innovations adopted, if any) were suitable;
5. Whether there is evidence to support accountability of the project (to be used by UNDP in fulfilling its accountability obligations to its development partners); and
6. The delivery of Government counterpart inputs in terms of personnel, premises and equipment.

**4.3.4 Effectiveness**:

1. What are the major achievements of the project vis-à-vis its objectives, performance indicators and targets? Please explain in detail in terms of impact, sustainability of results and contribution to capacity development.
2. Have there been any unplanned effects/results?
3. Whether there is evidence of UNDP contribution to the outcome of the project.
4. What major factors affected project delivery and offer what appropriate interventions might have strengthened or addressed them.

**4.3.5 Sustainability**

* Assess whether or not the project’s achievements are sustainable?
* Is there an exit strategy for any of the elements of the programme?
* What should be done to strengthen sustainability of project outcomes?
* Assess whether or not the UNDP resource mobilization strategy for the project was appropriate and effective.

1. **EVALUATION METHODS**

The evaluation team should provide details in respect of:

1. **Review of project documentation**. Review of key project documents such as approved project document, recent studies, reviews, project monitoring documents, disbursement reports, progress reports and other information available with implementing partners.
2. **Construct a theory of change, identify detailed evaluation questions, methods (mixed methods) and instruments**, stakeholder mapping, etc.
3. **Data collection**: (i) visits to selected stakeholders to carry out in depth interviews, inspection, and analysis of project activities; (ii) phone interviews and performance data surveys of institutions not visited in person; (iii) interviews with implementing partners. For each of these interviews, the consultants should first develop and present their ideas for the content and format of the interview forms that will be applied to capture the information required, as well as the method to be used in administering them and tabulating the results.
4. **Analysis:** Data triangulation and analysis triangulation to validate evidence and arrive at findings.

The evaluators will be expected to develop and present detailed statement of evaluations methods/approaches in an inception report to show how each objective, evaluation question and criterion will be answered.

1. **IMPLEMENTATION ARRANGEMENTS**
2. The Responsible Institutions and Citizen Engagement (RICE) Portfolio Manager will provide the overall oversight to the project evaluation and ensure timely delivery and satisfactory final product.
3. A reference group will be established to assist in key aspects of the evaluation process including reviewing evaluation Terms of Reference, providing documents, providing detailed comments on the inception and draft evaluation reports and dissemination of evaluation findings, lessons learnt and recommendations.
4. The Programme Analyst responsible for the Malawi Human Rights Support Project (MHRSP) will support the Evaluation Team on a daily basis with respect to providing background information and progress reports and other documentation, setting up stakeholder meetings and interviews, arrange field visits and coordinating with the IP, grantees, beneficiaries and DPs. The Programme Analyst will be supported by the UNDP M&E Specialist to ensure that the evaluation meets the expected UNDP standards.

1. The Evaluation Team leader will have the overall responsibility for the conduct of the evaluation exercise as well as quality and timely submission of reports (inception, draft, final etc).

1. The Evaluation Team will be expected to be fully self-sufficient in terms of office equipment and supplies, communication, accommodation and transport. Furthermore, the evaluators will be expected to familiarise themselves with the United Nations Evaluation Group’s standards and norms for conducting project evaluations.
2. The Evaluation Team Leader will provide the RICE Portfolio Manager with regular updates and feedback.
3. **DELIVERABLES**

* **Inception report** – within 5 days of the start of the assignment. The report will include a detailed approach and methodology, schedule, draft data collection protocols and an evaluation matrix. Annex 5 gives a template of the evaluation matrix. The work plan should also include an outline of the evaluation report as set out in Annex 2 of these TORs. The evaluator will also **propose a rating scale in order that Performance rating** will be carried out for the four evaluation criteria: relevance, effectiveness, efficiency and sustainability.
* **Key emerging issues paper** – a presentation of preliminary findings to key stakeholders orally and in writing will be made after the data collection and analysis exercise, i.e. within 4 weeks after presentation of the inception report. The purpose of this session is to provide opportunity for initial validation and elaboration of the evaluator’s observations and analysis.
* **Draft evaluation report** – The Evaluator will present a Draft Report within 5 weeks after presentation of the inception report.
* **Lessons Learned report**
* **Final Evaluation Report**. The evaluators will present a Final Evaluation Report 5 days after receiving feedback and comments on the draft report from key stake holders.

1. **EVALUATION REQUIREMENTS**
   1. **Qualifications**

* Minimum of a Master’s degree in political science, public administration, Human Rights, Law or other related social sciences;
* Minimum of 7 years of professional experience in the area of governance, human rights and gender;
* Experience in conducting evaluations for UN agency, government or international aid agency projects on governance, gender and human rights will be an added advantage;
* Excellent communication skills.

**Evaluator’s competencies:**

* Organisational Development and Management
* Strategic thinking
* Team work skills and experience in leading teams
* Result oriented

1. **TIME AND DURATION:**

The evaluation team will be hired for a combined total of 35 man/days.

Contract Start Date: 17 July, 2016. Contract End Date: 17 September, 2016**.**

1. **TIME TABLE Weeks**

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| --- |
| **Activity** |
| 1 | 2 | 3 | 4 | 5 | 6 |
| Contract and Entry meeting | x |  |  |  |  |  |
| Inception report, draft revised | x |  |  |  |  |  |
| Data collection and analysis |  | x | x |  |  |  |
| Drafting and submission of Evaluation Report |  |  |  | x |  |  |
| Receipt of comments from stakeholders and reference group members |  |  |  |  | x |  |
| Revision and submission of Final Report |  |  |  |  |  | x |

1. **EVALUATION ETHICS**

Responsibility of the CO to ensure credibility and independence of evaluation; responsibility of the evaluator is to provide impartial, evidence-based, report adhering to international evaluation standards and norms, Code of Conduct, etc.