

**TERMS OF REFERENCE VOICES AND ACTIONS FOR ACCOUNTABILITY IN MALAWI (VAAM)**  
**PROJECT END LINE EVALUATION**

1. **Contract title** : VAAM Endline Evaluation
2. **Location** : Lilongwe, Malawi
3. **Contact details :**
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## **1. Context and Background**

Hivos is a Dutch international development organization guided by humanist values. Together with citizens and their organizations, we aim to contribute towards a just, inclusive and life sustaining societies where people have equal access to opportunities, rights and resources. With smart projects in the right places, we oppose discrimination, inequality, abuse of power and the unsustainable use of our planet's resources. Counter balance alone, however is not enough. Our primary focus is achieving structural change. This is why we cooperate with innovative businesses, citizens and their organizations. We share a dream with them of sustainable economies and inclusive societies.

With funding from the European Union, Hivos is implementing a three-year project titled '*Voices and Actions for Accountability in Malawi*' (VAAM). The overall objective of the project is to *strengthen the capacity of Malawian Civil Society Organizations (CSOs), Media, high-spending Ministries, Departments and Agencies (MDAs) such as Agriculture, Water, Health and Education and selected local government authorities in evidence generation, analysis and publication of findings*. This project will contribute towards viable, inclusive and transparent public budget and procurement processes. The project is being implemented at both national and district level in seven (7) districts across the 3 regions of Malawi namely: *Blantyre, Dowa, Mangochi, Ntcheu, Mzimba, Mzuzu and Zomba*.

Malawi was ranked 120 out of 180 on the 2018 Corruption Perceptions Index. This means Malawi remains in the "zone of the most corrupt nations". In 2014, major international donors suspended

direct budget assistance to Malawi due to the country's high levels of corruption. The direct budget support comprised more than forty percent of the national budget. Corruption occurs on both the local and national levels. Malawian local governments receive funding from both the national budget and public revenue collection streams yet budgeting and public procurement processes in these local authorities remain opaque which leaves room for corruption. This action is therefore brought about to incorporate citizens' active participation in the public finance management in an effort to curb corruption in Malawi. revenue.

In 2018, the government of Malawi initiated public sector reforms to combat high-level corruption and public finance mismanagement. However, oversight mechanisms and institutions, including the legislature, the media, and the judiciary, continue to be inadequate. CSOs and the media are unable to use data and ICTs to hold authorities accountable and advocate for more transparent and accountable public spending. In addition, there is a lack of secure interface platforms to facilitate the exchange of vital information and the development of trust between local governments and citizens. Hivos works with Civil Society Organizations (CSOs), Area Development Committees (ADCs), Media Houses, Journalists, Bloggers, Influencers, High spending Ministries, Departments and Agencies (MDAs), Parliament and Local Government Authorities (LGAs) to provide them with training on analysing and reporting on public expenditure and providing citizens with critical information on public budgeting and expenditure so that they can effectively hold duty bearers accountable.

## 2. Project Description

<b>Project Name</b>	<b>Voices and Actions for Accountability in Malawi</b>
Project duration	April 2020 – April 2023
Thematic Focus Area	Civic Rights in a Digital Age
Primary Beneficiaries	Civil Society Organizations (CSOs); Area Development Committees (ADCs); Media Houses, Journalists, Bloggers, and Influencers; High spending Ministries, Departments, and Agencies (MDAs); Parliament; Local Government Authorities (LGAs)
Focus Countries	Malawi
Location of Project Staff	Malawi

### 2.1. Impact level indicator

Enhance transparency and accountability in Malawi through citizen engagement and improved capacity of CSOs, Media, and Local Government Authorities.

## 2.2 Project objectives

**Specific Objective:** To enhance citizen engagement practices and approaches between government (national and local) and citizens on budget cycle events and public procurement processes to advocate for viable, inclusive, and transparent public budget and procurement processes.

**Outcome 1:** Strengthened capacity of CSOs and Media organizations to analyse and report on the public expenditure high-spending and MDA and Local Government Authorities.

**Outcome 2:** Enhanced coordination, collaboration, and learning among CSOs and Media working on budgeting and public procurement processes at the national level.

**Outcome 3:** Increased dialogue and exchange of information on public expenditure between Local Government Authorities and citizens.

## 3. Endline Evaluation Assignment

### 3.1 Purpose and Aim

An endline evaluation will be commissioned at the end of the project in order to establish endline data for the VAAM project and the intervention's overall objectives which will allow project indicators at output and outcome level to be measured and evaluated. In order to support evidence-based decision-making and advocacy the evaluation will be conducted in line with the *OECD - DAC evaluation* criteria for evaluating development interventions, which focuses on assessing *Relevance, Coherence, coordination, Efficiency, Effectiveness, Impact, and Sustainability*.

The purpose of the evaluation is to understand the differences between the starting point established at the baseline evaluation and the midterm evaluation and to obtain an objective, critical, readable, and transparent analysis of the status of all indicators in the 7 target districts. This will lay a critical foundation for measuring change, understanding the project's contribution to achieving this change, and drawing lessons learnt and best practices for future direction and project development.

#### 3.1.1 Specific Objectives

The evaluation looks at all key aspects of the implemented project, including the following specific objectives:

1. To assess the implementation of the project against the key target evaluation criteria, i.e., efficiency, effectiveness, relevance, sustainability and impact.
2. To assess the performance and achievements of the project against the plans laid out in the approved Log frame and determine the degree to which each of the individual objectives and indicators of the project were achieved and what impact these achievements have had so far and may have in future programming
3. To document the project’s key lessons learnt and best practices and provide recommendation for improvements and for further engagements
4. To assess the level of sustainability of the project and partners’ implementation

### 3.1.2 Key questions of the evaluation

In line with the set objectives as indicated above, the end-line evaluation will seek to answer the following key questions.

1. What progress was made towards achieving the anticipated project outcomes and impact as articulated by the indicators in the log frame?
2. Progress made towards intended outcomes will be assessed on all the indicators, comparing status to the baseline and mid-term status:
3. What are the reasons and explanations behind the progress made from the baseline to the end-term status?

**This endline evaluation is aimed at analyzing:**

<p><b>Relevance</b></p>	<ul style="list-style-type: none"> <li>• Were the activities relevant to the context under focus? Were the interventions relevant?</li> <li>• To what extent did the project respond to priority issues and needs of the target beneficiaries?</li> <li>• To what extent were the key activities or processes aligned/contributing to each stated component/outcome remain relevant to the context. Relevance of intervention results to address the contextual challenges and extent to which project design and approach are relevant to national and global development objectives.</li> </ul>
<p><b>Efficiency</b></p>	<ul style="list-style-type: none"> <li>• Has the project implementation followed the project timeframes? If not, what factors have led to the change in the timeframe?</li> <li>• Efficiency in resources management and project partnership and structures. Analysis should also include strategic and timely implementation of activities and quality of the internal project monitoring systems.</li> <li>• How effective were Hivos’ partner capacity strengthening initiatives?</li> </ul>

	<ul style="list-style-type: none"> <li>• To what extent were the co-applicants (partners) involved in the management of the project? Were the management arrangements adequate?</li> <li>• What mechanisms have been put in place by the project to address emerging transparency and accountability issues and concerns?</li> </ul>
<b>Effectiveness</b>	<ul style="list-style-type: none"> <li>• To what extent have the expected outcomes and results been achieved against the set indicators?</li> <li>• Have the activities in the proposal made relevant contribution to or towards achievement of the results?</li> <li>• Were there internal and external factors that promoted or undermined the achievements of the results?</li> </ul>
<b>Coherence</b>	<ul style="list-style-type: none"> <li>• To what extent was the project coherent between the different components of the project among partners, operational modalities and governance structure.</li> </ul>
<b>Impact</b>	<ul style="list-style-type: none"> <li>• What progress has VAAM made on achieving the overall goal of the project?</li> <li>• Were there any unintended impacts from the project, either positive or negative?</li> </ul>
<b>Sustainability</b>	<ul style="list-style-type: none"> <li>• To what extent will the project outputs be sustained and can be scaled up beyond project closure</li> <li>• Were the results achieved in a manner that built ownership and capacity of the citizens engaged?</li> <li>• To what extent did the project link with other Hivos existing programs, projects and Hivos Strategic compass?</li> <li>• To what extent can the project impact be sustained?</li> <li>• To what extent is the project supported by national and local institutions?</li> <li>• What measures have been taken to ensure that the Hivos-led partner capacity-strengthening initiatives can be sustained?</li> <li>• Is there an exit strategy in place?</li> <li>• What good practices were identified and disseminated through the implementation of the project</li> <li>• Analysis should include institutional, economic, social, and environmental components</li> </ul>
<b>Lessons Learnt</b>	<ul style="list-style-type: none"> <li>• What lessons have been learnt during the project implementation to date?</li> <li>• How can the lessons learnt be used to guide future interventions of a similar nature?</li> <li>• What are the key success factors or best practices?</li> </ul>

<b>Recommendations</b>	<ul style="list-style-type: none"> <li>• Which outputs have been the most effective at stimulating desired change among the rightsholders and beneficiaries? In future projects, is it possible to scale up and replicate these outputs?</li> <li>• What unexpected outcomes, positive and negative, have the partners achieved through the project? Any recommendations regarding these?</li> </ul>
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The evaluation questions above are a guide to what is expected to be answered but will be fully developed and finalised by the consultant(s) together with the Hivos team.

### 3.1.3 End-line Evaluation Approach and Methodology

The research team/consultant(s) is invited to submit a detailed sampling methodology in their proposal. The team will also have to design a sampling method that ensures that the study generates district-specific data. The end-line evaluation should apply both quantitative and qualitative data collection methods. The base of this Evaluation is the project log frame and baseline and mid-term Evaluation data. The consultant will carry out key informant interviews as well as Focus Group Discussions and possible key respondents will be determined by the Project Management Team (PMT). The consultant will also carry out a literature/ desk review of documents in addition to the primary data.

End-line evaluation questions and criteria will be fully developed and finalised by the consultant(s) together with the Hivos team.

### 3.2 Scope of the End-line Evaluation

The end-line evaluation will cover 7 target districts in Malawi namely: Blantyre, Zomba, Dowa, Ntcheu, Mzimba, Mzuzu, and Mangochi. The key stakeholders for the end-line evaluation include Hivos and its partners, representatives of relevant CSOs, Area Development Committees (ADCs), Media Houses, Journalists, Bloggers, Influencers, and high spending Ministries, Departments, and Agencies (MDAs), Parliament, Local Government Authorities (LGAs) and community members from the 7 target districts, structures, government officials at different governance structures, donors especially EU and community members. The report will also be shared with the Hivos Global Office primarily for learning and dissemination of methodological practices across the Hivos Hubs.

### 3.3 End-line Evaluation Timeline

The Consultant is expected to conclude this assignment over a maximum period of 15 days which is inclusive of field visits to the target districts to collect data.

### 3.5 Work plan, Timeline, and Deliverables

Evaluation phase	Focus	Deliverable	Platform/ Location	Responsible Person(s)	Timeline
Inception phase	Inception Meeting with selected consultant to discuss the evaluation methodology, design, tools, proposed work plan, and timelines	Inception meeting	Virtual- ZOOM Platform	Hivos Team	25 <sup>th</sup> January 2023
Inception report submission	Submission of the inception report detailing all deliverables and action points from the inception meeting  Submission of draft Data collection tools	Inception report  Draft tools		Consultant(s)	27 <sup>th</sup> January 2023
Approval of the inception report and data collection tools by Hivos VAAM Project Manager and PMT	Review and finalize the inception report and sign off	Finalized inception report and data collection tools		Hivos	31 <sup>st</sup> January 2023
Training of Enumerators	Enhance the capacity of enumerators in ethically collecting data				
Data Collection  Data Entry & Analysis	Data Collection in all 7 target districts by the consultant  Data Set & report on findings	Endline data for all 7 districts  Clean data set and Findings			1 <sup>st</sup> Feb - 10 <sup>th</sup> Feb, 2023

Evaluation phase	Focus	Deliverable	Platform/ Location	Responsible Person(s)	Timeline
Submission of the draft report	Write up of the endline evaluation report based on the agreed format in the inception report	Endline evaluation Report	Virtual via Email	Hivos & PMT	16 <sup>th</sup> February 2023
Feedback from partners	Partners give their input to the End Line Evaluation report	Revised Draft report	Virtual via Email	Hivos & PMT	
Final draft report	The draft report will be shared after incorporating the partners' feedback.	Revised report	Shared via Email	Consultant	
Management Response and input in the draft report	Revised report with Management comments	Reviewed Report	Shared via Email	Hivos Management	
Presentation of Evaluation findings	The consultant with the PMT will share the evaluation findings with the partners	Dissemination of Findings meeting with partners	Virtual via ZOOM	Hivos PMT & Consultant(s)	
Finalization of the endline evaluation report	Reviewed, finalized, and signed off report based on the agreed format in the inception report	Finalized endline study report (50 pages Max)  An abridged version of the Evaluation report	Virtual via Email	Hivos PMT & Consultant(s)	22 <sup>nd</sup> February 2023



### 3.6 Expected Outputs:

The main output of the research will be a comprehensive End-line evaluation report covering the key focus areas with recommendations for the VAAM project. The report is expected to fully address the information requirements as outlined above. The other outputs shall be the study instruments/tools.

**The final report should take the below format:**

- Cover page
- Contents table
- Executive summary
- Introduction
- Context (description of the project and the areas where it is implemented)
- Objectives of the end-line study
- Methodology and limits to the methodology
- Disaggregated analysis of the main results (per indicator)
- An updated project monitoring and evaluation matrix with a summary of each indicator's End term data
- Conclusions and recommendations
- Annexes: data collection tools used, schedule of field visits and meetings; list of stakeholders, including project participants, consulted and/or interviewed, disaggregated by data collection activity; bibliography of key documents consulted; ToR for end of phase assessment

The final report should be provided in an electronic format compatible with Microsoft Word for Windows and PDF. Also, the report should be accompanied by a short PowerPoint presentation that highlights the methodology and key findings of relevance to the overall objectives of the assignment.

### 3.7 Budgets & Payments Schedule

Hivos seeks a financial proposal that maximizes potential efficiencies while maximizing value for money to deliver outputs within budget. The consultant must prepare and submit a comprehensive budget for the end-line evaluation, which includes all logistical, administrative, and non-administrative costs.

Payments will be made as follows, in line with the receipt of key deliverables:

- 60% upon approval of the Inception report.
- 40% upon submission and approval of the Finalized midterm report.

The Hivos Program Manager and the Regional Director have the overall responsibility of the assignment, where they will certify every consultancy deliverable and completion of work for payment purposes.

### **3.8 Roles and Responsibilities of Each Party**

#### **3.8.1 Consultant responsibilities**

- Produce research protocol (inception report) for carrying out the end-line study
- Review all relevant documents for the end-line study
- Develop end-line evaluation design which includes evaluation methodology and data collection tools (questionnaires, FGD guides, interview protocol, data entry templates, etc), as appropriate in consultation with Hivos VAAM Project Manager
- Develop field work schedule in consultation with the Hivos team
- Produce and submit to the Hivos team draft report on findings (per required format and data request).
- Incorporate comments from the Hivos and partners into the draft report and produce the final report
- Finalise a high-quality end-line Evaluation report and an Abridged version of the report
- Present findings to the Hivos team after the report submission

#### **3.8.2 Hivos responsibilities**

The Hivos Southern Africa Malawi Office will provide key primary documentation and information to be reviewed, as well as participate in some activities, including but not limited to:

- Hivos is the contracting party
- The project Proposal Documents and any other relevant documentation that will be deemed necessary for the end-line evaluation study.
- The Baseline and midterm study reports
- Assist the team in setting up appointments with Partners and other relevant stakeholders.
- Consolidating Hivos' and stakeholders' comments for incorporation by the consultants.
- Coordinating with the consultant(s) to ensure the quality implementation of the study on the ground.
- Ensuring the dissemination of Evaluation findings to beneficiaries and other field-based stakeholders.

### **3.9 Consultant/s Requirements, Knowledge, and Expertise**

- The consultant(s) should have relevant academic qualifications at minimum a Master's Degree.
- Experience in working with local government authorities, ministry departments, and CSOs. Experience conducting research on governance projects will be considered an asset.
- Consultant/research team has proven experience and expertise in both quantitative and qualitative methods and proven experience in successfully undertaking project baseline studies, midterm evaluations or end of project evaluations.
- The consultant(s) should have proven experience of conducting Evaluations of similar set-up, size and scope in Malawi.
- Knowledge and experience of participatory assessment / development approaches will be required.
- Knowledge and experience in organizational development approaches including organizational capacity assessment and development.
- Broad experience in conducting large Evaluation fieldwork (data collection, validation, entry and analysis).
- Experience in leading teams implementing Evaluations in the field (training, field logistics, human relations, teamwork).
- Existing research networks, partnerships and experience in Malawi is preferred.
- Experience in Transparency and Accountability and its related fields required.
- Must travel to field sites during the fieldwork phase.
- Provide a list of staff that will be involved in the project at all levels from the Regional Director, Project Manager through to field researchers- with a summary of their relevant experience and proposed role in the project. A full CV for each team member should be provided as an annex.

### **3.10 Submission and Evaluation of Proposals**

Consultants who meet the requirements should submit a maximum of 10 pages' expression of interest, which should include the following:

- A suitability statement, including commitment to availability for the entire assignment
- A short profile of the individual or organization
- Updated curriculum vitae of each consultant or team member that clearly spells out qualifications and experience with special emphasis on governance/ transparency and accountability programming or implementation
- A brief statement on the proposed study methodology, including a draft work plan
- A financial Indicative budget for consultancy fees, detailing the activities, number of days, and the proposed daily fee.
- All transport, including local transport, accommodation, and other research field costs (such as room hire for data collectors training, paying data collectors and all other costs) should be in the consultants' fees

- Three references from organizations that have contracted the consultant proving ability to carry out an Evaluation of such related nature

All interested parties should respond to the TOR by **19<sup>th</sup> January 2023**. The expression of interest should be sent to [sa-hub@hivos.org](mailto:sa-hub@hivos.org) with the title **VAAM Endline Evaluation** in the subject line. Only Shortlisted candidates will be contacted.