



Decentralized Evaluation Quality Assurance System (DEQAS)



Terms of Reference

FINAL EVALUATION of the SDG Joint fund project

Social Protection for the Sustainable Development Goals in Malawi: Accelerating inclusive progress towards the Sustainable Development Goals (2020 to 2021)

Jointly commissioned by WFP, UNICEF and ILO Malawi

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1. Introduction

1. These Terms of Reference (TOR) are for the final evaluation of the joint programme on Social Protection for the Sustainable Development Goals in Malawi: Accelerating inclusive progress towards the Sustainable Development Goals (SP4SDG). This activity evaluation is commissioned by three UN agencies in Malawi; World Food Programme (WFP), United Nations Children’s Fund (UNICEF) and International Labour Organization (ILO). The evaluation will cover the period from January 2020 to December 2021. Geographically, the evaluation will cover two levels: firstly, the national social protection system and secondly, the local government (district) level. The districts will be determined based on the 2020/2021 lean season response.
2. SP4SDG is a UN Joint Programme that aims to support the Government of Malawi (GoM) to enhance the Malawi social protection system to meet emergency food needs and reduce the vulnerability of those most at risk of food insecurity by 2022, while strengthening the social protection system for all vulnerable households across the lifecycle. The programme combines advancing an innovative Shock-Sensitive Social Protection (SSSP) prototype with reinforced financial structures and the transformation of existing policies into legal frameworks to enhance the existing social protection system to be more robust, comprehensive and sustainable, leaving no one behind.
3. SP4SDG will directly contribute to the 2019-2023 United Nations Sustainable Development Cooperation Framework (UNSDCF) in its alignment with Outcome 7: Households have increased food and nutrition security, equitable access to WASH and healthy ecosystems and resilient livelihoods as well as to the Country Decent Work Country Programme 2020-2023 (DWCP), . Priority 3: Enhancing and Extending the Coverage and Quality of Social Protection, Outcome 3.1: Enhanced quality and coverage of social security schemes and Outcome 3.3: Quality and coverage of Malawi’s social protection interventions and institutional capacity enhanced.
4. These TOR were prepared by WFP Malawi, UNICEF Malawi and ILO Malawi based upon an initial document review and consultation with stakeholders and following a standard template. The purpose of the TOR is twofold. Firstly, it provides key information to the evaluation team and helps guide them throughout the evaluation process; and secondly, it provides key information to stakeholders about the proposed evaluation.

2. Reasons for the Evaluation

5. The reasons for the evaluation being commissioned are presented below.

2.1. Rationale

6. The evaluation is needed at this time for the following reasons:
 - To assess the extent of achievement of the results and targets set out in the results framework; and
 - To understand the extent to which the programme has contributed to accelerating progress towards the sustainable development goals, focusing on social protection.
 - The evaluation is needed at this time to meet commitments made to commission an evaluation for learning and accountability:
 - i. The funds are to be spent by December 2021.
 - ii. Many staff across the 3 UN agencies are project funded, meaning after December 2021 their posts may not exist (i.e. postponing until after project implementation ends runs the risk of an evaluation without the technical leads).
 - iii. From the beneficiary side, the cash component will run until March 2021 – whilst there is some flexibility about when we can collect data, if it is delayed too far (i.e. to August/ September 2021) there is a risk of beneficiaries confusing it with upcoming 2021 lean season work.

7. The findings will provide the Government of Malawi, WFP, UNICEF, ILO and other key stakeholders valuable lessons on what has worked and what has not worked in the acceleration of SDG targets for consideration in the design and implementation of other similar programmes in future.

2.2. Objectives

8. This SP4SDG evaluation will serve dual and mutually reinforcing objectives of accountability and learning.
 - **Accountability** – The evaluation will assess and report on the performance and results of the SP4SDG. This evaluation will, therefore, ensure that the Development Assistance Committee of the Economic Cooperation and Development (DAC/OECD) evaluation criteria¹ of Relevance, Effectiveness, Efficiency, Impact and Sustainability are adequately covered.
 - **Learning** – The evaluation will determine the reasons why certain results occurred or not to draw lessons, derive good practices and pointers for learning. It will provide evidence-based findings to inform operational and strategic decision-making. The evaluation will deepen knowledge and understanding of underlying assumptions that guided the design and implementation of the programme. Findings will be actively disseminated and lessons will be incorporated into relevant lesson sharing systems.
 - Given the amount of social protection work (see [Annex 6](#)) being implemented in Malawi, this evaluation will put more emphasis on learning through consolidation of lessons in ways that will enhance design and implementation of social protection activities to ultimately better serve target beneficiaries and the lives of members of their communities.

2.3. Stakeholders and Users

9. A number of stakeholders² both inside and outside of WFP, UNICEF and ILO have interests in the results of the evaluation and some of these will be asked to play a role in the evaluation process. The Government of Malawi (GoM) will use the evaluation to inform policy development/changes on particular approaches including the Malawi National Social Support Programme II 2018-2023 (MNSSP II).
10. The Malawi WFP, UNICEF and ILO Country Offices and their partners will use this evaluation for decision-making, notably related to adjustments in programme implementation and/or design, enhancement of partnerships, accountability for results, and learning what has worked and what needs to be improved; Given the core functions of the Regional Bureau/ offices, they are expected to use the evaluation findings to provide strategic guidance, programme support, and oversight, not only to Malawi but also other country offices with similar interventions or operating in similar context;
11. WFP, UNICEF and ILO HQ may use evaluations for wider organizational learning and accountability. Offices of Evaluation may use the evaluation findings, as appropriate, to feed into evaluation syntheses as well as for annual reporting to the Executive Board on progress in the implementation of their evaluation policy;
12. The Joint SDG Fund may use the evaluation to understand the extent to which the programme met its objectives, key challenges, lessons learnt and good practices for decision-making and replications in future support. Other users of the evaluation include key stakeholders involved in social protection including UN agencies, academia, and NGOs. [Annex 12](#) provides a preliminary stakeholder analysis, which should be deepened by the evaluation team as part of the Inception phase.

¹ <https://www.oecd.org/dac/evaluation/daccriteriaforevaluatingdevelopmentassistance.htm>

² Stakeholders can either be duty bearers or rights holders. In this evaluation the beneficiaries are the rights holders while all the other stakeholders are duty bearers.

13. WFP, UNICEF and ILO are committed to ensuring Accountability to Affected Populations; Gender Equality; Women’s Empowerment (GEWE³); and Protection Standards. Key to each of these cross-cutting priorities is ensuring meaningful participation of persons of all diversities (women, men, girls, boys, persons with disabilities, the elderly as well as indigenous, ethnic and linguistic backgrounds). This includes ensuring their participation in the full programme cycle, according to their various needs, including this evaluation.

3. Context and subject of the Evaluation

3.1. Context

14. **General:** Malawi is a small, landlocked country in Southern Africa with a rapidly expanding population. The latest population figure stands at 17,563,749, up from 13,029,498 in 2008, representing an intercensal growth rate of 2.9 percent per annum.⁴ The majority of the population (51 percent) is below the age of 18 years. Malawi is one of the most densely populated countries in the world, with 186 persons per square kilometre of land.⁵ Within Malawi, the Southern Region has the highest population density, at 244 persons per square kilometre. The dense and rapidly increasing population places intense pressure on farm holdings, which average 0.24 hectares in Malawi, compared to the Sub-Saharan African average of 0.40 hectares.
15. **Poverty and inequality:** Malawi’s Human Development Index (HDI) value for 2019 was 0.485, placing the country in the low human development category and positioning it at 172 out of 189 countries.⁶ Poverty is both widespread and stubbornly high. The national poverty rate increased slightly from 50.7 percent in 2008 to 51.5 percent in 2017⁷ (59.5% in rural areas and 17.7% in urban areas). Overall (gender) inequality levels have been declining since 2010. In 2018, the Gender Inequality Index was at 0.615⁸, up from 0.595 in 2010.
16. **Gender / Disability inequalities:** affect all aspects of social, economic and environmental development.⁹ Rates of child/girl marriage are high.¹⁰ Women often lack land rights, access to education¹¹, health and financial services as well as protection against sexual and gender-based violence.¹² People with disabilities suffer a greater incidence of all indicators of poverty and face greater gender and public health challenges. The National Gender Policy (2015) aims to mainstream gender in the national development process to enhance participation of women and men, girls and boys for sustainable and equitable development for poverty eradication. The policy is rooted in Malawi’s constitution which recognises and promotes gender equality, and in the various versions of the Malawi Growth and Development Strategy. USAID and FAO have recently (last five years) published studies that delve into gender equality and inequities within the greater Malawi context.¹³

³ Gender Equality is the state in which women and men enjoy equal rights, opportunities and entitlement. While Women empowerment is defined as the process through which women achieve choice, power, options, control and agency in their own lives.

⁴ National Statistics Office (2018): Malawi Population and Housing Census Preliminary Report, December 2018.

⁵ *Ibid*

⁶ <http://hdr.undp.org/sites/default/files/hdr2019.pdf>

⁷ http://www.nsomalawi.mw/images/stories/data_on_line/economics/poverty/Malawi%20Poverty%20Report%20-%202019%20.pdf

⁸ <http://10.150.72.21:6510/hdr.undp.org/sites/default/files/hdr2019.pdf>

⁹ WFP (2019): Malawi Country Strategic Plan (2019–2023)

¹⁰ In Malawi, 42% of girls are married before the age of 18 and almost one in 10 are married before their 15th birthday (<https://www.girlsnotbrides.org/child-marriage/malawi/>)

¹¹ Literacy rate for women is 66% compared to 81% for men (World Bank, 2018: Malawi Economic Monitor- Investing in Girls’ Education)

¹² Government of Malawi. 2014. National Plan of Action to Combat Gender-Based Violence in Malawi 2014–2020 (cited in WFP, 2019)

¹³ FAO: <http://10.150.35.17:6510/www.fao.org/3/ap092e/ap092e00.pdf>;

USAID site for GEWE projects: <https://www.usaid.gov/gender-equality-and-womens-empowerment>

17. **Poverty reduction and economic development:** Stagnant poverty levels in rural Malawi are caused by a number of factors that include low productivity in the agricultural sector; limited opportunities and low returns for non-farm self-employment in rural areas; as well as the limited coverage of safety net programs and targeting challenges. Average annual income is around US\$270¹⁴ per person. About 50.7% of the population are poor (25% extremely poor) and agriculture has been disrupted by frequent weather shocks e.g. 2015 floods and 2016/17 drought¹⁵ Food insecurity is rampant, and 37% of the children are stunted.¹⁶ Agriculture accounts for around 28 percent of the gross domestic product (GDP) and employs 64.1 percent of the country's workforce.
18. The **food and nutrition situation:** in the country is complex. Over the past two decades, there has been a decline in the rates of undernutrition. The percentage of children under five years of age who are stunted has decreased from 47.1 to 37.1; underweight from 12.8 to 11.7; and wasting from 4.0 to 2.7. Even with the noted decline in undernutrition, stunting levels remain stubbornly high and therefore continued efforts are needed to address micronutrient deficiencies, and the high rates of stunting if the country is to reach the “Zero Hunger” target of the second Sustainable Development Goal (SDG 2) by 2030. The situation is exacerbated by the high prevalence rate of human immunodeficiency virus/acquired immunodeficiency syndrome (HIV/AIDS), estimated at 8.8 percent for the 15-49 age group in 2015. The prevalence rate of HIV/AIDS is higher among women (10.8%) than men (6.4%). Hunger is partly perpetuated by the intensity and frequency of climate shocks affecting Malawi, which do not allow enough time for households to recover from one shock to the next, whilst simultaneously even low impact shocks (e.g. lean season) manifest into food insecurity crises and emergencies each year due to the underlying vulnerability of many households.
19. **Climate shocks:** have a potentially profound direct effect on the agriculture sector and ultimately food and nutrition security at the household level. Most drought episodes have occurred in El Niño years, during which the country experiences rainfall deficits. Scientific evidence for Malawi shows an increase in frequency, intensity and magnitude of extreme weather events over the last two decades due to the impact of climate change. Nearly half of Malawi's 28 districts have experienced at least four major shocks in the last decade, including drought, flooding and hailstorms.¹⁷ Tropical Cyclone Idai (March 2019) is the most recent example of such a shock, affecting more than 868,900 people across 15 districts.¹⁸
20. **UN actors and SDGs:** SP4SDG will directly contribute to the 2019-2023 United Nations Sustainable Development Cooperation Framework (UNSDCF) in its alignment with Outcome 7: Households have increased food and nutrition security, equitable access to WASH and healthy ecosystems and resilient livelihoods. Malawi is experiencing insufficient long-term progress on SDG 1 relating to poverty eradication whose targets are showing negative trends due to recurring disasters and insufficient investment in empowerment activities¹⁹. The Malawi UNSDCF (2019-2023) guides the UN Agency programmes ensuring UN wide coherence and represents a strong collaborative link with the Government of Malawi's development aims in support of *SDG 17: strengthen the means of implementation and revitalize the global partnership for sustainable development*.
21. **Policy context:** The Malawian social protection system is guided by the Malawi National Social Support Policy (MNSSP) 2012, which defines social protection in the country. It sets the guidelines for designing, implementation, coordination, monitoring and evaluation of social protection and social support programs. The policy gives a holistic picture of what social protection entails and how it is linked with other policies, such as disaster risk management, economic growth, economic and social policy. In 2016, the GoM underwent a nationwide consultative review of the social protection system ahead of its successor programme, the Malawi National Social Support Programme II 2018-2023 (MNSSP II). The three SP4SDG components are aligned to the pillars in the MNSSP II in order to catalyse progress in

¹⁴The World Bank (2016). Primary Education in Malawi

¹⁵ IMF & The World Bank (2017). Malawi; Economic Development Document, May 2017.

¹⁶USAID (2018). Agriculture and Food Security in Malawi.

¹⁷ WFP Malawi (2019) Country Programme-Malawi (2012-2017) Standard Project Report 2018

¹⁸ Republic of Malawi 2019 Floods Response Plan and Appeal (March-May 2019)

¹⁹ https://sustainabledevelopment.un.org/content/documents/26180Main_Messages_Malawi.pdf

support of the GoM's vision on social protection. This includes the pillar on shock-sensitive social protection (SSSP) which aims to advance a social protection system which can meet seasonal needs, prepares for and responds to shocks together with the humanitarian sector, and supports recovery and the return to regular programming.

22. Households are characterised by high levels of poverty; with poverty incidence of 58.7 percent among households headed by women compared to 49.1 percent among households headed by men. Households headed by women are represented disproportionately in the lowest quarter of income distribution and have more dependents, lower income earning capacity and fewer assets and other resources. Also featuring in the highly vulnerable groups are older persons and people with disabilities. Those living below the ultra-poverty line (approx. 25% of the population) are those unable to meet their basic consumption need; meaning poverty and food insecurity in Malawi are inherently linked and therefore the strategic role of social protection.
23. **Other relevant interventions:** Related initiatives (See [Annex 6](#)) linked to SP4SDG include the PROSPER programme, a DFID-funded SRSP joint UN programme on resilience building, including advancing SSSP preparedness and Government capacity strengthening by WFP, UNICEF, UNDP, and FAO; and the development of social accountability tools for application in Malawi for social protection, supported by the ILO, through an Irish Aid-ILO Global Partnership.
24. **COVID-19:** In the context of the COVID-19 pandemic, social protection remains relevant. COVID-19 will have an impact on household livelihoods. As of 07 October 2020, Malawi had 5,796 confirmed COVID-19 cases and 180 deaths. Out of these confirmed cases, 4,545 had recovered²⁰. All the 28 districts have reported positive cases of COVID-19 although the figures are higher in cities of Lilongwe, Mzuzu and Blantyre. While these numbers are fairly low in Malawi compared to other countries, it is not yet clear whether this is because of slow spread and effective government policy, or just a lack of testing.

3.2. Subject of the evaluation

25. This is a final evaluation of the Joint Programme on Social Protection for the Sustainable Development Goals (SP4SDG) in Malawi: Accelerating inclusive progress towards the Sustainable Development Goals. It will assess all the three outcomes specifically on the extent to which the objectives have been achieved. Implementation of SP4SDG started in January 2020 and is expected to end in December 2021. The final evaluation will be done between September 2020 and October 2021²¹. For the implementation of the programme, the Joint SDG Fund provided a total financial contribution of USD 1,999,937²².
26. The joint programme leverages the expertise of three implementing UN agencies (WFP, UNICEF and ILO) to accomplish its targets. SP4SDG is structured around three interlinked components, implemented by the three UN agencies (see [Annex 8](#) for details of components implemented by each agency), that seek to accelerate SDGs 1, 2, and 17 while at the same time promoting the Leave No One Behind (LNOB) commitment. The three SP4SDG components are as follows (for detailed outcomes, outputs and activities, see [Annex 11](#)):
 - a) **The Malawi social protection system is adapted to meet emergency food needs together with the humanitarian sector:** This constitutes the largest financial component of the joint programme. Global commitments have been made to link humanitarian-development action, such as those articulated in the Grand Bargain; these commitments have been localized in Malawi. The United Nations (UN) and Government of Malawi (GoM) together have collaborated to identify, test, and adapt the most appropriate way to operationalize Shock-Sensitive Social Protection (SSSP) in Malawi. Yet, increasing donor appetite and a yet to be defined coordination structure for SSSP at national level is producing numerous piece-meal SSSP initiatives.

²⁰ <https://covid19.health.gov.mw/?fbclid=IwAR3o91QivQRRhVl4Ra2dcvTU3moeAJfFqfCtnFr3kqQP4C4BTv1-xSZweo>

²¹ The interaction with the beneficiaries will end in March/ April 2021 (based on Lean Season Response), however the systems work would continue until project end, so evaluation team will need to look at the balance in the nature of the findings.

²² US\$1,240,237 (WFP), US\$378,780 (UNICEF) and US\$380,920 (ILO)

The joint programme seeks to build on previous investments to fast-track the development of an SSSP prototype in one district. From this, operational guidance can be developed as a living document, so future investments in SSSP can be catalysed behind one integrated and coherent operational vision with appropriate mechanisms embedded within to ensure transparency, accountability and meaningful participation of the beneficiaries. This ensures that the most vulnerable not only receive temporary assistance in times of shocks, but that the social protection system is strengthened and can better provide routine entitlements to the poorest of the poor and the most marginalized among them.

- b. **The Government of Malawi increases its share of the social protection budget and undertakes measures to improve efficiency of spending:** The social protection sector in Malawi is largely donor funded (at 93%), heavily fragmented with minimal coordination of disbursement processes and mechanisms, and inadequate for needs, leaving the most marginalized behind in the process. There is immediate need for sustainable financing of social protection through increased domestic funding with targeted attention to the most vulnerable, including for predictable annual emergency caseloads. Exploring new and/or innovative funding solutions through public and private financing is critical to addressing this need and accelerating action on the SDGs. Lessons from this component can be applied to other sectors for improved financing for a whole-of-society approach.
 - c. **The Government of Malawi is advancing towards a more comprehensive social protection legal framework:** This component is in line with Malawi's human rights treaty obligations. The lack of a legal framework threatens the sustainability of the sector, even though the poverty levels in the country point towards social protection as a critical intervention. The existing social protection system is fragmented and not anchored in a comprehensive legal framework. This leads to confusion around who should have access to social protection and how the system should respond to the needs of the people. This justifies the need for a transformative action towards a sustainable, efficient, better coordinated, domestically financed, and nationally owned social protection system, thereby accelerating the achievement of the SDGs.
27. **Coverage:** To ensure that future emergency food assistance (SDG 2.1) is provided by leveraging the social protection system, where appropriate (SDG 1.3), a prototype for doing this will be tested, reaching approximately 5,000²³ shock-affected households with emergency food assistance, leveraging and strengthening the social protection system to do so (specific districts are determined based on the Malawi Vulnerability Assessment Committee (MVAC) report/ Leans Season Response (LSR) plan). The joint programme is also expected help the GoM to increase the allocation of domestic resources to social protection, ensuring a gradual increase and improved efficiency (SDG 1.a, 17.1). Furthermore, the joint programme is expected to ensure that the legal framework of social protection defines and streamlines the essential measures and systems to enhance protection throughout all stages of life for all, with due attention to women and marginalized groups (SDG 1.b), and advances the right to social protection in line with Malawi's human rights treaty obligations (1.3).
28. The **overall objective of the programme** is to advance the objective of the *National Social Support Policy - 'by 2030, women and men in Malawi have enhanced quality of life and improved resilience to shocks.*
29. To achieve the three outcomes, the joint programme has the following eight outputs (detailed description in results framework, [Annex 8](#)):
- The social protection system is reviewed and updated in line with humanitarian response needs.
 - The social protection system delivers timely support to targeted households in times of lean season related shocks.
 - The GoM social protection financing strategy finalized and informing domestic funding.
 - The GoM has improved knowledge and commitment to invest in social protection.

²³ The 5,000 beneficiaries for the prototype are chosen using the Government social registry combined with local validation.

- The GoM has improved capacity for social protection expenditure.
- Malawi has a comprehensive social protection draft legal framework agreed by all stakeholders.
- Malawi has updated the scope and objectives for the social protection system.
- The basic social protection measures are defined to respond to the needs of all men, women, boys and girls.

30. Other **relevant interventions**: The three SP4SDG components are aligned to the pillars in the Malawi National Social Support Programme II 2018-2023 (MNSSP II) in order to catalyse progress in support of the GoM's vision on social protection. MNSSP II is organized in five thematic pillars: consumption support, resilient livelihoods, shock sensitive social protection, linkages, and system strengthening. Currently the MNSSP II covers five programmes. Of these four are directly managed by government with the fifth, microfinance initiatives, run by the private sector or NGOs. The government-led programmes are:

- **Social Cash Transfer Program**: an unconditional cash transfer programme that targets ultra-poor and labour constrained households in all 28 districts paying an average MWK 7,000 (roughly US\$ 10) per beneficiary household per month. As of September 2020, the programme reached 1,252,234 beneficiaries in 290,551 households. The Ministry of Population Planning and Social Welfare (formerly the Ministry of Gender, Children, Disability, and Social Welfare) is responsible for the programme.
- **Public Works Programme**: provides cash or in-kind support in exchange for labour to ultra-poor and poor households. The programme has four cycles throughout the year, running a few weeks at a time to act as an alternative source of income during specific times of planting, growing, and harvesting seasons. On average a household works for 24 days and receives MWK 16,400 (about US\$ 22.15) during that period. In 2020, the programme covered 10,000 households as a pilot. The National Local Government Finance Planning Committee is responsible for the programme.
- **School Meals Feeding Programme** provides meals to pupils in selected schools in the country. The main objective is to enable pupils to meet their nutritional needs and improve education outcomes. As of 2020, the program was reaching 50% of primary schools, providing meals to about 2,966,394 million students (52% are girls). The Ministry of Education is responsible for implementation in 801 schools with the World Food Programme implementing directly or through partners in 784 schools.
- **Savings and Loan Groups**: support the establishment and operations of community-based savings and credit groups. As of 2018, the initiative supports 1.1 million individuals (859,000 women). The Ministry of Civil Education, Culture and Community Development is responsible for the programme.
- In addition, under the umbrella of the shock-sensitive social protection objective, the social protection system works with the humanitarian sector in order to meet seasonal needs, prepares for and responds to shocks, and supports recovery and the return to regular programming. In recent years, the main emergency intervention which has witnessed collaboration has been around the annual lean season response, which aims to provide lifesaving consumption support to address food insecurity.

31. **Gender** equality and inclusion of disabled and aged population is at the heart of the joint programme's objectives. Women are the majority of the recipients of the proposed cash transfers aimed at lean season consumption smoothing. It is estimated that around 75% of the recipient households are female headed. The joint programme dedicated a significant portion of its budget to activities that promote gender equality and women's empowerment, representing at least about 32%²⁴ of the total budget. Other

²⁴ About 32% of total budget will be directly linked to gender. Other activities will contribute indirectly. Women are the majority (estimated that around 75% of them are female-headed) of the recipients of the proposed cash transfers (31.4% of the total budget) - representing a 23.6% of the total budget directed to promote women economic empowerment. Related to the cash transfers, activities geared towards grievance and redress mechanisms, social accountability and individual agency strengthening represent about 8.5% of total budget, are geared to ensure girls and women's right to social protection are respected and empower them to hold service providers accountable to high standards of service quality.

activities will contribute indirectly, such as the work on the legal framework that will take into account the principles of gender equality and women's empowerment to ensure equality of treatment in the right and access to social protection. SP4SDG has a gender marker score of 1.8 (see [Annex 9](#)) which means it was designed well enough to advance gender equality.

32. Senior Human Rights Adviser (SHRA) attached to the Resident Coordinator's Office (RCO) will draw on the expertise of Office of the United Nations High Commissioner for Human Rights (OHCHR) in human rights and gender-based mainstreaming in social protection programming, to ensure technical operationalisation of leave no one behind (LNOB) in this joint programme. As part the coordination role of the RCO, the SHRA provided technical expertise for the human rights and gender mainstreaming at all stages of the joint programme, including with respect to aligning the legal and policy framework for social protection in line with Malawi's international human rights treaty obligations.

4. Evaluation Approach

4.1. Scope

33. This evaluation will follow the [United Nations Evaluation Group \(UNEG\) Norms and Standards](#). Adopted in 2005 and revised in 2016, these norms and standards have served in strengthening and harmonizing evaluation practice and are used as a key reference for evaluators around the globe.

34. The scope of the evaluation is as follows:

Timeframe: SP4SDG is a two-year project, 2020 to 2021. Data collection will be done in April 2021; therefore, the evaluation is expected to cover the period January 2020 to April 2021. The evaluation report is expected in September 2021 (see [Annex 2](#) for the evaluation schedule).

Geographical Coverage: The evaluation will predominately be centred on systematic changes made at the national level, with a specific implementation focus in Balaka district. The systematic weights at national level will be determined during inception through a discussion between the programme and evaluation team. The district was chosen based on prioritization of need as per the MVAC assessment, and the opportunity to advance the use of social protection and emergency in the area.

Target: The SP4SDP joint programme targets two categories: the social protection system as one target group, and then in terms of implementation it is the lean season response beneficiaries. At the national level, it should include all government ministries involved in the project and the UN agencies. At the local level, the joint programme has been working with district councils who should also be targeted by the evaluation. Farm Radio Trust, a local NGO, will also be involved in this evaluation.

Activities: All three outcomes will be covered during this evaluation because it will help to assess the contribution of all interventions implemented by the programme. This should include cross cutting issues of gender equality and women's empowerment (GEWE).

Focus: The evaluation will be conducted to determine the relevance, effectiveness, efficiency, impact²⁵ and sustainability of SP4SDG;

- The evaluation will focus the on initial/potential impacts, effects and results of SP4SDG.
- The design and implementation of SP4SDG will be considered, the aspects of which are covered under the evaluation questions listed in [Section 4.2](#) below.
- Potential opportunities for scale-up.
- Potential linkages to other UN agencies and government programmes.

²⁵ Data collection will be done while some components of the project are still on-going. This should be taken into consideration when assessing impact of the project.

4.2. Evaluation Criteria and Questions

35. **Evaluation Criteria** The evaluation will apply the Development Assistance Committee (DAC) evaluation criteria²⁶ of relevance, effectiveness, efficiency, impact and sustainability.²⁷ GEWE and human rights will be mainstreamed and reflected throughout the evaluation design (including the tools), implementation (data collection and analysis), results, recommendations, dissemination, and utilization of findings. This will include analysis of whether and how GEWE objectives and mainstreaming principles were included in the intervention design and whether this was guided by WFP/UN and system-wide objectives on gender and women’s empowerment.
36. **Evaluation Questions** Allied to the evaluation criteria, the evaluation will address the following key questions, which will be further developed by the evaluation team during the inception phase. Collectively, the questions aim at highlighting the key lessons and performance of the SP4SDG joint programme, which could inform future strategic and operational decisions.
37. The evaluation will answer the overarching question “*To what extent were the SP4SDG joint programme objectives achieved and how?*” To answer this question, the evaluation will answer a number of sub-questions²⁸ along each of the evaluation criteria as shown in *Table 1*. Evaluative judgement will be against the sub-questions, and reporting will focus on the evaluation criteria as this approach is best suited to communicate the findings and conclusions. All answers should be evidence-based.
38. The evaluation will further contribute to understanding SP4SDG’s impact, successes, areas for improvement, and unintended results. It will also provide key recommendations on what has been working well as well as what project components may require adjustment to ensure the quality of similar future programmes, including suggestions vis-à-vis how SP4SDG can be implemented in foreseeable future programmes in order to inform strategic decision-making and enhance further programming. All recommendations should indicate to whom they are directed (they should cover at least UN agencies and government), their priority/relevance (high-middle or low), implementation timing (short, medium or long-term) and resources implication (high, medium or low).
- 39.

Table 1: Criteria and evaluation questions

Criteria	Evaluation Questions ²⁹
Relevance	<ol style="list-style-type: none"> 1. To what extent were the objectives of SP4SDG valid and appropriate and have remained so over time? 2. Are the activities and outputs of the programme consistent with the overall goal, objectives and intended impacts? How appropriate has the results framework been? 3. How relevant has been the project for the most vulnerable targeted groups: women, people with disabilities and older people? 4. How have the employers’ and workers’ organizations and other actors of the civil society participated in the project design and implementation? 5. How coherent is the project with social protection policies in the country?

²⁶ Impact will receive a minimal score because the evaluation will be done before end of the project. Sustainability will rank low as issues of sustainability often emerge from how impactful the programme has been. Given that the evaluation is focused on learning, replication and process, Relevance, Effectiveness and Efficiency are key criteria and may get a high score

²⁷ For more details see: <http://www.oecd.org/dac/evaluation/daccriteriaforevaluatingdevelopmentassistance.htm> and <http://www.alnap.org/what-we-do/evaluation/eha>

²⁸ The listed sub-questions provide the detail at which WFP expects the evaluation team to focus under each criterion to give the team right from the outside of the expected level of analysis. This level of detail is important because of the learning objective of the evaluation.

²⁹ All evaluation questions must compare the results between men and women.

Effectiveness	<p>6. To what extent have the targeted outputs, outcomes, and strategic results been achieved?</p> <p>7. What were the main factors (internal and external) influencing the achievement and non-achievement of the SP4SDG objectives and what challenges were faced in the programme?</p> <p>8. Has the project addressed the COVID 19 consequences in the short and long term in terms of affecting the planned outcomes?</p>
Efficiency	<p>9. Was the program efficiently implemented (specifically cost effectiveness/value for money)?</p> <p>10. What are the factors affecting the pace and quality of implementation and how can these be mitigated?</p>
Impact	<p>11. What real difference has the programme made on the targeted beneficiaries (including specifically the most vulnerable groups)? Their households? How did the programme change their lives and livelihoods?</p> <p>12. What is the potential impact that can be envisioned, with initial signs of it?</p> <p>13. What changes has the programme effected on the Malawi Social Protection System?</p>
Sustainability	<p>14. How has the project build capacities in different stakeholders for the results to continue, did the project develop an exit strategy?</p> <p>15. To what extent are the benefits of the programme likely to continue after donor funding has ceased?</p>
Gender Dimensions	<p>16. How did SP4SDG's actions affect the context of gender inequality and targeted people living with disabilities, and older people? Did the actors' work (1) improve the lives of women, girls, gender diverse people and targeted people living with disabilities, and older people? (2) maintain existing gender inequalities; and (3) worsen the circumstances for women, girls, gender diverse people and targeted people living with disabilities, and older people?</p> <p>17. What is the proportion of households where women, men, or both women and men make decisions on the use of social protection entitlement?</p>

4.3. Evaluability Assessment and Data Availability

40. Evaluability is the extent to which the subject can be evaluated in a reliable and credible fashion. Evaluability is high if the subject has: (a) a clear description of the situation before/at the start that can be used as reference point to measure change (baseline); (b) a clear statement of intended outcomes, i.e. the desired changes that should be observable once implementation is under way or completed; (c) a set of clearly defined and appropriate indicators with which to measure changes; and (d) a defined timeframe by which outcomes should be occurring; and (e) a system for regularly collecting, storing and analysing performance data.
41. The level of evaluability of SP4SDG to meet the objectives set out in [section 2.2](#) is assessed to be high at this preliminary stage because a) Baseline figures are available from agencies; b) Regular monitoring of the programme through the various coordination mechanisms has taken place and is documented (these include an annual report due January 2021, Joint Coordination Unit monthly meeting minutes, activity and budget tracker, quarterly and biannual updates); c) The programme has a detailed Results Framework with all programme indicators and targets (see [Annex 8](#)) and a Theory of change ([Annex 10](#)).
42. As such, sufficient information exists for assessing the achievements of intended outcomes and the utilisation of resources over the period under review. A detailed evaluability assessment will be carried out at the inception phase to determine the appropriateness of the methodological approach proposed in [section 4.4](#) below. It is expected that the evaluation will make use of already existing data as follows:

- Baseline figures³⁰
- Routine Progress Reports
- Project proposal including the Results Framework and Key Deliverables
- Monitoring data and reports
- Quarterly, semi-annual and Annual Progress reports/updates

43. Depending on the spread of COVID-19 and policy measures in place at the time of data collection, the team may either collect primary data via normal face-to-face surveys; or collect primary data via remote data collection means (i.e. call centre). Remote data collection may bring challenges in access to all sampled beneficiaries because some beneficiaries may not have access to phones while in some cases, there may be connectivity challenges. The evaluation team should therefore rely on mix of primary and secondary data to have enough data for this evaluation. If there are more data gaps established during inception, the three agencies' programme staff will be available to support the evaluation team to address these gaps. There are other relevant interventions where secondary data can be sourced from. Concerning the quality of data and information, the evaluation team should:

- Assess data availability and reliability as part of the inception phase expanding on the information provided in section 4.3. This assessment will inform the data collection.
- Systematically check accuracy, consistency and validity of collected data and information and acknowledge any limitations/caveats in drawing conclusions using the data.

4.4. Methodology

44. The methodology will be designed by the evaluation team during the inception phase. It should:

- Employ the relevant evaluation criteria above ([section 4.2](#)).
- Demonstrate impartiality and lack of biases by relying on a cross-section of information sources (stakeholder groups, including beneficiaries, etc.) The selection of field visit sites will also need to demonstrate impartiality.
- Using mixed methods (quantitative, qualitative, participatory etc.) to ensure triangulation of information through a variety of means. There will be key informant interviews with national and district level stakeholders. There will also be individual interviews and FGD with beneficiaries at the district level
- Apply an evaluation matrix geared towards addressing the key evaluation questions taking into account the data availability challenges, the budget and timing constraints.
- Ensure through the use of mixed methods that women, girls, men, boys and vulnerable groups such as people living with disabilities and older people from different stakeholder groups participate and that their different voices are heard and used.

45. The methodology should be GEWE-sensitive, indicating what data collection methods are employed to seek information on GEWE issues and to ensure the inclusion of girls, women and marginalised groups. The methodology should ensure that data collected is disaggregated by sex and age; an explanation should be provided if this is not possible. Triangulation of data should ensure that diverse perspectives and voices of both boys, girls, men and women are heard and considered.

46. Looking for explicit consideration of gender / disability in the data after fieldwork is too late; the evaluation team must have a clear and detailed plan for collecting data from women and men in gender-sensitive ways and other vulnerable groups before fieldwork begins.

47. The evaluation findings, conclusions and recommendations must reflect gender analysis, and the report should provide lessons/ challenges/ recommendations for conducting gender responsive evaluation in the future.

³⁰ A baseline survey for the whole project was not conducted but baseline figures are sourced from agencies responsible for those indicators. These may have been collected as part of other programmes implemented by those agencies. For indicators on beneficiaries, these will be collected during the lean season response (by January 2021)

48. To ensure that independence and impartiality are employed throughout the evaluation, the following mechanisms for independence and impartiality will be employed:

- An [Evaluation Committee](#) (EC) composed of representatives from WFP, UNICEF, and ILO will be appointed and involved through all phases of the evaluation. The EC is responsible for overseeing the evaluation process, making key decisions, and reviewing evaluation products submitted to the co-EC Chairs for approval;
- An [Evaluation Reference Group](#) (ERG) will be set up to steer the evaluation, comment on all evaluation deliverables, and exercise oversight over the methodology;
- All tools and products from the Evaluation Team will be externally and independently quality assured (both by the ERG and the [DEQAS](#)); and
- The Evaluation Team will be asked to set out how ethics can be ensured at all stages of the evaluation and that they seek appropriate ethical clearances (institutional and local) for the design ahead of going to the field and will be aligned to UNEG ethical considerations.

49. The following potential risks to the methodology have been identified as shown in table 2.

Table 2 Potential risks and mitigation actions

#	Potential Risk	Mitigation actions
1	The Evaluation Team may have challenges regarding the availability of data for some indicators due to gaps in record keeping as well as quality issues.	Secondary data sources from monitoring may assist for the best estimates possible. In addition, the team will explore different option to fill in existing the data gaps.
2	Difficulties accessing government institutional partners and representatives and staff turnover within government may result in significant changes in personnel.	WFP, UNICEF, and ILO Country Offices to use their relationships with the government to establish a means of identifying and facilitating ongoing program engagements with key persons.
3	The study team may have challenges travelling to Malawi and/or within the country due to COVID-19 travel restrictions.	Flexibility on how and when data can be collected i.e. when travel restrictions have been removed. May also consider engaging more national consultants to do the actual data collection or reviewing the feasibility of conducting remote data collection exercises such as use of phone interviews. A specific data needs identification, and collection strategy will be formulated at the inception phase.
4	The timing of the evaluation may also affect the ability to fully assess the effects and results of the project.	The evaluation team to take into consideration the time the evaluation is done against number of activities that have been completed.
5	Accessing the beneficiaries and non-beneficiaries for data collection considering remote data collection.	Communicate with cooperating partners and beneficiaries on dates when the remote data collection will be done. Also consider sampling more beneficiaries to take care of non-response rate.

4.5. Quality Assurance and Quality Assessment

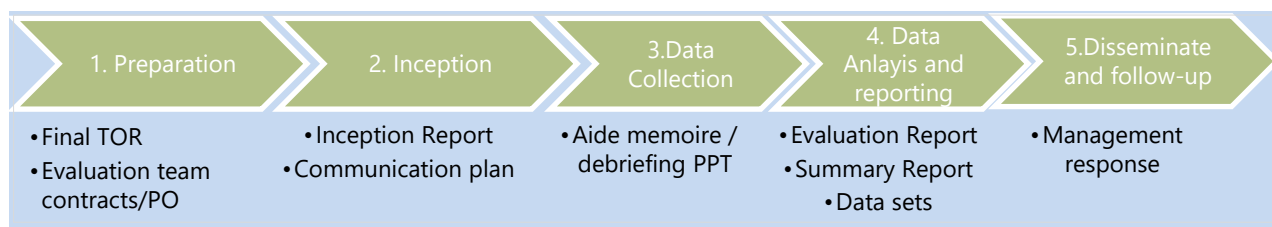
50. This is a joint evaluation, with WFP as the lead agency. As such, WFP quality assurance (QA) systems and processes will be applied. WFP's Decentralized Evaluation Quality Assurance System (DEQAS) defines the quality standards expected from this evaluation and sets out processes with in-built steps for QA, templates for evaluation products and checklists for their review. DEQAS is closely aligned to WFP's evaluation quality assurance system (EQAS) and is based on the UNEG norms and standards and good practice of the international evaluation community and aims to ensure that the evaluation process and products conform to best practice.

51. DEQAS will be systematically applied to this evaluation. The WFP Evaluation Manager will be responsible for ensuring that the evaluation progresses as per the [DEQAS Process Guide](#) and for conducting a rigorous quality control of the evaluation products ahead of their finalization.
52. WFP has developed a set of [Quality Assurance Checklists](#) for its decentralized evaluations. This includes checklists for feedback on quality for each of the evaluation products. The relevant checklist will be applied at each stage, to ensure the quality of the evaluation process and outputs.
53. To enhance the quality and credibility of this evaluation, an outsourced quality support (QS) service directly managed by WFP’s Office of Evaluation (OEV) in its headquarters provides a review of the draft inception and evaluation report (in addition to the same provided on the draft TOR), and provides:
 - systematic feedback from an evaluation perspective, on the quality of the draft inception and evaluation report;
 - recommendations on how to improve the quality of the final inception/evaluation report.
54. The WFP evaluation manager together with the co-Evaluation Managers from UNICEF and ILO will review the feedback and recommendations from QS and share with the team leader, who is expected to use them to finalise the inception/ evaluation report. To ensure transparency and credibility of the process in line with the [UNEG norms and standards](#),³¹ a rationale should be provided for any recommendations that the team does not take into account when finalising the report.
55. This quality assurance process as outlined above does not interfere with the views and independence of the evaluation team, but ensures the report provides the necessary evidence in a clear and convincing way and draws its conclusions on that basis.
56. The evaluation team will be required to ensure the quality of data (validity, consistency and accuracy) throughout the analytical and reporting phases. The evaluation team should be assured of the accessibility of all relevant documentation within the provisions of the directive on disclosure of information. This is available in [WFP’s Directive CP2010/001](#) on Information Disclosure.
57. In addition, technical advisory and support will be provided by the WFP Regional Evaluation Officer remotely and if feasible during country visits at critical periods of the evaluation process.
58. All final evaluation reports will be subjected to a post hoc quality assessment by an independent entity through a process that is managed by OEV. The overall rating category of the reports will be made public alongside the evaluation reports.

5. Phases and Deliverables

59. The evaluation will proceed through the following phases (detailed evaluation schedule with deliverables in [Annex 2](#)). The deliverables and deadlines for each phase are as follows:

Figure 1: Summary Process Map



60. **Preparation phase (22nd September to 15th December 2020):** The WFP Evaluation Manager, in collaboration with the Evaluation Managers from UNICEF and ILO, will conduct background research and consultation to frame the evaluation; prepare the TOR, finalise provisions for impartiality and

³¹ [UNEG](#) Norm #7 states “that transparency is an essential element that establishes trust and builds confidence, enhances stakeholder ownership and increases public accountability”

independence, quality assure, consult and finalise the TOR, select the Evaluation Team and finalise the budget; prepare the document library and draft a communication and learning plan.

Deliverables: Approved TOR, Evaluation Budget, Evaluation team recruited (team contracts), Document Library, and Draft communication and learning plan [By Evaluation Co-Managers]

61. **Inception phase (18th December 2020 to 7th April 2021):** The purpose of this phase is to ensure that the evaluators have a good grasp of the expectations for the evaluation as outlined in the approved TOR in order to prepare a clear plan for conducting it. The phase will include orientation of the evaluation team, desk review of secondary data by the evaluators, initial interaction with the main stakeholders; deeper discussions on the methodological approach and review of the programme design and implementation approach; and detailed design of evaluation, including evaluation matrix, methodology, data collection tools and field work schedule.

Deliverable: Inception report with methodology, evaluation matrix, data analysis plan, data collection tools, field schedule; stakeholder comments matrix detailing how the evaluation team dealt with stakeholder comments and final communication and learning plan [By Evaluation Team]

62. **Data Collection phase (8th April – 12th May 2021):** Fieldwork will include visits to project sites and primary and secondary data collection from stakeholders. A debriefing/presentation of preliminary findings will be done at the end of the field work phase or as soon as initial data analysis is available.

Deliverable: PowerPoint exit briefing/Presentation of preliminary findings and raw datasets [By ET]

63. **Analysis and Reporting phase (13th May – 3rd September 2021):** After analysing the data, the evaluation team will draft the evaluation report. It will be submitted to the Evaluation Manager for quality assurance. Stakeholders will be invited to provide comments, which will be recorded in a matrix by the evaluation managers and provided to the evaluation team for their consideration before the report is finalised.

Deliverables: PowerPoint presentation for validation workshop [by ET], summary evaluation report to facilitate approval and final evaluation report [By co-EMs]

64. **Dissemination and follow-up phase (6th September – 29th October 2021):** The final approved evaluation report will be published on the public websites of the commissioning agencies and shared with relevant stakeholders. WFP, UNICEF and ILO alongside the other key stakeholders, will respond to the evaluation recommendations by providing actions that will be taken to address each recommendation and estimated timelines for taking those actions. Findings will be disseminated and lessons will be incorporated into other relevant lessons learnt sharing systems and processes.

Deliverables: Three-page evaluation report summary, Management Response, published evaluation report and Other relevant dissemination products as required [Co-EMs and Commissioning Agencies Management]

65. Please refer to the evaluation schedule in [Annex 2](#) for timeline and deadline of deliverables.

6. Organization of the Evaluation & Ethics

6.1. Evaluation Conduct

66. The evaluation team will conduct the evaluation under the direction of its team leader and in close communication with the evaluation managers. The team will be hired following agreement with the Evaluation Committee on its composition.
67. The evaluation team will not have been involved in the design or implementation of the subject of evaluation or have any other conflicts of interest. Further, they will act impartially and respect the [code of conduct of the evaluation profession](#).
68. The evaluation team will be required to ensure all ethical considerations in line with the UNEG norms and standards. The team will be required to exercise independent judgment, impartiality and credibility at all stages of evaluation. Moreover, the team will be accountable for maintaining honesty in the estimated expenditures, timelines and relevant skills and knowledge of participating individuals.
69. The evaluation team will also be required to ensure protection of programme participants that are interviewed by safeguarding their rights of confidentiality and consent. The team will be mindful of all cultural considerations during data collection such as ensuring that women are part of the data collection team.
70. Please refer to the evaluation schedule in [Annex 2](#) for timeline and deadline of deliverables.

6.2. Team composition and competencies

71. The evaluation team is expected to include three members including the team leader (at least one national). To the extent possible, the evaluation will be conducted by a gender-balanced, geographically and culturally diverse team with appropriate skills to assess gender dimensions of the subject as specified in the scope, approach and methodology sections of the ToR. At least one team member should have WFP experience.
72. The team will be multi-disciplinary and include members who together include an appropriate balance of expertise and practical knowledge in the following areas:
 - Evaluating capacity development and strengthening activities and social policy/social development initiatives in low income countries
 - Demonstrated experience in designing and leading complex evaluations;
 - Highly experienced in a range of evaluation approaches including approaches that mix quantitative, qualitative and participatory methods;
 - Strong knowledge and experience in the selection and implementation of statistically accepted sampling methods;
 - Exceptional data analysis skills for both qualitative and quantitative data;
 - Excellent report writing skills;
 - Gender expertise and good knowledge of gender issues and tools for integrating human rights and their link with nutrition, health and gender equality;
 - All team members should have strong analytical and communication skills, evaluation experience and familiarity with Malawi and/or the Eastern and Southern Africa region.
 - Excellent ability to communicate and write in English and one member should be able to communicate in local language (Chichewa).
73. The team leader will have technical expertise in one of the technical areas listed above as well as expertise in designing methodology and data collection tools and demonstrated experience in leading similar evaluations. She/he will also have leadership, analytical and communication skills, including a track record of excellent writing and presentation skills.

74. The team leader's primary responsibilities will be: i) defining the evaluation approach and methodology; ii) guiding and managing the team and the process of conducting the evaluation; iii) leading the evaluation mission and representing the evaluation team; iv) drafting and revising, as required, the inception report, the end of field work (i.e. exit) debriefing presentation and evaluation report in line with DEQAS.
75. Team members' responsibilities will be: i) contribute to the methodology in their area of expertise based on a document review; ii) conduct field work; iii) participate in team meetings and meetings with stakeholders; iv) contribute to the drafting and revision of the evaluation products in their technical area(s).

6.3. Security Considerations

76. **Security clearance** where required is to be obtained from WFP Malawi Country Office.
77. As an 'independent supplier' of evaluation services to WFP, the evaluation company is responsible for ensuring the security of all persons contracted, including adequate arrangements for evacuation for medical or situational reasons. The consultants contracted by the evaluation company do not fall under the UN Department of Safety & Security (UNDSS) system for UN personnel.
78. However, to avoid any security incidents, the Evaluation Manager is requested to ensure that:
- The WFP CO registers the team members with the Security Officer on arrival in country and arranges a security briefing for them to gain an understanding of the security situation on the ground.
 - The team members observe applicable UN security rules and regulations – e.g. curfews etc.
79. In overall, there is no specific security issues of concern in relation to this evaluation. However, due to the global COVID-19 pandemic, the Evaluation Manager in collaboration with the Team Leader need to ensure the evaluation team practices all the necessary preventive and protective measures at all times.

6.4. Ethics

80. WFP's decentralised evaluations must conform to WFP and UNEG ethical standards and norms. The contractors undertaking the evaluations are responsible for safeguarding and ensuring ethics at all stages of the evaluation cycle (preparation and design, data collection, data analysis, reporting and dissemination). This should include, but is not limited to, ensuring informed consent, protecting privacy, confidentiality and anonymity of participants, ensuring cultural sensitivity, respecting the autonomy of participants, ensuring fair recruitment of participants (including women and socially excluded groups) and ensuring that the evaluation results do no harm to participants or their communities.
81. **Informed consent and contact with vulnerable groups** - Data collection training must include research ethics including how to ensure that all participants are fully informed about the nature and purpose of the evaluation and their involvement. Only participants who have given informed written or verbal consent should be involved in the evaluation. Given the nature of this programme and the activities, the evaluation team should look at specific ethical issues related to the programme that can be included within the inception report. Where the evaluation involves the participation of members of vulnerable groups, evaluators must be aware of and comply with legal codes (whether international or national) governing, for example, interviewing children and young people.³² On specific issues related to involvement of children (boys and girls), the evaluation will follow available guidelines such as those issued by the UNICEF.³³

³² <http://www.uneval.org/document/download/548>

³³ https://www.unicef.org/csr/css/Children's_Rights_in_Impact_Assessments_Web_161213.pdf

82. For the key informant interviews, the identities of interviewees will be protected and all feedback will be anonymized to protect both the individual as well as the agency he/she represents.

All household-level collected data will involve consent prior to beginning the survey. This will include a short introduction stating the purpose of the survey and the organization as well as an opt-in requirement. Any household who does not wish to participate in the survey will not be asked to do so, and this notion will be covered during the enumerator training. All personal identification information will be encrypted and removed from the dataset (to be replaced with dummy variables) to ensure the anonymity of participating households. All data will be password protected and only shared with the evaluation team. All results will be presented in aggregate to further protect respondents. Note that surveys are quite common in Malawi and start with the interview team meeting the local political and village leaders to gain consent to work within the community.

83. Contractors are responsible for managing any potential ethical risks and issues and must put in place, in consultation with the evaluation managers, processes and systems to identify, report and resolve any ethical issues that might arise during the implementation of the evaluation. Ethical approvals and reviews by relevant national and institutional review boards must be sought where required.

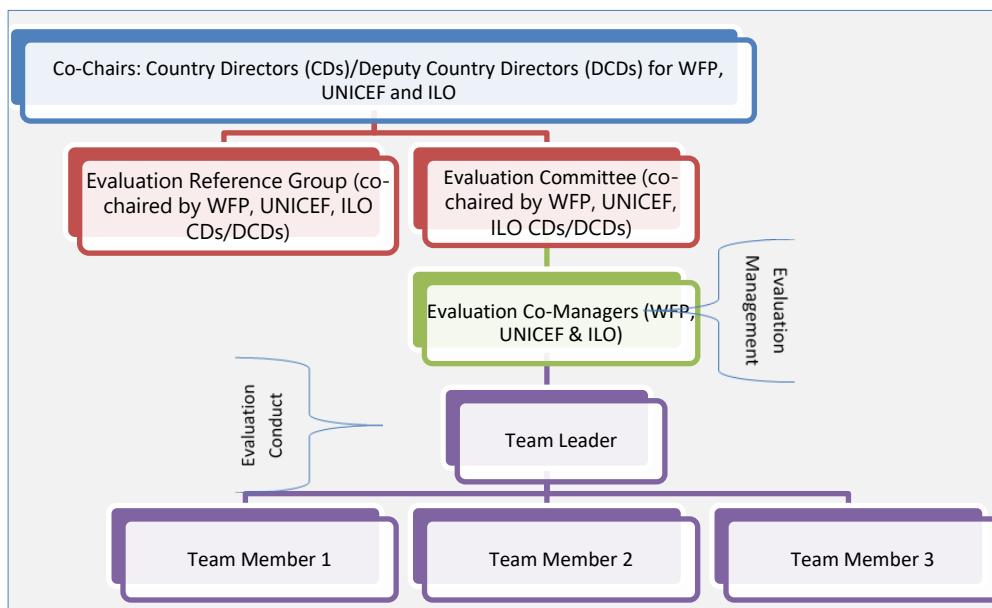
7. Evaluation Management and Governance

84. This is a decentralised evaluation, managed by WFP Malawi country office with support from WFP RB in Johannesburg, together with UNICEF Malawi and ILO Malawi and applying WFP evaluation management processes, systems and tools. To ensure independence and impartiality, the following mechanisms will be established and used:

1. **Evaluation co-managers:** who are not part of the day-to-day implementation of the programme;
2. **Joint Evaluation committee:** which will support the evaluation co-managers in the day-to-day management of the evaluation process and will make key decisions (see [Annex 3](#) for purpose of the committee and the list of members);
3. **Evaluation Reference group:** provide subject matter expertise in advisory capacity (See [Annex 4](#) for the purpose of the committee and the list of members).

85. The evaluation co-managers will work with the committee members to ensure that the appropriate safeguards for impartiality and independence are applied throughout the process (see figure 2). As a member of the evaluation committee, WFP’s regional evaluation officer will provide additional support to the management process as required.

Figure 2: Evaluation Management and Governance



8. Roles and Responsibilities of Stakeholders

86. The Malawi **WFP, UNICEF and ILO Management (Director or Deputy Director)** will take responsibility to:
- Assign evaluation managers for the evaluation: Jason Nyirenda (WFP), Abiba Longwe Ngwira (UNICEF) and Ricardo Furman (ILO). These evaluation managers have not been directly involved in implementation of the programme.
 - Compose the internal evaluation committee (see [Annex 3](#)) and the evaluation reference group (see [Annex 4](#)).
 - Approve the final ToR, inception and evaluation reports.
 - Ensure the independence and impartiality of the evaluation at all stages, including establishment of an Evaluation Committee and of a Reference Group (see below and [Technical Note on Independence and Impartiality](#)).
 - Participate in discussions with the evaluation team on the evaluation design and the evaluation subject, its performance and results with the Evaluation Manager and the evaluation team.
 - Organise and participate in two separate debriefings, one internal and one with external stakeholders.
 - Oversee dissemination and follow-up processes, including the preparation of a management response to the evaluation recommendations.
87. The **Evaluation Managers (EM) for each organization**:
- Manage the evaluation process through all phases including drafting this TOR;
 - Ensure quality assurance mechanisms are operational;
 - Consolidate and share comments on draft TOR, inception and evaluation reports with the evaluation team;
 - Ensure expected use of quality assurance mechanisms (checklists, quality support);
 - Ensure that the team has access to all documentation and information necessary to the evaluation; facilitates the team's contacts with local stakeholders; sets up meetings, field visits; provides logistic support during the fieldwork; and arranges for interpretation, if required;
 - Organise security briefings for the evaluation team and provide any materials as required.
 - The WFP Evaluation Manager will lead communications with the evaluation team and evaluation committee and the sharing of evaluation products with stakeholders. All evaluation managers will lead in reviewing and addressing comments specific to their agencies. These comments will then be consolidated by the WFP Evaluation Manager.
88. An internal **Joint Evaluation Committee** has been formed as part of ensuring the independence and impartiality of the evaluation (see [Annex 3](#) for membership and responsibilities of this committee). All decisions regarding the SP4SDG final evaluation will be made by the Joint Evaluation Committee (WFP, UNICEF and ILO). WFP being the coordinating agency, will chair this committee.
89. An **Evaluation Reference Group** will review and comment on the draft evaluation products and act as key informants in order to further safeguard against bias and influence (see [Annex 4](#)).
90. **The Regional Bureau** be responsible for:
- Advising the Evaluation Manager and providing support to the evaluation process where appropriate;
 - Participating in discussions with the evaluation team on the evaluation design and on the evaluation subject as required;
 - Providing comments on the draft TOR, inception and evaluation reports;
 - Supporting the management response to the evaluation and tracking the implementation of the recommendations;
- While the Regional Evaluation Officer, Grace Igweta, will perform most of the above responsibilities, other RB relevant technical staff will participate in the Evaluation Reference Group and/or comment on evaluation products as appropriate.
91. **Relevant WFP, UNICEF and ILO headquarters divisions** will be responsible for:

- Discussing strategies, policies or systems in their area of responsibility and subject of evaluation;
 - Commenting on the evaluation TOR, inception and evaluation reports, as required.
92. **Beneficiaries** will be consulted during the evaluation process and their inputs will be critical to assessing the level of implementation of activities and achievement of results. They will participate in individual interviews and/or focus group discussions. It is integral that the evaluation team consider all types of beneficiaries, ensuring that they are able to speak individually and/or via disaggregated focus groups with women, men, girls, and boys as well as elderly persons within the community. Special attention to the various ways in which each beneficiary group has benefitted (or not) from the programme should be noted.
93. **Farm Radio Trust (FRT)** will be consulted during the evaluation process to get their inputs. They are key informants in this evaluation focussing on their role in communication with Joint programme beneficiaries.
94. **The Office of Evaluation (OEV).** OEV, through the Regional Evaluation Officer, will advise the Evaluation Manager and provide support to the evaluation process when required. It is responsible for providing access to the outsourced quality support service reviewing draft TOR, inception and evaluation reports from an evaluation perspective. It also ensures a help desk function upon request.

9. Communication and budget

9.1. Communication

95. To ensure a smooth and efficient process and to enhance the learning from this evaluation, the evaluation team should place emphasis on transparent and open communication with key stakeholders. This will be achieved by ensuring a clear agreement on channels and frequency of communication with and between key stakeholders.
96. The evaluation managers, led by WFP, will be responsible for:
- Sharing all draft products including the TOR, inception report, and evaluation report with internal and external stakeholders to solicit their feedback; the communication will *specify the date by when the feedback is expected and highlight next steps*;
 - Documenting systematically how stakeholders' feedback has been used in finalising the product, ensuring that where feedback has not been used a rationale is provided;
 - Informing stakeholders (through the ERG) of planned meetings at least three days before and where appropriate sharing the agenda for such meetings;
 - Informing the team leader in advance about the people who have been invited for meetings in which the team leader is expected to participate and sharing the agenda in advance; and
 - Sharing evaluation products (TOR, inception and evaluation report) with all of the internal and external stakeholders for their information and action as appropriate.
97. The evaluation team will be responsible for:
- Communicating the rationale for the evaluation design decisions (sampling, methodology, tools) in the inception report and through discussions;
 - Working with the evaluation managers to ensure a detailed evaluation schedule is communicated to stakeholders before field work starts (annexed to the inception report);
 - Sharing a brief PowerPoint presentation before the debriefings to enable stakeholders joining the briefings remotely to follow the discussions;
 - Including in the final report the list of people interviewed, as appropriate (bearing in mind confidentiality and protection issues); and
 - Systematically considering all stakeholder feedback when finalising the evaluation report, and transparently providing rationale for feedback that was not used.

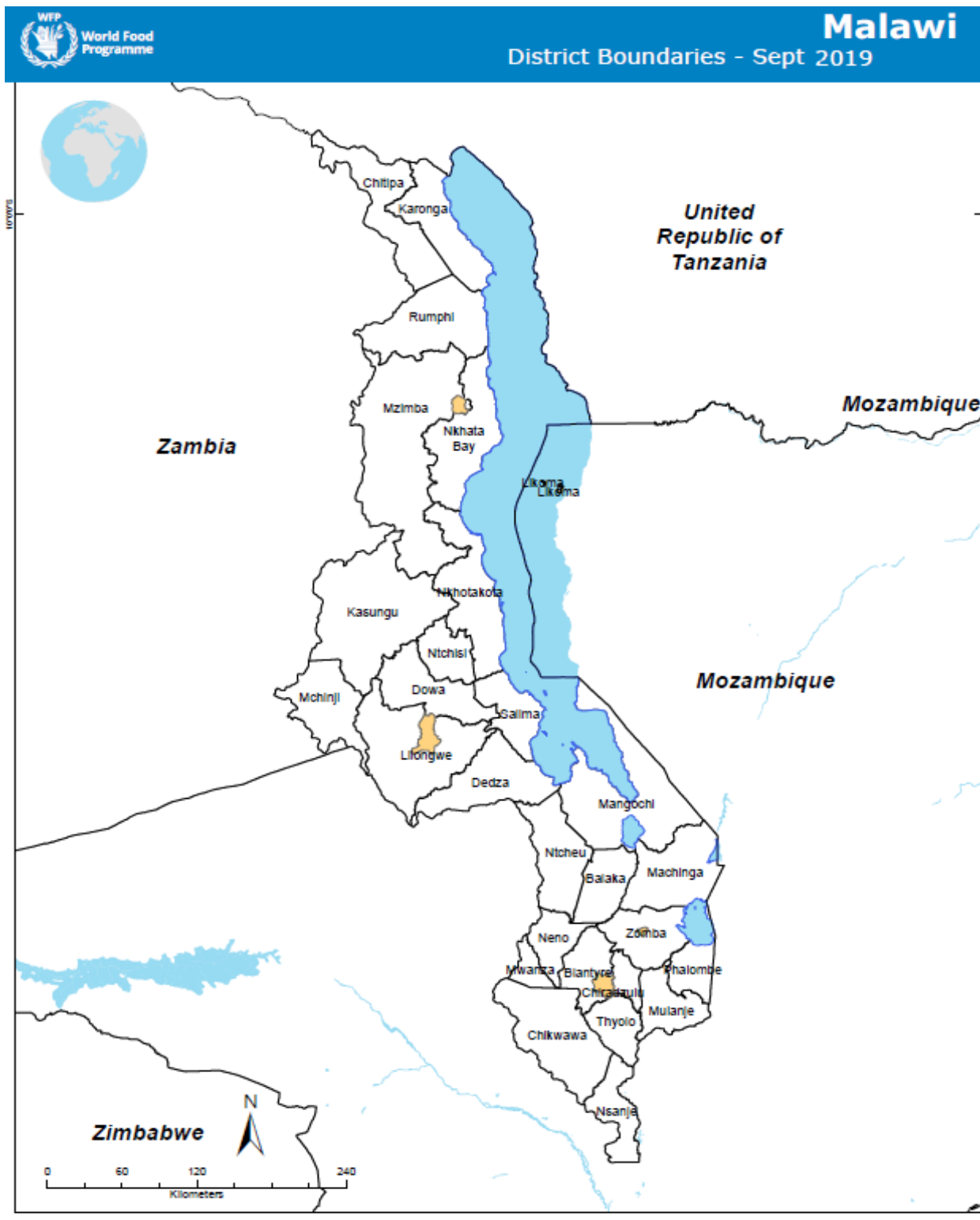
98. The Evaluation Managers in consultation with Team Leader will develop a Communication and Learning Plan which should include a GEWE responsive dissemination strategy, indicating how findings including GEWE will be disseminated and how stakeholders interested or those affected by GEWE issues will be engaged.
99. As part of the international standards for evaluation, WFP requires that all evaluations are made publicly available. Following the approval of the evaluation report, the evaluation manager will be responsible for sharing the report and management response with their regional evaluation offices, who will ensure that they are uploaded to the appropriate systems ([intranet](#) and [public website](#)). The evaluation will also be uploaded in the ILO public repository of evaluation reports (e-discovery)
100. To enhance the use of the evaluation findings, the three UN agencies may consider holding a dissemination and learning workshop. Such a workshop will target key government officials, donors, UN staff and partners. The team-leader may be called to co-facilitate the workshop. The details will be provided in a communication plan that will be developed by the evaluation managers jointly with the team leader during the inception phase.
101. The working language is English and all evaluation products must be in English. Interviews with implementing agencies, Government and NGO partners will be in English. Individual beneficiary interviews will be in local language Chichewa and translation is done during enumerator training.

9.2. Budget

1. The cost of evaluating this programme was already budgeted for in the project proposal (US\$65,000). The actual budget will be determined by the level of expertise and experience of the individual consultants recruited.
2. In-country road travel for the evaluation team shall be arranged by the evaluation team.
3. All potential consultants must submit budget details. The budget should include all costs associated with the three-evaluator team (their time, etc.). In addition, the budget should include costs related to field travel³⁴ (vehicle hires, per diem, accommodation, communications, etc.). This may include but not be limited to the hiring of enumerators, fees associated with training enumerators (hall rental, lunch money, etc.), fees associated with hiring space in the districts for meetings with local officials and focus group discussions, etc. In the event of questions vis-à-vis the costing in Malawi, please send queries to:
 - Maribeth BLACK, maribeth.black@wfp.org (WFP)
 - Jason NYIRENDA, jason.nyirenda@wfp.org (WFP)
 - Abiba Longwe Ngwira, alongwe@unicef.org (UNICEF)
 - Ricardo Furman, furman@ilo.org (ILO)

³⁴ Note that Due to COVID 19 restrictions at time of data collection, field travel may not be possible. Team should therefore include an option of remote data collection in their budget.

Annex 1: Map of Malawi



Date Created: <BOL> Sept 2019</BOL>
 Contact: <BOL>glady.Ntambarika@wfp.org</BOL>
 Website: <BOL>www.wfp.org</BOL>
 Prepared by: <BOL>GIAN Malawi</BOL>
 Map Reference:
 MWI_District Boundaries

Legend

- District Boundary
- City
- Water Body

Data sources: NSO, UNGDWG, GeoNames, GAUL

The designations employed and the presentation of material in this map do not imply the expression of any opinion on the part of WFP concerning the legal or constitutional status of any country, territory, city or sea, or concerning the delineation of its frontiers or boundaries.

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Annex 2: Evaluation Schedule

Phases, Deliverables and Timeline			By Who
Preparation			
1	Desk review, produce draft 1 of TOR and quality assurance (QA) using TOR QC	22 September 2020	WFP CO
2	Submit draft 1 TOR to outsourced quality support service (QS) for review and feedback	23 September 2020	EM
3	Review draft 1 TOR against the DE QS quality matrix and provide recommendations	23 to 30 September 2020	QS
4	Revise draft 1 TOR based on DE QS feedback to produce draft 2	1 to 6 October 2020	EM
5	Circulate draft 2 TOR for review and comments to ERG and other stakeholders	07 October 2020	EM
6	Review draft 2 TOR and provide comments using the provided comments matrix	20 October 2020	ERG
7	Revise draft 2 TOR based on stakeholder comments to produce final TOR	21 to 26 October 2020	EM /REO
8	Submit the final TOR to the internal evaluation committee for approval	27 October 2020	EM
9	Share final TOR with stakeholders for information and with consultants	03 November 2020	EM
10	LTA firms submit proposals to EM	17 November 2020	LTA firms
11	Review of proposals, selection and recruitment of evaluation team	18 Nov to 15 Dec 2020	EC/EM/REO
Inception			
12	Briefing Evaluation team	18 December 2020	EM/CO Prog
13	Evaluation design, including reviewing documents and existing data, interactions with stakeholders to understand the subject and stakeholder expectations	21 Dec 2020 to 8 Jan 2021	ET
14	Draft inception report, including methodology, data collection tools and schedule	11 to 22 January 2021	ET
15	Submit draft 1 inception report (IR) to EM and Regional Evaluation officer	25 January 2021	TL
16	Review draft 1 inception report, if NOT complete return to the team leader with specific things that needs to be done before it can be submitted	26 to 28 January 2021	EM
17	Share draft IR with DE QS for review and feedback	29 January 2021	EM
18	Review draft 1 IR against the DE QS quality matrix and provide recommendations	1 to 8 February 2021	QS
19	Revise draft IR based on QS feedback and EM/REO additional comments	9 to 16 February 2021	ET
20	Submit of revised <u>Draft 2 IR</u> based on DE QS and EM QA comments	17 February 2021	TL
21	Review draft 2 IR against the QS recommendations to ensure that they have been addressed and for any that has not been addressed, a rationale has been provided	18 to 22 February 2021	EM/REO

22	Circulate draft 2 IR for review and comments to ERG and other stakeholders	23 February 2021	EM
23	Review draft 2 IR and provide comments using the provided comments matrix	24 February to 9 March 2021	ERG
24	Consolidate Stakeholder comments and submit to the team leader	10 to 12 March 2021	EM
25	Revise draft 2 IR based on stakeholder comments received to produce draft 3	15 to 19 March 2021	ET
26	Submit draft 3 IR to the evaluation manager	22 March 2021	TL
27	Review draft 3 IR against stakeholder comments to ensure that they have all been addressed, and for those not addressed a rationale provided	23 to 25 March 2021	EM
28	Submit the final IR to the internal evaluation committee for approval	26 March to 06 April 2021	EM
29	Share of final inception report with key stakeholders for information.	07 April 2021	EM
Data collection			
	Prepare for data collection phase [recruit research assistants, digitize data collection tools on tablets, finalize travel, accommodation and other logistical arrangements	8 to 21 April 2021	ET
30	Evaluation team holds a detailed planning meeting with the Country Offices	22 April 2021	EM/CO Programme/ET
31	Conduct Fieldwork [enumerator training, quantitative data collection, interviews, FGDs etc.]	23 April to 11 May 2021	ET
32	End of Fieldwork Debriefing [Presentation should be submitted the day before]	12 May 2021	ET
Data analysis and reporting			
33	Clean, analyse and triangulate data to produce draft 1 of the evaluation report (ER)	13 May to 02 June 2021	ET
34	Submit draft 1 of the evaluation report and all associated data sets	03 June 2021	TL
35	Review draft 1 ER against the ER quality check list to ensure that it is complete	04 to 10 June 2021	EM
36	Share draft 1 ER with outsourced quality support service (DE QS)	11 June 2021	EM
37	Review draft 1 TOR against the DE QS quality matrix and provide recommendations	12 to 22 June 2021	QS
38	Revise draft 1 ER based on feedback received by DE QS and EM to produce draft 2	23 to 29 June 2021	ET
39	Submit draft 2 ER to the EM	30 June 2021	TL
40	Review the draft 2 ER against the QS comments to ensure that they have been addressed, and for those that have not been addressed rationale has been provided	1 to 5 July 2021	EM/REO
41	Circulate draft 2 ER for review and comments to ERG/RB/other stakeholders	07 July 2021	EM

42	Review draft 2 ER and provide comments using the provided comments matrix	8 to 21 July 2021	ERG
43	Consolidate comments and submit to team leader for review	22 to 26 July 2021	EM
44	Revise draft 2 ER based on stakeholder comments to produce draft 3	27 July to 03 August 2021	ET
45	Submit draft 3 ER to the evaluation manager	04 August 2021	TL
46	Review draft 3 ER against stakeholder comments to ensure that they have all been addressed, and for those not been addressed a rationale has been provided	5 to 9 August 2021	EM/REO
47	Validation workshop with key stakeholders	17 August 2021	ET
48	Incorporate comments from stakeholders at validation workshop into final report	18 to 20 August 2021	ET
49	Prepare Summary Evaluation Report	20 August 2021	EM
50	Submit final ER	23 August 2021	ET
51	Submit the final ER and summary evaluation report to the internal evaluation committee for approval	24 August 2021	EM
52	Share of final evaluation report with key stakeholders for information	03 September 2021	EM
Dissemination and follow up			
53	Prepare management response and submit to RB for review	6 to 17 September 2021	CO Management/Programme
54	Review the MR and provide feedback	20 September to 01 October 2021	RB
55	Finalize MR based on feedback from RB and submit to EC chair for first level approval	4 to 8 October 2021	CO programme
56	Submit to RB for final approval of MR	11 to 15 October 2021	
57	Share final ER and MR with OEV for publication.	20 October 2021	RB
58	Document lessons from the management of this evaluation and share	21 to 29 October 2021	EM/RB

Annex 3: Membership of the Evaluation Committee

Context: The overall objective of SP4SDG, a UN Joint Programme, is to support the Government of Malawi to enhance the Malawi social protection system to meet emergency food needs and reduce the vulnerability of those most at risk of food insecurity by 2022, while strengthening the social protection system for all vulnerable households across the lifecycle.

The final evaluation is being commissioned by three UN agencies in Malawi; World Food Programme (WFP), United Nations Children’s Fund (UNICEF) and International Labour Organization (ILO).

Purpose: The overall purpose of the evaluation committee is to ensure a credible, transparent, impartial and quality evaluation process in accordance with the WFP Evaluation Policy 2016-2021. It will achieve this by supporting the evaluation managers in making decisions through the process, reviewing draft evaluation deliverables (TOR, inception report and evaluation report) and submitting them for approval to the Deputy Country Director of WFP who will be the chair of the committee. The committee is chaired by the World Food Programme, as the coordinating agency among the UN agencies for this joint programme and therefore also coordinating this evaluation. At the technical level, there is an Evaluation Reference Group (ERG) that will provide advice to the Evaluation Committee.

The composition of the evaluation committee

1. Marco CAVALCANTE, WFP Malawi Deputy Country Director
2. Mussarrat Youssuf, UNICEF Chief, Research, Evaluation & Knowledge Management
3. George Okutho, ILO Country Director (Zambia, Malawi and Mozambique)
4. Grace Igweta, WFP Regional Evaluation Officer
5. Kagisanyo Kelobang, ILO Social Protection Technical Advisor for CO-Lusaka
6. Shashi Tulachan, WFP Malawi Procurement Officer
7. Jason Nyirenda, WFP Malawi Evaluation Manager
8. Abiba Longwe-Ngwira, UNICEF Evaluation Manager
9. Ricardo Furman, ILO Evaluation Manager

EC member responsibility by Evaluation Phase	Estimated time per EC member (excluding the EM)	Approximate dates
<p><u>Phase 1: Planning</u></p> <ul style="list-style-type: none"> • Nominate an evaluation manager. • Decides and approves the indicative evaluation budget. • Decides the contracting method, well in advance to enable the evaluation manager to plan for the next phase of the evaluation. 	½ day	
<p><u>Phase 2: Preparation</u></p> <ul style="list-style-type: none"> • Select and establish Evaluation Reference Group (ERG) membership. • Reviews the draft TOR based on: <ul style="list-style-type: none"> ○ The outsourced quality support service feedback; ○ ERG comments; ○ The ERG responses documented in the comment’s matrix. • Approves the final TOR. • Approves the final evaluation team and budget. 	½ - 1 day	
<p><u>Phase 3: Inception</u></p>	2 days	

<ul style="list-style-type: none"> • Briefs the evaluation team, including providing an overview of the subject of the evaluation. • Informs the design of the evaluation during the inception phase as key stakeholders to the evaluation. • Supports the identification of appropriate field visit sites on the basis of selection criteria identified by the evaluation team, noting that the EC should not influence which sites are selected. • Reviews the draft Inception Report (IR) on the basis of: <ul style="list-style-type: none"> ○ The outsourced quality support service and evaluation manager feedback; ○ ERG comments; ○ The evaluation team responses documented in the comment's matrix. • Approves the final IR. 		
<p><u>Phase 4: Data Collection</u></p> <ul style="list-style-type: none"> • Acts as key informants during the data collection. • Acts as sources of contextual information and facilitating data access as per the needs of the evaluation. • Attends the end of field work debriefing meeting(s) and supports the team to clarify/validate any emerging issues and to identify how to fill any data/information gaps that the team may have at this stage. • Facilitate access to stakeholders and information as appropriate. 	2 days	
<p><u>Phase 5: Data Analysis and Reporting</u></p> <ul style="list-style-type: none"> • Reviews the draft ER on the basis of: <ul style="list-style-type: none"> ○ The outsourced quality support service and Evaluation Manager feedback; ○ ERG comments; ○ The evaluation team responses documented in the comment's matrix. • Approves the final ER. 	2 days	
<p><u>Phase 6: Disseminate and Follow-up Phase</u></p> <ul style="list-style-type: none"> • Facilitates preparation of the management response to the evaluation recommendations. • Ensures that all follow-up actions adequately address the evaluation recommendations, include a specific timeline within which they can be realistically implemented and are allocated to a specific team/unit. • Approves the management response. • Disseminates evaluation results. • Ensures the evaluation report and the management response are publicly available. 	1 day minimum	
<p>Procedures of Engagement</p> <ul style="list-style-type: none"> • The CD/DCD will appoint members of the evaluation committee in July 2020. • The Evaluation Manager will notify the members of the date, time, location and agenda of meetings at least three days before the meeting and share any background materials for preparation. • Approval can be made via email on the basis of submission to the EC chair after endorsement by all EC members 		

- EC meetings will be held face-to face and/or via electronic conference call/Skype and/or email depending on the need, the agenda and the context.

Annex 4: Membership of the Evaluation Reference Group

Context: The overall objective of SP4SDG, a UN joint programme, is to support the Government of Malawi to enhance the Malawi social protection system to meet emergency food needs and reduce the vulnerability of those most at risk of food insecurity by 2022, while strengthening the social protection system for all vulnerable households across the lifecycle.

The final evaluation is being commissioned by three UN agencies in Malawi; World Food Programme (WFP), United Nations Children’s Fund (UNICEF) and International Labour Organization (ILO).

Purpose: The overall purpose of the Evaluation Reference Group (ERG) is to support a credible, transparent, impartial and quality evaluation process in accordance with WFP Evaluation Policy 2016-2021. ERG members review and comment on the draft evaluation TOR, the inception report and the evaluation report. The ERG members act as experts in an advisory capacity, without management responsibilities. Responsibility for approval of evaluation products rests with the Country Director/Deputy Country Director as Chair of the Evaluation Committee.

The composition of the Evaluation Reference Group

1. Marco CAVALCANTE, WFP Malawi Deputy Country Director
2. Mussarrat Youssuf, UNICEF Chief, Research, Evaluation & Knowledge Management
3. George Okutho, ILO Country Director (Zambia, Malawi and Mozambique)
4. Grace Igweta, WFP Regional Evaluation Officer
5. Shashi Tulachan, WFP Malawi Procurement Officer
6. Kai Roehm, RBJ Programme Policy Officer (Cash Based Transfers/Social Protection)
7. Kagisanyo Kelobang, ILO Social Protection Technical Advisor for CO-Lusaka
8. Dylan Van Tromp, ILO
9. Nicole CARN, WFP Malawi Head of Programme
10. Diana King, WFP Malawi Programme Officer
11. Alessandro Ramella Pezza, UNICEF Programme Officer
12. Andre Bongestabs, ILO Social Protection Technical Officer for ILO Malawi
13. Evaluation Managers (WFP, UNICEF and ILO)
14. Dalitso Kalimba, Malawi Government, Deputy Director, Poverty Reduction and Social Protection
15. Gringoster Kajomba, Malawi Government, Chief Economist, Monitoring and Evaluation

ERG member responsibilities by Evaluation Phase	Estimated time required	Approximate dates
<p><u>Phase 2: Preparation</u></p> <ul style="list-style-type: none"> • Review draft TOR and provide feedback ensuring that the TOR will lead to a useful evaluation output and provide any additional key background information to inform the finalisation of the ToR. • Identify source documents for the evaluation team. 	1 day	
<p><u>Phase 3: Inception</u></p> <ul style="list-style-type: none"> • Meet with the evaluation team (together and/or individual members). The ERG is a source of information for the evaluation, providing guidance on how the evaluation team can design a realistic, practical, relevant, and useful evaluation. 	2 days	

<ul style="list-style-type: none"> Assist in identifying and contracting key stakeholders to be interviewed, identifying and accessing key documentation and data sources, and identifying appropriate field sites. This is important to safeguard against bias. Review and comment on the draft inception report. 		
<p><u>Phase 4: Data Collection</u></p> <ul style="list-style-type: none"> Act as key informants during the data collection stage. Assist the evaluation team by providing sources of the information and facilitating data access. Attend the end of field work debriefing conducted by the evaluation team. 	1.5 days	
<p><u>Phase 5: Data Analysis and Reporting</u></p> <ul style="list-style-type: none"> Review and comment on the draft evaluation report, specifically focusing on accuracy, quality, and comprehensiveness of the basis against which the findings are presented, and conclusions and recommendations are made. Particular attention should be given to ensuring that the recommendations are relevant, targeted, realistic and actionable. The ERG must respect the decision of the independent evaluators regarding the extent of incorporation of feedback provided to them by the ERG and other stakeholders, as long as there is sufficient transparency in how they have addressed the feedback, including clear rationale for any feedback that has not been incorporated. 	2 days	
<p><u>Phase 6: Disseminate and Follow-up Phase</u></p> <ul style="list-style-type: none"> Disseminate the final evaluation report internally and externally, as relevant. Share, as relevant, evaluation findings within the respective units, organizations, networks and at key events. Provide input to the management response and its implementation as appropriate. 	2 days	
<p>Procedures of Engagement</p> <ul style="list-style-type: none"> The Chair of the Evaluation Committee will appoint the members of the ERG. The Evaluation Manager will notify the ERG members of the time, location and agenda of calls or meetings at least three days before the meeting and share any relevant background materials. ERG meetings will be held face-to face and/or via electronic conference call/Skype. The ERG will meet at the end of each deliverable or otherwise based on the need. ERG members, representing their organizations, will be interviewed by the evaluation team as part of the inception and data collection phases. ERG members will provide feedback electronically to the Evaluation Manager on the draft ToR, inception report and evaluation report. The Evaluation Manager will ensure that the evaluation team responds to comments, whether by incorporating them in the reports or providing rationale where feedback is not incorporated. Comments will be recorded in a comments matrix to help ensure a transparent and credible process. 		

Annex 5: Acronyms

COVID-19	Coronavirus disease
DAC	Development Assistance Committee
DEQAS	Decentralized Evaluation Quality Assurance System
DWCP	Decent Work Country Programme 2020-2023
DWT	Decent Work Team
EB	Executive Board
EC	Evaluation Committee
EQAS	Evaluation Quality Assurance System
ERG	Evaluation Reference Group
EVAL	Evaluation Office
FAO	Food and Agriculture Organization of the United Nations
GEWE	Gender Equality and Women's Empowerment
GoM	Government of Malawi
HDI	Human Development Index
HIV/AIDS	Human Immunodeficiency Virus /Acquired Immuno Deficiency Syndrome
HQ	Head Quarters
HR	Human Resource
ILO	International Labour Organization
LNOB	Leave No One Behind
LSR	Leans Season Response
LTA	Long Term Agreement
MNSSP	Malawi National Social Support Programme
MVAC	Malawi Vulnerability Assessment Committee
MWK	Malawi Kwacha
OeV	Office of Evaluation
OHCR	Office of the United Nations High Commissioner for Human Rights
RB	Regional Bureau
RCO	Resident Coordinator's Office
ROAF	Regional Office for Africa
SDG	Sustainable Development Goals
SHRA	Senior Human Rights Adviser
SP4SDG	Social Protection for the Sustainable Development Goals
SRSP	Shock-Responsive Social Protection
SSSP	Shock-Sensitive Social Protection
SSSP	Shock-Sensitive Social Protection
ToR	Terms of Reference
UN	United Nations
UNDSS	United Nations Department of Safety & Security
UNEG	United Nations Evaluation Group
UNICEF	United Nations Children's Fund
UNSDCF	United Nations Sustainable Development Cooperation Framework
US\$	United States Dollar
USAID	United States Agency for International Development
WFP	World Food Programme

Annex 6: List of related initiatives

Name of initiative/project	Key expected results	Links to the joint programme	Lead organization	Other partners	Budget and funding source	Contract person (name and email)
PROSPER	Resilience Building SRSP Prototype Nutrition Sensitive Social Protection National Strategy	Leverage for SRSP in Balaka District with a Focus on Horizontal Expansion	WFP	UNICEF, UNDP, FAO	USD 86,000,000 DFID	Sarah Kohnstamm sarah.kohnstamm@wfp.org
Learning Journey for Coordination & Leadership of Social Protection	Coordination Structures for Social Protection	Provides a Platform for Coordination and Learning	UNICEF	ILO	USD 150,000 (Irish Aid, ILO, GIZ)	Brian Kiswii bkiswii@unicef.org
Malawi Social Support for Resilient Livelihoods Project	Social Protection System strengthening including SRSP and Payments mechanism	Includes Social Cash Transfer, Public Works, E-payment, Scalable Social Protection Financing	World Bank	GoM	USD 187M (World Bank)	Chipo Msowoya cmsowoya@worldbank.org
FARMES Programme	Graduation from Extreme Poverty	Broader LNOB through Social Accountability and Individual Agency	IFAD	GoM	USD 52M	Dixon Ngwende dngwende@farmse.org
Graduation Programme	Evidence of Poverty Escape through Graduation Programming. Evidence on	Leverage on Emerging Lessons on LNOB, SRSP	Irish Aid	Concern Worldwide	USD 20M	Yousaf Jomezai <yousaf.jomezai@concern.net>

	LNOB in Malawi.					
SoSURE	Resilience Building. System Strengthening. Social Protection Coordination.	Leverage on SRSP Experiences from Previous Responses.	European Union	NGO Consortium, GIZ and Ministry of Finance	Euro 50M	REGO Carlota (EEAS-LILONGWE) <Carlota.Rego@eeas.europa.eu>
Operationalizing linkages between social protection and humanitarian action	Capacity of the SCTP to scale up vertically	Leverage for SRSP in Balaka District with a Focus on Vertical Expansion	UNICEF	ILO, WFP	Irish Aid USD 420,000.00	Maren Platzmann mplatzmann@unicef.org
TRANSFORM	Social Protection Capacity Building including SRSP	Aligns to the SRSP TRANSFORM Module	ILO	UNICEF, WFP, GIZ	USD 250,000 (Irish Aid, GIZ, UNICEF)	Andre Bongestabs bongestabsa@ilo.org
Social Accountability	Community Monitoring Tool for Social Protection Developed.	Align with the Individual Agency Strengthening of Beneficiaries and Testing Social Accountability Tools. Including GRM.	ILO	UNICEF, GIZ	USD 80,000 (ILO/Irish Aid)	Andre Bongestabs bongestabsa@ilo.org
Systems Strengthening for SCTP Implementation	District and Central Capacities for Effective Implementation. MIS Adaptation. ePayment Systems.	Align to the SRSP Prototype and Social Protection Financing Architecture.	UNICEF	GoM	Irish Aid Euro 400,000	Sophie Shawa sshawa@unicef.org
Support to the Implementation of MNSSP II.	Costing of Implementation Plan. M&E	Aligns to SRSP, Financing and Draft law.	ILO. UNICEF.WFP	CSOs/UN Agencies/Acade	USD 200,000	Various

	Framework. Broader Social Protection Financing.			mia/Donors/Private Sector		
Support for the Creation of Social Pension Scheme for Elderly.	Social Pension Scheme Established	Draft Law. Financing	ILO	CSOs, Helpage International	USD 40,000	Andre Bongestabs bongestabsa@ilo.org

Annex 8: Results framework

Result / Indicators	Baseline	2020 Target	2021 Target	Means of Verification	Responsible partner
Outcome 1: Malawi Social Protection System is adapted to meet emergency food needs together with the humanitarian sector					
1.1 Percentage of targeted households with borderline to acceptable food consumption (FCS), disaggregated by age, and sex,	TBD late Nov- early Dec	n/a	90%	Dedicated food and nutrition surveys	WFP
1.2 Percentage of targeted households not engaged in negative coping strategies (rCSI), disaggregated by age, and sex	TBD late Nov- early Dec	n/a	80%	Dedicated food and nutrition surveys	WFP
1.3 Percentage of targeted households not engaged in livelihoods-based coping strategies, disaggregated by age, and sex (Livelihood coping strategy index (ICSI).)	TBD late Nov- early Dec	n/a	80%	Dedicated food and nutrition surveys	WFP
1.4 Proportion of households identified to receive emergency food assistance (IPC-based) served via government social protection channels	TBD late Nov- early Dec	n/a	90%	Dedicated food and nutrition surveys	WFP
OUTPUT 1.1: Social protection system is reviewed and updated in line with humanitarian response needs					
1.1.1 Percentage completed of operational guidance informing how the social protection system can be used with the humanitarian sector to address emergency needs	30%	50%	100%	Operational Guidance	WFP
OUTPUT 1.2: The Malawi social protection system, together with the humanitarian sector, contributes to assisting an emergency caseload as identified by the Malawi government					
1.2.1 Proportion of target beneficiaries to receive emergency food assistance reached through government social protection channels disaggregated by age, and sex, as a % of planned	TBD late Nov- early Dec	n/a	95%	M&E reports, SCOPE, FSP reconciliation	WFP
1.2.2 Proportion of cash transferred to targeted beneficiaries disaggregated by age, and sex, as % of planned,	TBD late Nov- early Dec	n/a	95%	M&E reports, SCOPE, FSP reconciliation	WFP
Outcome 2: Malawi Government increases its share of the social protection budget and undertakes measures to improve efficiency of spending					
2.1: Percentage Share of Government Contribution to Social Protection Programmes.	7%	10%	10%	PER	UNICEF

Output 2.1: Malawi Government Social Protection Financing Strategy Finalized and Informing Domestic Funding.					
2.1.1 Social Protection Financing Strategy Finalized.	0	50%	100%	Strategy Document	UNICEF
Output 2.2: Malawi Government has Improved Knowledge and Commitment to Invest in Social Protection					
2.2.1: Proportion of total transfer value going to beneficiaries in relation to total programme costs	15%	10%	8%	Evaluation/PER	UNICEF
Output 2.3: Malawi Government has Improved Capacity for Social Protection Expenditure					
2.3.1: Proportion of Social Protection Payments delivered through Harmonized Payment System by sex	7%	15%	50%	PER/Evaluation	UNICEF
Outcome 3: Malawi Social Protection System is more comprehensive and integrated.					
3.1: Percentage of population with legal coverage under the draft SP legal framework, by age, sex and persons with disabilities	TBD Oct - Nov	0	50%	Evaluation	ILO
Output 3.1: Malawi has a comprehensive social protection Draft Legal Framework agreed by all stakeholders					
3.1.1: Social Protection Draft Legal Framework Developed.	0	30%	100%	Draft Law	ILO
Output 3.2: Malawi has updated the scope and objectives for the Social Protection System					
3.2.1: Social Protection scope and objectives revised and updated	0	100%	100%	Scope and Objectives Report	ILO
Output 3.3: The basic Social Protection measures are defined to respond to the needs of all men, women, boys and girls					
3.3.1: Basic Social Protection Instruments and Measures Defined	0	60%	100%	Basic Measures Document	ILO

Annex 9: Gender marker matrix³⁵

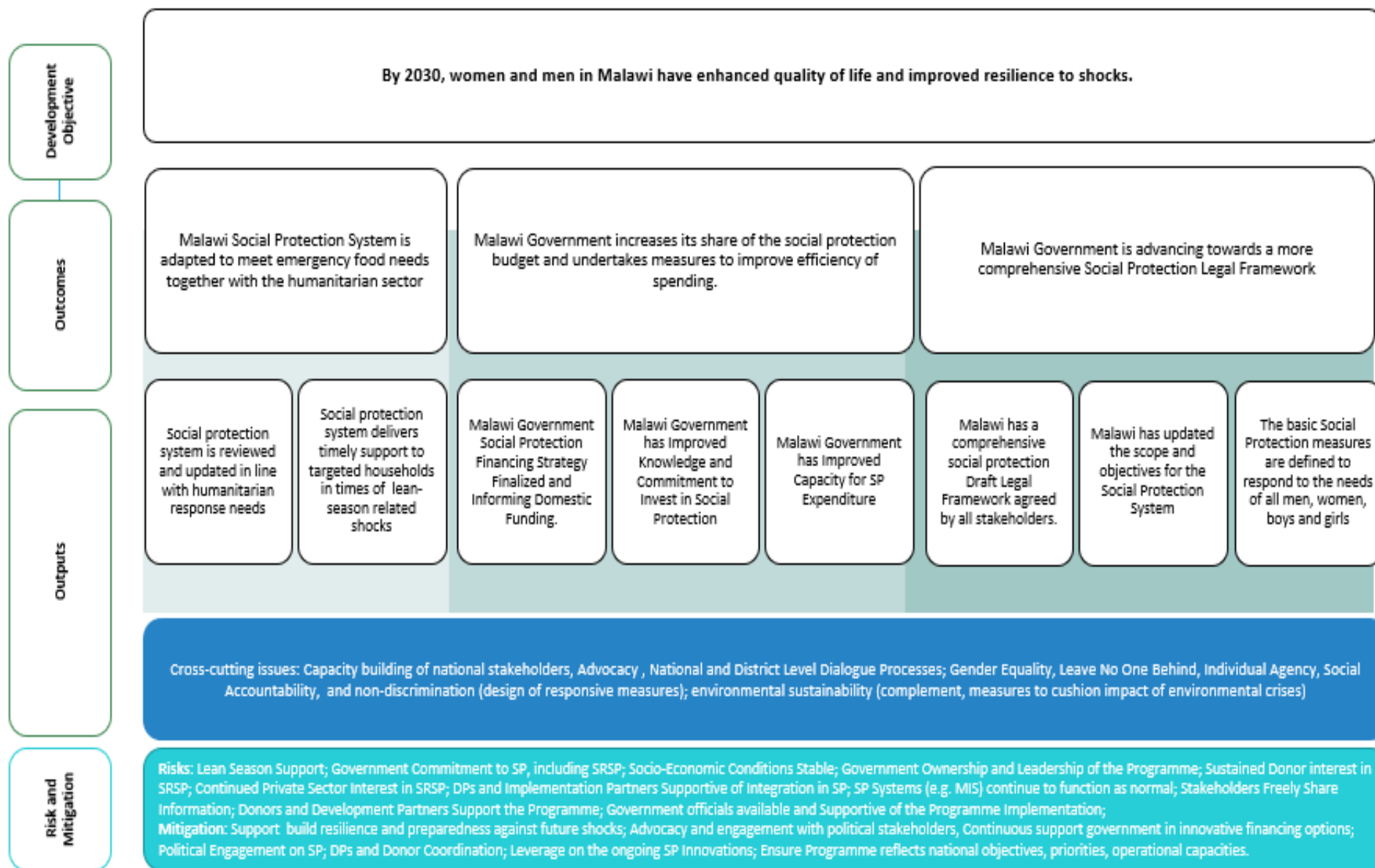
Indicator		Score	Findings and Explanation	Evidence or Means of Verification
N°	Formulation			
1.1	Context analysis integrate gender analysis	2	<p>The JP includes gender analysis in all its key areas of work, shock-responsive social protection, financing for social protection and legal framework. Moreover, the project strategy will ensure that delivery addresses women’s specific needs throughout the different phases of their life cycle and the accompanying roles as providers of (unpaid) care.</p> <p>The JP is guided by human-rights principles, including gender equality, and closely aligns to several of SDG 5 targets – in particular to the economic and social empowerment of women, fight against discrimination and strengthening legal rights of girls and women.</p> <p>The majority of key data used in the JP is disaggregated by gender (if applicable) and a gender-sensitive approach was used to set targets and indicators.</p>	<ul style="list-style-type: none"> - JP Problem Statement - JP Programme Strategy - UNDAF Malawi 2019-2023 - Social Security Inquiry 2018 for Malawi.
1.2	Gender equality mainstreamed in proposed outputs	1	<p>The JP has eight outputs under three project outcomes. Gender is visibly mainstreamed across some outputs, while all intend to promote gender equality in their delivery. Throughout the outputs, content has substantial reference to gender equality and the promotion of women empowerment.</p> <p>Outputs 3.1 and 3.3 aim directly at promoting gender equality, in particular the promotion of equal rights to social protection for men and women. Other outputs are focused in systems strengthening</p>	Theory of Change

³⁵ As presented in project document. The marker is based on the Gender Marker Scoring guide provided by the SDG Fund. It evaluates the project gender sensitivity in the following areas: Context analysis integrate gender analysis; Gender Equality mainstreamed in proposed outputs; Programme output indicators measure changes on gender equality; PUNO collaborate and engage with Government on gender equality and the empowerment of women; PUNO collaborate and engages with women’s/gender equality CSOs; Program proposes a gender-responsive budget.

			elements which follow the principles of gender equality, but do not make visible reference to them.	
1.3	Programme output indicators measure changes on gender equality	2	<p>Of the nine output indicators, three (33%) track progress towards gender equality results.</p> <p>Gender sensitive indicators are present in Outputs 1.2 (2 indicators) and 2.3 (1 indicator). None of the output indicators under Outcome 3 include disaggregation by sex or gender specific definition, as they are all mostly policy development outputs – however, the outcome indicator for Outcome 3 is disaggregated by sex, age and disability, monitoring gender equality from the perspective of legal coverage of social protection programmes.</p>	<p>JP Results Framework</p> <p>Output Indicators: 1.2.1; 1.2.2; and 2.3.2</p>
2.1	PUNOs collaborate and engage with the government on gender equality and the empowerment of women	2	<p>The JP team has collaborated with the Ministry of Population Planning and Social Welfare (formerly the Ministry of Gender, Children, Disability, and Social Welfare), and the Ministry of Finance, Economic Planning and Development.</p> <p>The MoGCDSW holds the mandate over gender issues in Malawi, it is one of the key implementers in the social protection sector, being responsible for the Social Cash Transfer’s Programme, and Pillar Lead on Consumption Support of the MNSSP II. The MoFEPD has the mandate over coordination of social protection policy and is the policy holder of the MNSSP II.</p>	MNSSP II Implementation Plan
2.2	PUNOs collaborate and engage with women’s/gender equality CSOs	2	<p>The JP did not consult directly any NGO/CSO that is dedicated exclusively to gender equality and women’s empowerment during the development of the PRODOC. However, the project responds directly to Strategic Action 5.8 of the MNSSP II 5.8. “Mainstream Gender across MNNSP II,” developed together with various CSOs, including those dedicated to GEWE.</p> <p>The JP will be leveraged in ongoing work in the Spotlight Initiative with CSOs engaged in gender equality specifically on social accountability and strengthening individual agency (giving women an economic voice).</p>	<p>MNSSP II Implementation Plan</p> <p>JP Progress Report</p>

			Moreover, the JP will ensure the participation of such institutions in the consultations and participatory components of implementation – they will be central to ensure balanced discussions, especially in gender analysis and related activities.	
3.1	Program proposes gender-responsive budget a	2	<p>The JP will dedicate a significant portion of its budget to activities that promote gender equality and women’s empowerment. About 32% of the total budget will be directly linked to gender. Other activities will contribute indirectly.</p> <p>Women are the majority (estimated that around 75% of them are female-headed) of the recipients of the proposed cash transfers (31.4% of the total budget) - representing a 23.6% of the total budget directed to promote women’s economic empowerment.</p> <p>Related to the cash transfers, activities geared towards grievance and redress mechanisms, social accountability and individual agency strengthening represent about 8.5% of total budget, and are geared to ensure girls’ and women’s right to social protection is respected and to empower them to hold service providers accountable to high standards of service quality.</p>	JP Budget
Total scoring		1.8		

Annex 10: Theory of Change



Annex 11: Outcomes, outputs and activities

Outcomes and outputs of the JP		Accountable PUNO*	Key Activities
1	Malawi Social Protection System is adapted to meet emergency food needs together with the humanitarian sector	WFP	Training Govt staff on Social Protection and SRSP Key research on predictability of crises
1.1	Social protection system is reviewed and updated in line with humanitarian response needs	WFP, UNICEF, ILO	Operational systems preparedness Operational guidance developed
1.2	The Malawi social protection system, together with the humanitarian sector, contributes to assisting an emergency caseload as identified by the Malawi government	WFP	Accountability and agency strengthening Transfers Regional learning for Govt staff (e.g. regional conferences)
2	Malawi Government increases its share of the social protection budget and undertakes measures to improve efficiency of spending	UNICEF	Fiscal space analysis, including new innovative funding options (e.g. insurance/ pooled funds) Social protection business case/ financing strategy for increasing domestic revenue for social protection, including in times of shocks
2.1	Malawi Government Social Protection Financing Strategy Finalized and Informing Domestic Funding	UNICEF	social protection expenditure diagnostics and Bottle Neck Analysis to identify financing architecture needs for strengthening social protection financing architecture
2.2	Malawi Government has Improved Knowledge and Commitment to Invest in Social Protection	UNICEF	
2.3	Malawi Government has Improved Capacity for Social Protection Expenditure	UNICEF	
3	Malawi Social Protection System is more comprehensive and integrated	ILO	Situation and gap analysis of social protection
3.1	Malawi has a comprehensive social protection Draft Legal Framework agreed by all stakeholders	ILO	Working with Parliamentarians and the Government to undertake a visioning and strategy development for the legal framework for social protection
3.2	Malawi has updated the scope and objectives for the Social Protection System	ILO	Developing a draft social protection law/ legal instrument
3.3	The basic Social Protection measures are defined to respond to	ILO	

the needs of all men, women, boys and girls

Annex 12: Preliminary Stakeholders' analysis

Stakeholders	Interest in the evaluation and likely uses of evaluation report to this stakeholder
INTERNAL STAKEHOLDERS	
WFP, UNICEF and ILO project implementation teams	<ul style="list-style-type: none"> • Responsible for the overall planning and coordination of the evaluation exercise. • Assess the extent to which the objectives of the programme have been achieved. • Learn what has worked well and what has not worked well including reasons for each scenario to inform decision-making for scaling up, planning and improvement for the future. • Identify positive and negative unexpected results • Identify lessons learned and good practices • Demonstrate accountability and transparency to the beneficiaries, partners, donors, and other stakeholders in the use of project resources and achievement of planned results. • Assess impact, sustainability, relevance, effectiveness and efficiency of the project intervention and their results. • Evidence-based analysis
Government of Malawi (GoM), Ministry of Economic planning and Development	<ul style="list-style-type: none"> • The GoM has a direct interest in knowing whether programme interventions were aligned with its priorities, harmonised with the action of other partners and met the expected results. • Demonstrate extent to which the objectives of the programme have been achieved concerning the baseline and set targets. • Learn what has worked well and what has not worked well including reasons for each scenario to inform decision-making for scaling up, replicating in other sectors, planning and improvement for the future. • Assess the extent of capacity development and sustainability of programme results and benefits beyond programme implementation period and donor support.
WFP - Johannesburg Regional Bureaus (RB); UNICEF – East and Southern Africa Regional Office; ILO – Regional Office for Africa (ROAF) and the Eastern and Southern Africa	<ul style="list-style-type: none"> • Responsible for oversight of COs, technical guidance and support • The Regional Bureaus/Office Management has an interest in an independent/impartial account of the operational performance of the programme as well as in learning from the evaluation findings to apply to other country offices. • The Regional Evaluation Officers support Country Office/Regional Bureau Management to ensure quality, credible, and useful decentralized evaluations.

Decent Work Team (DWT) Pretoria	<ul style="list-style-type: none"> The ILO DWT Pretoria covers East and Southern Africa technical support to ILO Country Offices (CO). It is interested in an independent/impartial account of the operational performance of the programme as well as in learning from the evaluation findings to apply to other COs, as well as in the work with ILO constituencies in each country, the Regional Economic Commissions and the Africa Union work towards improved social protection, particularly in the policy implications of the COVID 19 for Africa.
WFP Office of Evaluation (OEV) and Executive board (EB) - (HQ-Rome); ILO Evaluation Office (EVAL) and UNICEF Office of Evaluation	<ul style="list-style-type: none"> OEV has a stake in ensuring that all decentralized evaluations commissioned by WFP Country Offices deliver quality, credible and useful evaluations respecting provisions for impartiality as well as articulating roles and responsibilities of various decentralized evaluation stakeholders as identified in the evaluation policy. The WFP Executive Board has an interest in being informed about the effectiveness of WFP operations and progress in the implementation of the WFP evaluation policy (2016-2021). This evaluation will not be presented to the WFP EB, but its findings may feed into annual syntheses and corporate learning processes. The successful completion of this evaluation will contribute towards achievement of the evaluation coverage norms which is a key performance indicator reported to the WFP EB annually. EVAL/ILO considers the purpose of accountability, learning, planning, and building knowledge for all evaluations (such as ILO managed, joined or external). The three purposes apply for this evaluation following the DAC criteria. Its findings may feed into annual syntheses and corporate learning processes. The successful completion of this evaluation will contribute towards achievement of the evaluation responsibility of EVAL to be presented to the ILO Government Body and will be made public through the EVAL repository of all ILO projects (e-discovery). The UNICEF Evaluation function helps UNICEF deliver results for children by fostering evidence-based decision-making. Conclusions and recommendations from these evaluations are essential for shaping policies, programmes, advocacy and partnerships at all levels of the organization. The UNICEF Evaluation Office is also a key actor in strengthening evaluation capacity at the country level.
EXTERNAL STAKEHOLDERS	
Individual beneficiaries ((women, men, boys, girls and persons with disabilities, the elderly as well as indigenous, ethnic and linguistic backgrounds)	<ul style="list-style-type: none"> As the ultimate recipients of assistance, beneficiaries have a stake in WFP, UNICEF, and ILO determining whether their assistance is appropriate and effective. As such, the level of participation in the evaluation and their interest in the findings of the evaluation will be determined and their respective perspectives will be sought. As rights holders, the beneficiaries will use the evaluation process as an

	<p>opportunity to provide their views on the design, implementation, outputs and outcomes of this project.</p>
<p>Key Implementing Partners (Farm Radio Trust³⁶)</p>	<ul style="list-style-type: none"> • Farm Radio Trust (FRT) is a partner responsible for designing communication materials and programmes meant to raise awareness, improve programming, designs and implementation including review, monitoring and evaluation. FRT contracts different airing channels and radio stations for airing/broadcasting a subject matter. For the Joint Programme, they are working to improve understanding of SSSP processes (existing linkages between humanitarian and Social Protection). They do communication sketches, script designing, recording, cleaning of radio programming materials for these processes to be aired on a national radio (Zodiak). Such programmes for this JP include; Malawi Vulnerability Assessment Committee (MVAC) processes, linkages on MVAC results to designs of a response, utilisation of existing government systems in the responses such as National Identification Document, Universal Beneficiary Registration and payment modalities • FRT will, among other things, learn how the interventions and approaches have worked as well as ascertain information about those that have not worked to inform future implementation modalities, strategic orientations and partnerships.
<p>Joint SDG Fund</p>	<p>The programme is voluntarily funded by the Joint SDG Fund. As a donor, they have an interest in knowing whether their funds have been spent efficiently and if the programme has been effective and contributed to their strategies and programs.</p> <p>Specifically, the donor is interested in the following:</p> <ul style="list-style-type: none"> • Value for money by comparing key achievements/benefits of the programme with resources invested. • Whether achievements of the programme have contributed to their goal and mission on social protection in Malawi. • Evidence of what worked to inform decision-making for future funding priorities and programming. • Impact, sustainability, relevance, effectiveness and efficiency of the programme • Evidence and learning for the development of new programmes and expansion of current programme.
<p>UN Country Team</p>	<ul style="list-style-type: none"> • Generate evidence for effectiveness, efficiency and additional value of joint programming and delivering as one in addressing development objectives.

³⁶ Farm Radio Trust exists to foster rural and agricultural development in Malawi through the use of radio and other information and communications technologies. Its main functions include: Providing farmer advisory services through impactful radio programming in conjunction with other ICTs, training and building capacity of broadcasters and radio stations, promoting participatory radio campaigns facilitated by the use of ICTs and Researching, documenting and managing knowledge surrounding beneficial, evidence-based farming practices and farm radio programming.