

# **TERMS OF REFERENCE FOR THE PROCESS EVALUATION AND SYNTHESIS OF LESSONS FROM TWO MULTI-COUNTRY PROGRAMMES**

## **CONSULTANCY OVERVIEW**

Two multi-country programmes (MCPs) managed by Oxfam Great Britain (OGB) are currently undergoing final evaluations consisting of multiple components (such as, assessment of impact and process evaluation). We are looking for an evaluator for the process evaluation component to conduct process evaluations for both MCPs; and synthesize lessons from both process evaluations in a learning output that will contribute to organisational knowledge on MCPs.

The assignment is expected to take approximately 35 days although payment is based on deliverables not number of days. The consultant (or team) will need to have near full-time availability between 26<sup>th</sup> February and 30<sup>th</sup> March and availability of approximately 15 days in April.

**A one-page expression of interest detailing relevant experience and how you meet the selection criteria should be submitted to Alastair Stewart ([astewart1@oxfam.org.uk](mailto:astewart1@oxfam.org.uk)) by 9am UK time on Thursday 15<sup>th</sup> February. Submissions should also include the CV of the consultant(s), a 1-2 pager outlining a brief technical proposal and proposed budget detailing daily rate, expenses and VAT. Interviews will be conducted on Monday 19<sup>th</sup> February.**

## **1. SCOPE OF THE EVALUATION**

Two multi-country programmes (MCPs) managed by Oxfam Great Britain (OGB) are currently undergoing final evaluations consisting of multiple components (such as, assessment of impact and process evaluation). We are currently looking for an evaluator for the process evaluation component to do the following:

- Conduct process evaluations for both the Gendered Enterprise and Markets (GEM) and the Gender Transformative and Responsible Agri-business Investments in South-East Asia (GRAISEA) multi-country programmes.
- Synthesize lessons from both process evaluations in a learning output that will contribute to organisational knowledge on MCPs and to improving organizational practices on the design, management and implementation of this programming modality, as well as gathering learning and evidence to feed into ongoing MCPs design processes (e.g. GRAISEA 2).

The objective of this synthesis component of this consultancy is to:

- Improve understanding within Oxfam GB of how different MCPs operate in relation to their design, management and implementation and with what result;
- Generate useful and context-based evidence on what works best, and in which context, based on two separate process evaluations of GEM and GRAISEA;
- Provide examples of common challenges posed by this programming modality, while presenting concrete cases of how these challenges were addressed within the context of different MCP structures.

## **2. PROGRAMME SUMMARY**

**Gendered Enterprise and Markets (GEM)** is Oxfam GB's approach to market systems development. The GEM approach facilitates change in market systems and social norms, with the aim of ensuring more sustainable livelihood opportunities for marginalised women and men. The GEM DFID AidMatch Programme (June 2014-February 2018) works within the soya, milk and vegetable value chains targeting women smallholder farmers in areas of poverty. Some 63,600 people (10,600 smallholder households) living in Zambia, Tajikistan and Bangladesh are expected to benefit directly from this programme through (1) increases in household income by 30% on average; (2) having greater influence over key livelihood decisions, including the power to negotiate better terms of trade; and (3) engaging in livelihoods more resilient to shocks such as natural disasters and market volatility.

The programme works with a combination of private sector, government and civil society actors and supports improved public services, the development of new business models and improvements to linkages between smallholder farmers and small and medium agri-businesses. This engagement is being deepened and strengthened to consolidate gains and scale-up impact.

### **Gender Transformative and Responsible Agri-business Investments in South-East Asia (GRAISEA) ...**

The Gender transformative and Responsible Agribusiness Investment in South East Asia (GRAISEA) programme is a joint Oxfam GB, Oxfam Novib and Oxfam US regional programme in South East Asia financed by Embassy of Sweden Bangkok office for the period December 1, 2014 –June 30, 2018 (3 years and 3 months). It is a regional programme based on the recognition that financial viability and gender equitable/sustainable supply chains are not mutually exclusive, and that win-win-win propositions are possible, where communities/environment win, women and men small-scale producers win, and larger businesses win.

Building on Oxfam's pilots in selected commodities (palm oil, rice and aquaculture), the programme utilises a multi-stakeholder approach, with Oxfam acting as a convenor to bring together the diverse stakeholders to achieve four outcomes:

- **Outcome 1:** ASEAN, its member states and Pakistan's, policies promote responsible practices, which includes attention to gender equality and women's economic empowerment, in agribusiness and in agribusiness investment, small scale agriculture and social enterprise;
- **Outcome 2:** Small scale producers are effectively connected or engaged in agro-commercial value chains in equitable partnerships and women are recognized as central economic actors
- **Outcome 3:** Corporate agribusiness in SE Asia and Pakistan, have adopted corporate social responsibility policies and plans that support responsible practices in the value chains for women and men small-scale producers, as well as including gender equality and women's economic empowerment in their core business
- **Outcome 4:** Financial Institutions and investors in agriculture invest responsibly by introducing / developing innovative financing solutions to assist overcoming specific investment requirements (investment risks) for women, smallholders and buyers of these smallholders.

The programme works with 6 regional partners<sup>1</sup>, as well as the Oxfam GROW regional campaign team, Oxfam experts in Multi-Stakeholder Initiatives<sup>2</sup> and Oxfam offices and country partners in Indonesia, Vietnam, Cambodia, Myanmar, Philippines, Pakistan and Thailand.

### **3. EVALUATION QUESTIONS**

The process review of GEM will respond to the following questions:

- What strategies has GEM used to generate, share and apply learning in, across and beyond the programme, and with what result?
- How did the relationships between the GEM project management unit and the country offices support or challenge effective programme implementation? How could this have been improved?
- What feedback do project partners, stakeholder and participants have on their interactions with Oxfam country offices? What can be done to enhance these relationships in future?
- How did different country offices approach partnerships (for e.g. selecting partners, capacity development, partnership goals), and what factors enabled or challenged effective partnership?
- Who was excluded from access to participation in and benefits from interventions? What actions if any were taken to encourage sharing of benefits with non-project participants?

The process review of GRAISEA will respond to the following questions:

- How effective the programme governance mechanisms (Steering committee, PMU, Working Groups and Gender overview Group) were in enabling programme implementation at country and regional levels, according to the different functions they filled?
- In what ways did the technical support provided (operational and thematic) contributed to build country offices capacities to develop strategies, plans and monitor activities on a multi-country setting?
- In what ways did Oxfam (country teams, and above country technical support) contributed to build partners' capacities to implement the different programming strategies GRAISEA promoted?
- In what ways did Oxfam (country teams, and above country technical support, e.g. Gender overview Group) contributed to build partners' capacities to implement gender transformative approaches?
- How effective were the learning strategies adopted to generate, share and apply learning across the programme and across Oxfam country offices and affiliates?

The synthesis of lessons will respond to the following questions. This set of preliminary questions are not definitive, and the consultant (or team) will be expected to select and refine them at the inception stage, with support from the evaluation manager for both programmes.

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<sup>1</sup> Change Fusion, CSR Asia, Institute of Social Entrepreneurship in Asia (ISEA), SEAFish for Justice network, Shujog/Impact Investment Exchange (IIX) and ASEAN CSR Network.

<sup>2</sup> Especially the Round Table on Sustainable Palm Oil (RSPO) and Aquaculture Stewardship Council (ASC)

### *Gender-transformative approaches*

- What helped or hindered the successful integration of gender in all stages of the programme from design and implementation to MEAL?
- What were the most effective efforts in building the capacity of staff and partners to implement gender transformative approaches? What processes/factors led to 'gender evaporation' through the lifetime of the programme?

### *Partnerships*

- What were the processes for partner selection and how did this vary across countries? What guidance was given to country teams regarding partners' values and technical capacity?
- How much autonomy do country teams have in selecting partners?

### *Design processes*

- In what ways did decision-making processes and ways of working during the design phase influence the dynamics during the implementation stage? In what other ways did the design process impact on implementation?
- How were GEM and GRAISEA designed? Who was involved the process? How were decisions made in the design process?
- How did the programme management and governance model impact upon programme implementation?

### *Donor engagement*

- From a donor's perspective, what is the added value of MCPs? What challenges do they pose?

### *Management and governance*

- What were the enablers and barriers for effective oversight of MCPs?
- What roles and functions did the different management and governance units (e.g. PMU, Steering Committees, Gender overview Group) play in the effective management and delivery of these programmes?
- How were MEL systems organised within the programmes? What elements should be considered to ensure consistency and coordination in measurement systems above and across countries?

### *Effectiveness*

- What were the expectations of different stakeholders regarding the added value of multi-country programmes?
- To what extent have the programmes met these expectations of the multi-country component?

#### **4. EVALUATION STAGES**

A consultant will be hired to conduct the following activities:

##### ***Phase 1: Inception***

The inception phase of the consultancy will involve review of relevant documentation referring to the two programmes under analysis and relevant Oxfam documentation on multi-country programmes. These resources will inform the development of specific data collection tools for the process review of the GEM programme and the GRAISEA programme.

##### ***Phase 2: Process review of GEM Multi-Country Programme***

*Led by the consultant with coordination from the GEM Evaluation Managers.*

The process review of the GEM programme will draw upon secondary data (available secondary documents like annual reports and data collected from the impact evaluations in Zambia, Bangladesh and Tajikistan) as well as primary interviews with Oxfam country staff, Oxfam GB staff and representatives from partner organisations as required. A report responding to the questions outlined for the GEM process evaluation will be submitted as the first deliverable of the consultancy. This report will be integrated into the overall GEM Final Evaluation report.

##### ***Phase 3: Process review of GRAISEA Multi-Country Programme***

*Led by the consultant with coordination from the GRAISEA Evaluation Manager.*

Before the start of phase 2, data collection tools will be reviewed and amended, if deemed necessary, based on the learning from phase 1. The process review of the GRAISEA will draw upon a desk review of programme documentation; as well as key informant interviews with Oxfam country staff, Oxfam staff at global and regional levels and a sample of representatives from partner organisations at regional and country level. A draft report responding to the questions outlined for the GRAISEA process evaluation will be submitted as the second deliverable of the consultancy.

The findings resulting from this phase will be integrated into GRAISEA Final Evaluation report, which will be led by GRAISEA Final Evaluation consultant and supervised by GRAISEA Evaluation Manager. The two consultants will be working in parallel; GRAISEA Evaluation Manager will guarantee that their work is coordinated, and that the consultants are in constant dialogue to facilitate data collection and elaborate relevant findings and recommendations.

##### ***Phase 4: Synthesis of findings from across two MCP process evaluations***

After the completion of the two separate MCP process evaluation reports, the consultant will conduct a synthesis of findings from across the two separate process evaluations with specific reference to shared evaluation questions. This may require additional data collection (key informant interviews with Oxfam GB staff) and/or a review of secondary documents (e.g. other key learning documents or evaluations of other MCPS). This synthesis of findings will be presented by the consultant in a workshop with OGB staff and will be documented in a learning output (format to be agreed) as the final deliverable of the consultancy.

During this phase, the consultant will be asked to use the synthesis of findings to input into the overall GRAISEA Final Evaluation report, with the recommendations on processes to be agreed by the consultant and the lead for the GRAISEA Final Evaluation. The recommendations for the GRAISEA Final Evaluation will be focused on learning, but also in informing design for GRAISEA phase 2.

## **5. SCOPE OF WORK**

This evaluation requires a consultant to conduct the activities described below and will report directly to the GEM and GRAISEA Evaluation Managers

- Initial review of documentation on the GEM and GRAISEA programmes and relevant Oxfam documentation on multi-country programmes to understand the scope of the programmes and task.
- Deeper review of programme documentation and data to identify key learning on the design, management and implementation of the two programmes at country and multi-country level.
- Design question checklist for interviews with Oxfam country staff, Oxfam GB staff and partner representatives based on the learning questions identified.
- Conduct telephone, skype or face-to-face interviews with Oxfam country staff, Oxfam GB staff and partner representatives involved in the GEM and GRAISEA programmes, and in management of MCP programmes in general.
- Write separate process evaluation reports for the GEM and GRAISEA programmes, responding to the learning questions outlined.
- Analyse and synthesize findings from across the two MCP process evaluations and deliver a workshop of findings to Oxfam GB colleagues with the remote participation of relevant Oxfam country office staff for validation.
- Deliver a learning output (format to be agreed) that effectively documents and communicates the synthesis of findings on the proposed learning questions with recommendations on how to improve our practices in multi-country programme design, management and implementation. The overall recommendations that are considered most relevant will be included in the GRAISEA Final Evaluation report to inform design for GRAISEA phase 2.

## **6. TIMEFRAME AND TIME COMMITMENT**

The assignment is expected to take approximately 35 days although payment is based on deliverables not number of days.

- Between 26<sup>th</sup> February and 2<sup>nd</sup> March the consultant will review GEM and GRAISEA programme documents and data, and present draft data collection tools for approval (estimated 5 days) to produce inception report;
- Between 5<sup>th</sup> and 9<sup>th</sup> March the consultant will conduct interviews with GEM stakeholders including Oxfam country staff, OGB staff and partner representatives (estimated 3 days);
- Between 12<sup>th</sup> and 16<sup>th</sup> March the consultant will write-up the findings and submit the first deliverable of the GEM process evaluation report (estimated 5 days);
- Between 19<sup>th</sup> and 30<sup>th</sup> March the consultant will review the data collection tools and conduct interviews with GRAISEA programme stakeholders including Oxfam country staff, OGB staff and partner representatives (estimated 8 days);
- Between 2<sup>nd</sup> and 6<sup>th</sup> April the consultant will write-up the findings and submit the second deliverable of the GRAISEA process evaluation report (estimated 5 days);

- Between 9<sup>th</sup> and 20<sup>th</sup> April the consultant will conduct analysis of the synthesis of findings from across the two MCP process reviews (estimated 4 days);
- On the week of 23<sup>rd</sup> April the consultant will deliver a workshop at Oxfam House to present the synthesis of findings (1 day);
- On the week of 30<sup>th</sup> April the consultant will deliver the Learning Product documenting the synthesis of findings on the proposed learning questions with case-based recommendations on how to improve our practices in design, management and implementation structure of this programming modality (estimated 5 days). Feedback to the GRAISEA Final Evaluation report and recommendations for GRAISEA Phase 2.

The consultant will need to have full-time availability between 26<sup>th</sup> February and 30<sup>th</sup> March and availability of approximately 15 days in April.

Expected activities	26-Feb	5-Mar	12-Mar	19-Mar	26-Mar	2-Apr	9-Apr	16-Apr	23-Apr	30-Apr	Days
- Review GEM programme documents and transcripts - Review GRAISEA programme documents - Present draft of data collection tools for approval (questions checklist) in inception report	5										5
- Conduct interviews with Oxfam country staff, OGB staff and partner representatives for the GEM programme		3									3
- Write-up and submission of first deliverable			5								5
- Review data collection tools - Conduct interviews with Oxfam country staff, Oxfam staff and partner representatives				3	5						8
- Write-up and submission of second deliverable						5					5
- Additional data collection and desk review of relevant documents, if needed - Conduct analysis of the synthesis of findings from across the two MCP process reviews							2	2			4
- Deliver a workshop at Oxfam House to present the synthesis of findings									1		1
- Delivery of Learning Product documenting the synthesis of findings on the proposed learning questions with case-based recommendations on how to improve our practices in design, management and implementation structure of this programming modality - Feedback to the GRAISEA Final Evaluation report and recommendations for GRAISEA Phase 2									2	3	5
<b>35 days</b>											

## **7. EXPECTED DELIVERABLES**

<b>Date</b>	<b>Expected Deliverable</b>	<b>Payment (%)</b>
2 <sup>nd</sup> March	Documentation review and inception report with question checklist for interviews with GEM and GRAISEA Oxfam country staff, OGB staff and partner representatives	25% (on signing contract)
11 <sup>th</sup> March	Written report of GEM MCP process evaluation	45%
14 <sup>th</sup> March	Question checklist for interviews with GRAISEA Oxfam country staff, Oxfam global staff and partner representatives	
30 <sup>th</sup> March	Written report for GRAISEA MCP process evaluation	
Week of 23 <sup>rd</sup> April	Workshop at Oxfam House to present the synthesis of findings and recommendation	30%
Week of 30 <sup>th</sup> April	Final Learning Product (format to be agreed)	
	Feedback to the GRAISEA Final Evaluation report and recommendations for GRAISEA phase 2	

## **8. KEY QUALIFICATIONS, SKILLS AND CAPABILITIES**

The successful candidate will be selected based on the following criteria:

- Demonstrable experience of producing high-quality, credible evaluations (samples required upon request at interview stage);
- Demonstrable experience of working with/evaluating INGO work;
- Proven experience evaluating large-scale gender and market programmes and knowledge of gender and women's rights, including familiarity with women's economic empowerment;
- Excellent writing and verbal communication skills in English and ability to write concise, readable and analytical reports;
- Familiarity with developments in Feminist Evaluation (desirable)
- Ability to travel to Oxford one or two times during the consultancy period; (desirable)
- Prior experience of working in/evaluating Oxfam's Economic Justice or Gender Justice programmes (desirable).

## **9. BUDGET**

The indicative budget for this consultancy is £12,500 including VAT. This budget includes the consultant's fee and taxes, travel and expenses to Oxfam GB office in Oxford and any costs required for telephone interviews (though Skype interviews are preferred). Travel to programme sites will not be required.

## **10. PAYMENT**

Oxfam will pay 25% upon signing of the contract; a second payment of 45% of the contract on submission of the two MCP process evaluation reports and the final instalment of 30% on submission of the final MCP learning Product. The budget is covered by GEM and GRAISEA programmes and OGB proportionally to the number of days each single piece of work would require (GEM 10 days, GRAISEA 15 days, Learning Piece 10 days).

See page one of the ToR for application procedures and deadline.