## Terms of Reference



**Terms of Reference**

**Mid-Term Review of the Multi-Donor Programme Support for Parliament [PSP] and the Office of the Auditor General of Zimbabwe**

**Background**

The *Multi-donor Parliamentary Support Programme for Parliament (PSP) and the Office of the Auditor General* of Zimbabwe was designed in response to Zimbabwe‘s development priorities outlined in the Zimbabwe United Nations Development Framework (ZUNDAF) 2012-2015, the Zimbabwe Agenda for Sustainable Socio-Economic Transformation (ZimAsset), the Constitution of Zimbabwe, and the Parliament of Zimbabwe Institutional Strategic Plan 2014-2018. This programme is supported by the UNDP, the European Union and the Government of Sweden.

The Constitution of Zimbabwe has expanded the powers of Parliament in line with the doctrine of the Separation of Powers, between and amongst the Judiciary, the Executive and Parliament. Section 119 of the Constitution confers Parliament with the power to protect the Constitution and promote democratic governance in Zimbabwe. Although it is a rarity to have total application of this doctrine, in particular, as it relates to the intricate and intimate relationship between Parliament and the Executive, the Constitution has provided considerable powers to enable parliamentary sovereignty and democracy.

The overall objective of the programme, as defined in the Project document, is to enable the Parliament of Zimbabwe (POZ) to perform its core functions for improved legislation, participation, representation and accountability. The specific outcomes of the project are articulated as follows:-

**Outcome 1**: New laws enacted and old laws aligned with the Constitution.

**Outcome 2**: Oversight function of Parliament strengthened; Governance systems enhanced.

**Outcome 3**: People’s participation in legislation formulation, decision-making and related democratic processes increased.

**Outcome 4**: Parliament’s performance of its core functions strengthened through capacitating Parliament leadership and staff.

**Outcome 5**: Gender Mainstreamed in Parliament systems and processes

**Rationale for the assignment**

The Multi-Donor Parliamentary Support Programme provides the overall programme framework for strengthening Parliament’s legislative, representative and oversight functions in Zimbabwe. The programme is now at the mid-level of its implementation. The Programme Steering Committee held on the 26th of September, 2016, in line with the provisions of the Parliamentary Support Programme (PSP) document, recommended the need for a Mid-Term Review of the Programme as part of a process to ensure the PSP’s alignment to the cycle of Parliament’s Strategic Plan which comes to an end in 2018 (coinciding with the end of the current life of Parliament). This mid-term review provides a strategic opportunity, to review the progress that has been made so far towards achieving the outcomes, outputs, targets and indicators in the PSP and the Parliament’s Institutional Strategic Plan; determine appropriate measures for refocusing the programme strategies where necessary, highlight areas of strength and opportunities for achieving the desired results and capture effectively the lessons learned while also identifying the possible challenges, gaps and areas needing strengthening. It also provides an opportunity for the programme to further integrate any emerging and contemporary programming aspects that are relevant for Parliament’s work and which might have been left out at design stage. In order to buttress and compliment programme management and coordination expertise, the programme seeks to engage a consultant in this process whose efforts will be complemented by a UNDP Parliamentary Development Expert.

**Scope of the Mid Term Review**

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| The mid-term review will assess the effectiveness of the implementation strategy to ascertain whether the specific and overall interventions and approaches including the theory of change were appropriate and effective. This will include:   1. The implementation modalities, in particular the effectiveness of the multi-donor approach; 2. Partnership arrangements, institutional strengthening, and beneficiary participation 3. Replication and Scalability; 4. Cost effectiveness and efficiency as well as sustainability of the programme; and 5. Linkages, synergies and coordination with other Parliament supported projects   Secondly, the mid-term review will also assess the project design and assumptions made at the beginning of the project and the development process. In this regard, the review will place emphasis on:   1. The extent to which the programme results have been achieved, partnerships established, capacities built, and cross cutting issues such as gender equality have been addressed. 2. Whether the programme implementation strategy has been optimum and recommend areas for improvement and learning. 3. Further, the review will investigate the specific activities relating to each of the project objectives/outcomes listed above including training and technical support through co-located team members. 4. The capacity building approach including training design, implementation, monitoring and evaluation initiatives will also be reviewed. 5. The extent to which gender equality issues have been addressed, integrated, implemented and monitored in the programme 6. Extent to which the Office of the Auditor General has been strengthened to deliver quality Audit products. 7. Programme accountability in as far as communication and visibility is concerned   The mid-term review will assess and make recommendations on further support to the programme post 2017. |

**Objectives of the Mid-Term Review**

The objectives of this mid-review are to:

1. Assess the progress that has been made so far against the Results Resources Framework as well as progress made per outcome for the specific indicators. In this regard, this Mid-Term Review will determine whether the project outputs are on track, are in line with the original theory of change, and the project strategy and most importantly whether the stated project objectives/outcomes will be achieved within the life of the project. It will also determine the immediate impact and contribution to results of several capacity development interventions within the programme.
2. Map the operational, technical and programmatic gaps, challenges and areas that need improvement;
3. Make a review and an assessment of the cost effectiveness and efficiency of the project using a value for money analysis informed by experiences of similar programmes, including coordination and synergies with other programmes
4. Make recommendations to scale up programme delivery moving forward, and adjust/improve programming effectiveness and efficiency for optimal results achievement.
5. Recommend approaches for aligning the current programme to the time-frame of Parliament’s strategic plan
6. Recommend concrete actions for strengthening and sustaining gender equality results of the programme
7. Make recommendation on sustainability
8. Make recommendation on communication

**Methodology:**

The proposed mid-term review of the programme will be undertaken based on Parliament of Zimbabwe’s Evaluation procedures and the eight UNDP quality standards for programming which focus on:

1. Strategy,
2. Relevance,
3. Efficiency and effectiveness,
4. Social and environmental standards,
5. Management and Monitoring,
6. Sustainability and
7. National ownership.
8. Cross cutting programming principles such as capacity development and gender equality will also be considered.

The following is proposed as broad methodologies to be employed, though the successful consultant will have to further flesh out a methodology:

1. Desk review of key operational and programme documents and reports
2. Consultationswith key partners including relevant government ministries and departments, Programme Coordination Unit, UNDP, Development Partners to the PSP (EU, Sweden), and other partners supporting the work of Parliament**.**
3. Primary beneficiaries of the Programme – Presiding Officers of Parliament led by the Speaker of the National Assembly of the National Assembly, the Clerk of Parliament, Members of Parliament, Parliament Heads of Departments and Parliamentary Staff.
4. Secondary beneficiaries – CSOs, academia, think tanks, organised citizens groups

**Deliverables**

1. Inception report demonstrating the consultant’s understanding of the assignment, proposed methodology, expected results and work plan
2. Consolidated report covering the following
   * strategic and high-level achievements of the PSP to date informed by consultations with key stakeholders
   * recommendations and clear alternatives, if any, on how to address any identified programme needs and challenges contributing to development results
   * Recommendations on how to align the current programme to the life cycle of Parliament’s Strategic Plan taking on board 1 and 2 above.
   * Recommendations on how to strategically position the PSP based on its comparative advantage and have optimum results
3. Workshop to present initial findings to all relevant stakeholders.

**Implementation arrangements:**

* The successful applicant in this case a consortium or a firm with expertise in Monitoring and Evaluationas well as experience in reviewingGovernanceProgrammeswill beaccompanied by a UNDP Parliamentary Development Expert in carrying out this mid-term review. They will work under the guidance of the Clerk of Parliament and in close collaboration with the Programme Coordination Unit and UNDP Programme Support Team.

**Duration of the Assignment**

Assignment is proposed to last for 25 working days.

**Qualifications**

The applying Firm or Consortium should comprise of a team of at least 2 experts demonstrating the following specific skills and experience.

**Team Member 1:** [Governance Specialist]

1. Master’s Degree in International Development, Public Policy, Political Science, Development studies or relevant field
2. Minimum of 7 years’ experience in design, implementation, review or management of Democratic Governance Programmes in Zimbabwe / Africa
3. Experience in design, review and management of Parliamentary Development Programmes will be an added advantage
4. Strong writing and analytical Skills

**Team Member 2:** [M&E Specialist]

1. Advanced Degree in Programme Management, Development Studies, Social Sciences or related field
2. At least 5 years of experience in carrying out evaluations, assessments or reviews of development programmes
3. Experience in evaluating democratic governance programmes will be an added advantage.
4. Strong knowledge of key programme design principles for example theory of change, results-based management and reporting

Strong analytical and writing skills