

Terms of Reference

EXTERNAL EVALUATION (2015-2017) OF FOKUS' PROGRAMME

WOMEN'S ECONOMIC PARTICIPATION AND RIGHTS IN UGANDA

General objective	To evaluate the programme management model and achieved results ³ / ₄ through the four year program cycle and provide advice for future adjustments and development.
Location	Uganda (Luwero District and Kampala) and Norway
Audience	Primary/contractor: Forum for women and development (FOKUS), Norway Secondary audience: Norwegian Women- and Family Association (NWF) staff, implementing partners and donors.
Timeframe	The evaluation is expected to be finalized by January 2018
Expected outputs	A report that describes the findings and lessons learned and provides recommendations for the last year and beyond.

1. Background

The programme was initiated in 2015, and consists of two pillars: Women's Economic Justice (WEJ) and The East African Program for the Empowerment of Grassroots Women (EAGWEN), and involves five partner organizations in Uganda, all of which are working to enhance women's economic participation and rights.

The total budget for 2017 was approximately 4.6 million NOK (funded by NORAD and The Kavli Foundation).

Women's Economic Justice (WEJ) consists of three organizations, which are supported directly by the FOKUS secretariat. The East African Program for the Empowerment of Grassroots Women (EAGWEN) involves two organizations which are supported through FOKUS' member organization, Norwegian Women and Family Association (NWF).

The direct partners are the Uganda Association of Female Lawyers (FIDA Uganda), who uses a rights-based approach to women's economic empowerment, for example related to land rights and economic injustice towards women. The National Association of Women's Organisations of Uganda (NAWOU) works to strengthen and organize women's groups involved in agro-business and to improve their production and marketing methods. The Eastern African Sub-Regional Support Initiative for the Advancement of Women (EASSI) makes links to regional market opportunities for increased export of goods, particularly through the East African Common Market.

The remaining two partners, supported by FOKUS through The Norwegian Women and Family Association (NWF), contribute to the overall outcome of the programme by means of empowering women. The East African Program for the Empowerment of Grassroots Women (EAGWEN) pillar includes Maganjo Farmers Association (MAFA) and The Uganda Women's Media Association (UMWA). MAFA works with grassroots women to improve their production methods and knowledge on economic rights. MAFAs activities include information on service provision, access and utilization, for example savings and credit. UMWA raises awareness on various aspects of women's rights through the media (especially radio). In the programme period, UMWA has worked to enhance public awareness on women's economic rights, with a particular focus on economic rights of women living with disabilities. UMWA has received financial support from FOKUS for twenty years and has been a partner of NWF since 2010.

The theory of change is that all the stakeholders involved will mutually complement each other to strengthen women's production, organization and sale of agro-business products, while at the same time safeguarding their economic rights (legally) and increase the visibility of women's economic issues in the media. The goal for joint development impact of all FOKUS program is to strengthen women's empowerment, rights and access to resources, and for this particular program, the following are the expected results:

Outcome: Women are more economically independent

Outputs:

- Women have increased ability to claim their economic rights
- Strong women's groups with influence on productive assets, marketing and related policies
- Women actively participate in the East African Common Market
- Increased knowledge on and investment in improved farming practices in the Luwero District
- Women with disabilities actively claim their economic rights

2. Scope and purpose of the evaluation

In accordance with NORAD principles for support to civil society in the South, FOKUS wish to document and report achieved results in the programmes we support. Moreover, in line with sustainable organization practice, FOKUS wish to make sure that partners experience that their full potential as collaborators in the programme is realized, and that activities are carried out with regard to cost efficiency and in line with work plans. In case the programme has faced unintended and/or negative consequences of project interventions, FOKUS expects that an evaluation can adjust activities in accordance with the planned outcomes.

FOKUS evaluates all its programmes according to NORAD's principles for good development cooperation and in line with the following criteria defined by OECD/DAC:

EFFECTIVENESS

The extent to which a development intervention has achieved its objectives, taking their relative importance into account.

IMPACT

The totality of the effects of a development intervention, positive and negative, intended and unintended.

RELEVANCE

The extent to which a development intervention conforms to the needs and priorities of target groups and the policies of recipient countries and donors.

SUSTAINABILITY

The continuation or longevity of benefits from a development intervention after the cessation of development cooperation.

EFFICIENCY

The extent to which the costs of a development intervention can be justified by its results, taking alternatives into account.

The evaluation aims to obtain an independent assessment of the implementation of the programme and its progress, effects and achieved results 3/4 through the four year programme cycle, based on the planned outcomes, outputs and stated indicators in the Results Matrix 2015-2018. In accordance with DAC criteria, this evaluation shall primarily determine the programme's efficiency and effectiveness, and provide specific recommendations to FIDA, NAWOU, EASSI, MAFA, UMWA, NWF and FOKUS for future interventions. Secondly, assessments of the programme's intended and unintended impacts on beneficiaries should be addressed. The assessment will cover the period from January 1st 2015 to the date of completion.

With the terms effectiveness, we refer to "the extent to which an evaluated intervention has achieved its objectives", whereas "efficiency refers to the extent to which the costs of an intervention can be justified by its results" (SIDA, 2004). An analysis of efficiency makes little sense without a prior assessment of effects. FOKUS therefore ask that the evaluation identify successes, obstacles and best practices (including life changing stories of beneficiaries) encountered during the programme period *before* consulting staff and partners regarding programme management and cost efficiency.

Specific objectives:

- 1. Assess and analyse to which degree the programme has reached, or is in process of reaching, the planned results at outcome and output level. Identify effects and relevance of programme activities on beneficiaries
- 2. Assess and analyse to which degree the programme's organizational model (structure, strategies and methodologies) has contributed to the achievement (or non-achievement) of the set goals, including an assessment of roles, responsibilities and contributions of each organization (including The Norwegian Women and Family Association (NWF) and FOKUS)

Key research questions to be addressed under each objective and OECD/DAC criteria:

Effectiveness:

- Assess the programme's progress towards achieving the objectives (outcome and outputs) defined in each organization's work plans and the Result Matrix 2015-2018.
- Assess efficiency and effectiveness of outputs in relation to inputs.

- Describe and discuss the effectiveness of the chosen programme model (strategies and methodologies in the programme, the selected partner organizations) as a means to achieve the programmes outcome, i.e. the economic independency of women. If synergy effects and mutual learning can be observed, please present concrete examples.
- In light of expected results, assess and analyse to which extent the involved partners are sufficiently equipped with the necessary resources and competence to undertake their roles and responsibilities
- Discuss the reasons for the achievement or non-achievement of objectives?
- What can be done to make the intervention more effective?

Relevance:

- Can any best practices, successes and life-changing stories be documented? Describe and explain concrete and if possible, representative, examples. Please take into account any external factors that may have wholly or partly contributed to observed change.
- What are the intended and unintended, positive and negative, effects of the intervention on people's well-being, institutions and the physical environment?
- What do beneficiaries and other stakeholders targeted by the intervention perceive to be the effects of the intervention on themselves?

Efficiency:

- Assess the efficiency of the program. Please describe and analyze interventions that worked well and could be replicated and/or strengthened.
- Could the intervention have been implemented with fewer resources without reducing the quality and quantity of the results?
- Assess to which degree the same (or better) results could have been reached at a lower cost, and if so, how?
- How is the sustainability of the achieved results secured after the end of the programme?

3. Proposed Assignment Approach and Methodology

The evaluation should mainly be based on qualitative methodological approaches, primarily field visits with observation of training/project implementation, interviews and focus group discussions. Interviewees include beneficiaries, staff and relevant member/partner organisations and stakeholders. With regards to measurement of efficiency, the project proposal should specify what kind of assessment model that will be used, for instance cost-benefit analysis or other tools.

We ask that the evaluation team prioritize direct interviews with beneficiaries and other stakeholders and that these are anonymized and offered confidentiality. In order to secure confidentiality and optimize objectivity, the interviews should be conducted without representatives from partner or member organizations present, and local interpreters should not be affiliated with any stakeholders or members of the organizations.

Secondarily, FOKUS ask that the evaluation team to conduct a desk study of relevant programme documents. These may include, but are not limited to:

- Program- and project applications and annual reports for all partners in the period 2015-2017

- EAGWEN evaluation report 2013
- Disability mainstreaming report
- Annual conference report 2016 (EAGWEN)
- Publications and audio-visual products financed by the programme

The evaluation report should address the specific objectives in relation to the programme as a whole, but also have specific sections on each of the programme's specific pillars, WEJ and EAGWEN respectively.

4. Assignment of the evaluation team and qualifications

The evaluation team will work closely with FOKUS on the planning and implementation of the evaluation, and with a reference group on logistics and practicalities related to field trips and interviews with stakeholders. The reference group will have representatives from FOKUS, NWF and the partner organizations, and the division of labour within the group will be explicated upon signing of contract.

The team shall have a designated team leader. FOKUS is responsible for selection and briefing of the evaluation team. The partner organisations will play a supportive role including logistics and mobilisation.

Criteria for selection of the evaluation team include:

- There must be a strong female representation in the team, and at least one member must come from Uganda or have documented extensive knowledge of Uganda
- The team must have experience and knowledge of the following areas: women's (legal) rights/Results Based Management development programming (M&E expert)/financial reviewing
- Documented experience in conducting developmental evaluation processes
- Be experienced in participatory methods
- Knowledge about the political, economic and social context in Uganda and Luwero districts
- The team members must have sufficient language skills to perform the evaluation. (interviews should be made in Luganda and the report submitted in English)

The team leader should develop a terms of reference for the other team member(s) to clarify roles, division of work and deliverables.

None of the members of the evaluation team or the interpreters may have a stake in the outcome of the evaluation.

5. Phases, timelines and deliverables

The final evaluation, including writing of the report, is expected to be **finalized by January 15th, 2018**. Visits to FIDA, NAWOU, EASSI, UMWA and MAFA and interviews with NWF and FOKUS will have to be finalised by the **beginning of December**.

A draft report shall be presented for comments by all the partner organisations, NWF and FOKUS by December 15th. The final report shall be ready by December 10 and be presented collectively for the partner organisations, NWF and FOKUS shortly after this. An inception report including; plan for initial meetings with the organisations, the number of days spent with each

and a detailed progress plan will be presented by the selected evaluation team before starting up.

A preliminary estimation of the time-line for the evaluation:

September 25 th 2017:	Announcement
October 15 th 2017:	Deadline for applications with a specific methodological proposal and a detailed work plan; a letter of interest; profiles of the team, including three professional references, and relevant previous published M&E reports
November 1 st 2017:	Signing the contract
November 2017:	Initial preparation, reading of documents, production of 30 page (max. length) inception report including interview guide, detailed outline of applied methodology and work plan etc. (5 days)
November/December 2017:	Field visits and interviews with programme stakeholders Writing of draft report (7 days)
December 15 th 2017:	Presentation of draft report
January 5 th 2018:	Deadline for comments and feedback to the draft report
January 15 th :	Final report - 1 day

Budget

A total of 200 000 NOK (excl. VAT), approximately USD 26.000, is allocated for the evaluation, to cover all costs. This also includes travels to, and within, Uganda, as part of the field work, per diem, accommodation and salaries for all team members (including cost for interpreters and translations), and other relevant costs. The contracting consultants are responsible for paying VAT and other public taxes in the relevant countries.

Deliverables

- A specific methodological proposal for how the team proposes to operationalize the terms of reference for the evaluation, including stated research techniques and –tools, as well as a detailed work plan with a time schedule and a detailed budget
- An inception report (maximum of 30 pages)
- An evaluation report in word and PDF. There should be a short summary of the main recommendations and findings, written in English and Luganda. The report will be written in English, and made available both electronically- and in hard copies.

The report should include:

1. Table of contents
2. Executive summaries in English and Luganda that can be used as documents in its own right. It should include the major findings and summarize conclusions and recommendations
3. The objectives of the evaluation

4. An explanation and justification of the methods and techniques applied, as well as a discussion of any bias or limitations of the evaluation
5. A presentation of the findings and the analysis thereof, clearly indicating the evidence base and giving concrete examples of qualitative findings
6. Recommendations; should be practical and divided up for various actors and stakeholders
7. Conclusions
8. Appendices

Report appendices should include: ToR, applied research techniques (interview guide etc.), list of abbreviations, list of documents and bibliography, CV's of the evaluation team.

6. Bids submission contact

Please send a proposal with detailed profiles and professional fee quotation to ab@fokusvinner.no by **October 15th, 2017**

In addition to the proposal, the application should contain:

- Letter of interest
- Profile (CV) of all involved team members, with at least three traceable references and copies of previous evaluation assignments and other relevant publications
- Professional fee quotation indicating envisaged actions, the requested fee for the work in the job description.
- Signed statement from all team members that there is no personal involvement in the programme and no personal or professional stake in the findings of the evaluation