

External Midterm Evaluation of

FOKUS' Program: Women at Work – Economic Justice for all, UGANDA

(2019-2021)

TERMS OF REFERENCE

General objective	To evaluate the abovementioned program, its implementation and results.
Locations	Uganda (Luwero District and Kampala) and Norway
Audience	Primary/contractor: Forum for women and development (FOKUS), Norway Secondary audience: Norwegian Women- and Family Association (NWF) staff, implementing partners and donors.
Time scope	March 1 st , 2019, to September 30 th ,2021
Timeframe	The evaluation, including writing of the report, is expected to start week one, 2022 and the final report delivered by April 8 th ,2022.
Expected outputs	A report describing the evaluation method and scope, findings, lessons learned and recommendations.

1. INTRODUCTION

FOKUS, Forum for Women and Development is an umbrella-organisation consisting of 48 women's organisations based in Norway. FOKUS is a knowledge and resource centre with an emphasis on the spreading of information and women-centred development cooperation. FOKUS' primary goal is to contribute to strengthen women's empowerment, rights and access to resources. FOKUS builds partnerships with sister organisations internationally to realize women's rights and improve their situation.

Gender equality and women's economic empowerment are central to the realization of the Sustainable Development Goals, yet gender gaps remain large, persistent and pervasive. Globally, women are overrepresented in the poorest segments of the population, in the informal sector and in the groups of people with insecure and low-wage jobs. Equal rights to inheritance, property, and financial services are a precondition to tackle the gap. Women's income, working conditions and right to unionize are equally important. To enhance women's economic empowerment, the programme will address these barriers in a comprehensive way.

In 2016, Uganda accepted a recommendation from Norway at the Universal Periodic Review to develop a National Action Plan on Business and Human Rights. The process is however slow and so far, not very inclusive in terms of stakeholder involvement. Public opposition against foreign corporate activities is not well received among the political elite which could have private economic interests of such investments and is afraid critical voices makes Uganda less attractive to foreign investors.

The space for civil society activities is shrinking and civil freedoms continue to be violated in Uganda. There is a growing fear of confronting the government with human rights abuses.

2. DESCRIPTION OF THE PROGRAM

The main program goal is to improve the realization of women's economic rights - as producers, workers and community members. The two implementing partners in Uganda and one in Ethiopia that strive to organize local women to create conditions for increased economic independence. This evaluation will focus on the program in Uganda only. The geographical scope in Uganda is concentrated to the Kampala region and the Luwero district in North Central Uganda.

The overall objective is to improve the realization of women's economic rights, which is a prerequisite for making progress towards the goal of achieving gender equality and empowering all women and girls. The funds have been allocated to two partner organizations in Uganda, FIDA and NAWOU. The annual budgets for the program in Uganda have been approximately NOK 2.000.000.

The program supports three of the SDGs, namely;

- SDG2 "End hunger, achieve food security and improved nutrition and promote sustainable agriculture"
- SDG 5 "Achieve gender equality and empower all women and girls"
- SDG 8 "Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all"

The identified **pathways to lasting changes** are:

- Capable individuals that know their rights and how to pursue them. Sensitization must go beyond economic rights, including women's sexual and reproductive health and rights and protection from violence.
- Supportive communities that understand the value of and will facilitate women's equal economic participation, so that risks for backlash in terms of social resistance to women's empowerment do not occur.
- Strong civil society voicing demands of women, evidence of shortcomings and acknowledgment of women's human rights.
- Responsible private sector engagement that respects women's human rights and encourage equality between women and men as investors, employers, operators and customers.
- Responsive institutions that adopt and implement laws and policies – including budget allocations- to promote women's economic rights and participation.

In Uganda, the **target group** includes rural women from women-led cooperatives working in agribusiness and trade in Luwero District, public and private decisions makers relevant for legislation and practices within business and human rights legislation, with a priority on mainstreaming the inclusion of women with disabilities across the program.

The program is funded through FOKUS' frame agreement with Norad and implemented by the FOKUS secretariat and the two local partners in Uganda and one in Ethiopia. The program is a continuation of FOKUS' work previous efforts on economic development, and builds among other on recommendations from the 2018 end-evaluation of a similar program covering.

3. PURPOSE OF THE EVALUATION

The evaluation will carry out an independent assessment of the implementation of the FOKUS Women at Work Program and its progress so far. The evaluation will assess the Program's efficiency, effectiveness, sustainability and impact and provide specific recommendations to FOKUS and implementing partners for future interventions.

The evaluation will assess the following dimensions of the program (based on the OECD definition of the **main evaluation criteria** is applied¹):

- Impact: What differences has the intervention made?
- Relevance: Is the intervention doing the right things?
- Efficiency: How well are resources used?
- Effectiveness: Is the intervention achieving its objectives?
- Sustainability: Will the benefits last?

EVALUATION AUDIENCE

The primary audience for evaluation review is the FOKUS secretariat, implementing partners and donors. The evaluation will be treated as an internal review but options for sharing learning externally will be discussed based on the final report

SPECIFIC OBJECTIVES

Identify the program's progress in achieving specific results and outcomes and in contributing to the ultimate goal of the program:

1. Identify, analyse and assess the achievement of program outcomes based on the results achieved, the indicators proposed and the baseline of the program.
2. Analyse and evaluate the strategies and methodologies used by the program, partnerships and the management model implemented by organizations to achieve results, identifying successes, constraints and obstacles encountered during program development
3. Identify lessons learned around addressing the central issue (women's participation and protection), managing the program and overcoming challenges or obstacles for program staff and partner organizations.
4. Analyse the added value of FOKUS.
5. Develop specific conclusions and recommendations that are useful to partners and collaborating organizations, in order to optimize their opportunities and strengths, and to FOKUS for future interventions to strengthen women's economic rights and participation in Uganda (and other countries).

¹ See <https://www.oecd.org/dac/evaluation/dacriteriaforevaluatingdevelopmentassistance.htm> for a more detailed explanation of these.

4. METHODOLOGY

The evaluation will be conducted through a combination of desk study and fieldwork, and will include the following activities:

- Literature review of all central documents of the Program.
- Collection of primary data from key players/actors through interviews or other methods from, implementing partners and collaborating organizations with specific support, stakeholders and other relevant actors
- Focus groups with target population of the program.

Travels will be adapted to the current security and Covid-19 situation and thus specifically assessed and agreed between the evaluation team and FOKUS.

EVALUATION QUESTIONS

The assessment may include the following questions, the final list is to be further developed by the evaluation team:

Impacts: Analyse the Program’s real and potential impact, measuring positive and negative aspects, as well as intended and unintended changes on women, institutions and society.

- Are there external factors that may endanger the impact of the program?
- Will the program contribute to development or improvement of national policies related to the central theme of the Programme (women’s participation and protection).
- Are there unforeseen and unintended positive impacts on final beneficiaries?
- If there have been negative impacts on the target population, has the Program taken appropriate measures to mitigate such?
- Analyse the coordination and/or strategic alliances with relevant actors outside the Program that have contributed to the impact of the program

Relevance: Analyse the consistency of the program, its strategies and expected results to the social, political and economic contexts of Uganda and the challenges faced.

- Assess the role and function of collaborating organizations (local and national). Identify organizations that have made strategic contribution to the program.
- Is the intervention well in tune with the national policies?
- Are duty bearers addressed adequately?
- Is the strategy implemented the most appropriate? What other strategies or initiatives should have been implemented for achieving results?
- Do proposed innovations have a potential for replication?

Efficiency: Analyse the adequacy of the institutional structure and program management, including the capacity and the model of the management structure, for achieving the defined results

- To which extent has planning and implementation of the Program ensured efficient use of resources?

- Are the expected products/deliverables produced/developed satisfactorily and at the right time?
- How has the program engaged local capacities of the organizations involved to achieve the expected results?

Added value of FOKUS in the achievement of results and impact of the program:

- What is the added value of the Program's organizational model, with a FOKUS secretariat, partner organizations and collaborating organizations?
- How can the added value of FOKUS be improved?

5. DOCUMENTATION

All relevant supporting documentation will be available to the evaluation team and include:

- Program/ projects application, logical framework, activities matrix, timeline and budgets
- PME systems
- Narrative and financial reports 2019, 2020 and 2021
- End evaluation 2018
- Publications and audio-visual products financed by the program
- Reports done by partner organizations and their networks on the program.

6. EXPECTED DELIVERABLES

- A specific methodological proposal for the evaluation, including methodological techniques and tools.
- An inception report.
- An evaluation report in Word and PDF. The main sections of the evaluation report shall include:

1. Introduction
2. Explanation of applied methodology, scope, limitations and contents of the evaluation
3. Executive Summary
4. Description, analysis and assessment of the Program. Analysis of indicators and measure of the progress of the results qualitatively and quantitatively.
5. Program analysis based on the evaluation criteria listed above.
6. Qualitative analysis of the Program's contributions to national women's movements.
7. Conclusions and recommendations. Recommendations should be practical and when pertinent specified for the different actors and stakeholders.
8. Annexes: evaluation method, work plan, list of activities, interviews and sessions for evaluation; and other relevant documents reviewed or prepared for evaluation

5. EVALUATION TIMETABLE

The evaluation, including writing of the report, is expected to be finalized by **April 8th, 2022**.

The timetable for the evaluation process follows bellow.

Date	Action	Location
November 15 th	Call for applications is published	
December 12 th	Deadline for submission of proposals	
December 16 th	Selection of Evaluation team is communicated	
December 22 nd	Signing of contract	
Jan 2022, week 1	Start-up meeting between evaluator and FOKUS	Oslo (virtual)
January 23 rd , 2022	Inception report is submitted	
Weeks 4-7, 2022	Field visits ant interviews with program stakeholders	Oslo / Uganda
March 12 th , 2022	Submission of draft report	
March 23 rd , 2022	Feedback/comments from FOKUS	Oslo
March 2022, week 13	Discussion with FOKUS on draft report, findings and recommendations	Oslo
April 8 th , 2022	Submission of final report	

8. BUDGET

The total cost of the evaluation will not exceed NOK 350 000, incl. VAT and taxes and all other direct and indirect costs related to the evaluation, including travel costs of the evaluation team, the total number of working days needed for the evaluation team, per diem, accommodation, and any other related costs.

9. AUTHORSHIP AND PUBLICATION

The final report will be the property of FOKUS and shall not be circulated to other parties by the author or any other parties without prior consent by FOKUS.

10. THE EVALUATION TEAM

The team shall have a designated team leader. The team must be gender balanced. The team must have at least one member from Uganda or have documented extensive knowledge of Uganda. Furthermore, the team must:

- Have demonstrable experience of producing high quality, credible evaluations (references required)
- Have demonstrable experience of working with/evaluating development cooperation through NGO work
- Have extensive knowledge and understanding of Ugandan context
- Be familiar with participatory and partnership approaches and women's empowerment strategies
- Be fluent in English (spoken and written) and have sufficient language skills to perform interviews in Luganda.

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

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

11. RESPONSIBILITY OF FOKUS AND THE EVALUATION TEAM

FOKUS' responsibility

The program advisors for the 1325 program in Colombia and South Sudan will be main contact point between FOKUS and the evaluation team. FOKUS will be responsible for the following action/s:

- Inputs to design the evaluation, key questions for research, providing information materials, providing feedback of the evaluation
- Coordinate field activities with partner organizations, and other stakeholders and acting as the liaison with the evaluation team
- Logistical arrangements
- Comment and provide input to the report
- Approval of deliverables

Evaluation team's responsibility

- Carrying out the evaluation
- Day-to-day management of the evaluation process
- Logistical arrangements for field visits if necessary
- Regular progress reporting to FOKUS
- Development of results and recommendations
- Production of deliverables in accordance with contractual requirements.

12. EVALUATION PREMISES

The evaluator must be free of any conflict of interests regarding the writing and submission of the evaluation and must be prepared to confirm that they are evaluating independently of external influences. Additionally, the evaluation team will adhere to the following principles at all times during the evaluation process:

- Anonymity and confidentiality of informants' opinions and assessments will be respected, including but not limited to: stakeholders, beneficiaries, CSOs and corporate sector companies.
- Responsibility: any disagreement within the evaluation team or between them and the program coordinators, regarding the evaluation conclusions and recommendations, will be mentioned in the final report.
- Integrity
- Independence

- Information check: the evaluation team will ensure and is responsible for the validation of the information received
- Correct and timely submittal of reports: if the reports (inception report, draft and final reports) are not submitted in due time and fashion (with an emphasis on quality and professionalism of the report) FOKUS may apply penalties as outlined in the contract between the parts.

13. PRESENTATION OF THE TECHNICAL PROPOSAL

The technical proposal should contain:

- Profile of the evaluation team.
- Proposed approach, methodology, timing and outputs – detailed description of the manner in which the evaluation team would respond to the ToR. Include the number of persons-days in each specialization considered necessary to carry out all work required
- A detailed work plan.
- Proposed team structure and team members (include CVs)
- Professional fee quotation indicating envisaged actions, the requested fee for the work in the job description
- Letter of interest (max one page)

Any request for clarifications should be referred to ics@fokusvinner.no with copy to mmi@fokusvinner.no.

Deadline for submission of the technical proposal: **December 12th, 2021, at 23h59 (CET).**

After careful review of the proposals received, a final decision will be communicated no later than **December 16th, 2021.**

Proposals should be sent to:

mm@fokusvinner.no with copy to mmi@fokusvinner.no and ics@fokusvinner.no.

FOKUS, FORUM FOR WOMEN AND DEVELOPMENT
November 15th, 2022