



## PROMOTING RESPONSIVE AND ACCOUNTABLE EXTRACTIVE INDUSTRIES GOVERNANCE

### END OF PROJECT EVALUATION

#### TERMS OF REFERENCE

##### Introduction

Centre for Environmental Policy and Advocacy (CEPA) has been implementing the '**Promoting Responsive and Accountable Extractive Industries Governance**' project in Lilongwe Malingunde T.A. Masumbankhunda where Sovereign Metals Limited is proposing the development of an open graphite mine. The project has been implemented with financial assistance from the European Union through Tilitonse Foundation. The goal of the project is an inclusive and transparent Malawian extractive industries sector. This goal is being achieved through three objectives, namely: i) enhanced access to information on mining development processes; ii) increased engagement of communities in all stages of the mining life cycle; and iii) enabling mining regulatory framework influenced.

The project started in February 2019 and will end in February 2020. As the project is coming to an end, CEPA wishes to engage the services of a consulting firm to conduct an end of project evaluation to assess the extent to which the project and its interventions have achieved its goal and objectives.

##### Objectives

The evaluation is intended to assess the extent to which the project and its interventions have achieved its goal and objectives. It will also determine how the project has contributed to the goal and objectives of CEPA and Tilitonse Foundation. Specifically, the Consulting firm is expected to undertake the following:

1. Verify the record of achievement as reported through Annual Reports in relation to the project's log frame.
2. Assess the performance of the project and the extent to which it was good value for money, which includes considering;
  - i. How well the project met its objectives;
  - ii. How well the project applied value for money principles of effectiveness, economy, efficiency and equity in relation to delivery of its outcome;
  - iii. What has happened because of Tilitonse Foundation's funding that wouldn't have otherwise happened; and
  - iv. How well the project aligns with grant partner's and Tilitonse Foundation's goals and objectives.
3. Assess how the project has contributed to the achievement of Tilitonse Foundation goal, objectives and result areas, and the national priorities as reflected in key national goals, policies and other instruments

4. Assess the likelihood of project and its activities to continue beyond the support received in the period of intervention.
5. Draw lessons learnt which can be applied in the similar interventions on governance of extractive industries.

### **Scope of work**

The final evaluation should investigate effectiveness, relevance, sustainability, efficiency and impact. The evaluation should address the following key questions under each aspect:

*Relevance:* Assess design and focus of the project - To what extent did the Project achieve its overall objectives? - What and how much progress has been made towards achieving the overall outputs and outcomes? - To what extent were the results (impacts, outcomes and outputs) achieved? - Were the inputs and strategies realistic, appropriate and adequate to achieve the results? - Was the project relevant to the identified needs?

*Effectiveness:* Describe the management processes and their appropriateness in supporting delivery - Was the project effective in delivering desired/planned results? - To what extent did the Project's M&E mechanism contribute in meeting project results? - How effective were the strategies and tools used in the implementation of the project? - How effective has the project been in responding to the needs of the beneficiaries, and what results were achieved? - What are the future intervention strategies and issues?

*Efficiency:* Of Project Implementation - Was the process of achieving results efficient? Specifically did the actual or expected results (outputs and outcomes) justify the costs incurred? Were the resources effectively utilized? - Did project activities overlap and duplicate other similar interventions (funded nationally and /or by other donors? Are there more efficient ways and means of delivering more and better results (outputs and outcomes) with the available inputs? - Could a different approach have produced better results? - How was the project's collaboration with the other grant partners, likeminded organizations, government agencies, councils and decentralization structures, other development partner funded projects? - How efficient were the management and accountability structures of the project? - How did the project financial management processes and procedures affect project implementation? - What are the strengths, weaknesses, opportunities and threats of the project's implementation process?

*Sustainability:* To what extent are the benefits of the projects likely to be sustained after the completion of this project? - What is the likelihood of continuation and sustainability of project outcomes and benefits after completion of the project? - How effective were the exit strategies, and approaches to phase out assistance provided by the project including contributing factors and constraints - Describe key factors that will require attention in order to improve prospects of sustainability of Project outcomes and the potential for replication of the approach? - How were capacities strengthened at the individual and organizational level (including contributing factors and constraints)? - Describe the main lessons that have emerged? - What are the

recommendations for similar support in future? (Note: The recommendations should provide comprehensive proposals for future interventions based on the current evaluation findings).

*Impact:* To what extent has the project brought changes to people? - What changes have been registered on the ground by the project (both positive and negative) – To what extent has the project created space for engagement with duty bearers and service providers? – Describe how the project has contributed to the relevant result areas of the Tilitonse Foundation (Active citizenship, Local Governance, Gender and Social Inclusion, Economic Governance and Rule of Law)? – What tangible results has the project brought to the people, systems and structures etc.?

### Deliverables for the evaluation

Deliverable	Deadline
Proposal Submission (Technical and Financial)	By 28 <sup>th</sup> February, 2020
Inception Report Explaining how evaluators will operationalize the evaluation in question (design, methodology, ethics plan, quality assurance plan, training agendas, evaluation plan etc.), to be submitted after a desk review and consultations with [insert partner]. This inception report will include data collection tools.	Within 1 week after a successful applicant is notified
Data collection	10 days after submission of inception report
Draft report	8 days after completion of data collection
Final Evaluation final report	5 days after submission of the draft report
A 3 page stand-alone document summarizing the final evaluation (To stand as executive summary)	2 days after submission of the draft report

### Report Outline

1. Cover Page
2. Table of Contents
3. List of Acronyms
4. Executive summary which includes the background, key findings, conclusions and recommendations
5. Introduction and objectives of the Evaluation
6. Research design including key indicators
7. Methodology including data sources, data limitations, and timeline of evaluation
8. Study findings



9. Conclusion based on the findings
10. Limitations includes any constraints of the evaluation
11. Recommendations based on the conclusions
12. References
13. Annexes (list of data sources including interviews, data collection tools etc.)

### **Profile of Consultant(s)**

The consulting firm shall have at least five years of experience in conducting Baselines, Mid Term and Final Evaluation studies of donor funded projects. Evidence of such work should be provided, with contact details for the relevant organizations.

- i. The Team Leader should have at least Masters Degree in Development Studies or related field, with at least 7 years of experience in management of governance related surveys. Key team members should include a Monitoring and Evaluation expert with a minimum of 5 years' experience in relevant surveys.
- ii. Knowledge of local languages is required.

### **How to Apply**

Interested consulting firms should apply by submitting technical and financial proposals no later than 28<sup>th</sup> February 2020. Submissions can be made by hand or electronically to:

Centre for Environmental Policy and Advocacy (CEPA)  
Globe House, Raynor Avenue, Plot No. CC 365, Limbe  
P O Box 1057, Blantyre, Malawi  
Email: [info@cepa.org.mw](mailto:info@cepa.org.mw) / [gloria@cepa.org.mw](mailto:gloria@cepa.org.mw)

Please address all questions and information requests to: Gloria Majiga-Kamoto on [gloria@cepa.org.mw](mailto:gloria@cepa.org.mw) or phone +265 888 675 938

The technical and financial proposals should include the following:

1. Technical proposal detailing understanding of the assignment
2. Organizational/team capacity statement outlining relevant evaluation experience and ability to perform the evaluation.
3. Link or copies to a maximum of 3 related assignments previously undertaken
4. CVs of the team members with their roles clearly outlined. CVs should not exceed 4 pages each.
5. Budget breakdown (with time allocation)