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Terms of Reference for ICs and RLAs through /GPN ExpRes

Services/Work Description: International Consultant to conduct Final Evaluation

Project/Programme Title: Health System Strengthening Project

Consultancy Title: Evaluator consultant

Duty Station: Mozambique, Maputo – to deliver HOME-BASED

Duration: 22 days

Expected start date: 1 June 2021

1. BACKGROUND

In Mozambique, the Health Portfolio has been expanding since February 2019.

The Project “Health System Strengthening” (HSS) supports the Government’s efforts towards the achievement of the Agenda 2063 of the African Union - Objective 3: Citizens are healthy, well-nourished and have long life spans of the Aspiration 1: A Prosperous Africa based on Inclusive Growth and Sustainable Development. The Project also contributes for the Agenda 2030, more directly to Sustainable Development Goals (SDG) 3, Good Health and well-being: Ensure healthy lives and promote well-being for all at all ages. The Project contributes to UNDAF Outcome 8 / CPD Outcome 68 - All people benefit from democratic and transparent governance institutions and systems that guarantee peace consolidation, human rights and equitable service delivery. The Project also reinforces UNDP CO efforts towards the achievement of the UNDP Strategic Plan 2018-2021, output 1.2.1 strengthening capacities at national and sub-national levels to promote inclusive local economic development and deliver basic services. The Project is in line with the UNDP Country Programme 2017-2020 and will be consider for the next CPD currently under planning.

Under the HSS Programme, UNDP’s intervention contributes to the implementation of the Central Medical Stores (CMAM) Strategic Plan for Pharmaceutical Logistics (PELF). UNDP technical support contributes to the CMAM efforts to improve storage conditions of the medicines, vaccines and other health products.

UNDP has been selected as implementing partner on health infrastructure due to the corporate expertise and solid partnership with main donors; as well as due to evidence-based results in providing successful similar services in other countries worldwide and in the sub-region.

In respect to identified need for increase the number of health facilities in Mozambique according to the 2020 Economic and Social Plan (PES) - Project responds to MoH key priority in ensuring that the required health infrastructure is constructed/rehabilitated, particularly in emergency context where is essential for citizens to have guaranteed access and reliability in health prevention, treatment and care services at the different levels and particular sub-national.

Project works to support the MoH in implementing National Logistics Pharmaceutical Plan (PELF) for establishing Intermediary Medical Warehouses in strategic geographical areas that will ensure medical and non-medical products stocks available in quantity and quality necessary to be distributed through optimized and safer routes to reach the last mile and be accessible to all citizens at all time.

The Project established a newly constructed Intermediary Medical Warehouse (1620 pallets) in Chimoio, including with 1 Incinerator (fully Licensed). This Medical Warehouse is also being equipped namely with innovative models for incineration of pharmaceutical waste inspired in green technology. The newly constructed Medical warehouse

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will allow adequate supply chain management, preventing from stock-outs and allowing the citizens of the districts of this province to receive adequate treatment when accessing health centers services. The province of Manica and city of Chimoio receive from this intervention a new and modern health infrastructure that replaces the one completely burned by the fire back in 2017.

All the civil works Executive Projects undertaken by UNDP respect WHO guidelines and include safe construction elements increasing the health facilities resilience to the impact of climate change, a sustainable approach to enhance preparedness of the Projects to respond to the natural hazardous mapped for Mozambique.

This Project, in total of USD 6.6M will contribute for a regular and continuous supply chain management, ultimately promoting access to basic social services and ensuring the citizens the right to Health.

In accordance with UNDP policies and procedures, the project is required to undergo Final Project Evaluation upon completion of implementation. **These terms of reference (TOR) sets out the expectations for Final Project Evaluation of the Health System Strengthening Project, NFM2 HIV Project (12 February 2019 – 30 June 2021).** Therefore, the UNDP is seeking a qualified international consultant to undertake the final evaluation of the HIV project and respective activities undertaken between 2019-2021 and prepare and present the Final Evaluation Report.

The Final Evaluation Report will be conducted according to the guidance, rules and procedures established by UNDP as reflected in the UNDP Evaluation Guidance (please refer to annexes of this ToR). The evaluation must provide evidence-based information that is credible, reliable and useful. The evaluator is expected to follow a participatory and consultative approach ensuring close engagement with national counterparts such as Department of Cooperation and Planning, Department of Infrastructure, Central Medical Stores, UNDP Country Office, project team and key stakeholders.

2. SCOPE OF WORK, RESPONSIBILITIES AND DESCRIPTION OF THE PROPOSED WORK

The evaluator is expected to frame the evaluation effort using the criteria of relevance, effectiveness, efficiency, sustainability, and impact.

The project evaluation is being carried out to assess the progress made by the project against the project outputs and indicators. In-depth analysis will be needed to review the results achieved under the different activities conducted.

The evaluation should look into the relevance, sustainability, effectiveness and efficiency of the assistance provided by HSS to the Ministry of Health during the project cycle.

The project is ending 30 June 2021 and therefore final evaluation is required to be completed within this period. The analysis and recommendations presented by the evaluation will be useful to UNDP, MoH authorities, development partners in measuring the contributions made by the project and in designing future interventions for strengthening the Strategic Plan for Pharmaceutical Logistics (PELF) implementation and Waste management.

The specific objectives of the evaluation are the following:



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- To assess and evaluate the progress made by the project towards an attainment of the results as specified in the project results resource framework / Annual work plan
- To measure the contributions made by the project in enhancing the accountability, effectiveness and efficiency of supply chain system focus on PELF
- To assess the relevance, sustainability, effectiveness and efficiency of the project interventions
- To identify challenges to project implementation and make recommendations on possible ways forward
- To examine the cost efficiency and effectiveness of HSS project assistance
- To document main lessons learned, best practices and propose recommendations that will integrate Project Final Report

During the evaluation, the evaluator is expected to apply the following approaches for data collection and analysis:

- Desk review of relevant documents (project document, financing agreement addenda's, project reports, preparation phase documents, project budget revisions, lesson learned, national strategic and legal documents, etc.)
- The consultant is expected to follow a participatory and consultative approach ensuring close engagement with MoH Senior Management, UNDP, CMAM, as well as with other partners as applicable
- Interviews with partners and stakeholders (questionnaires may be applied as relevant)
- Consultation meetings only if it is possible with the current situation of the COVID-19 pandemic

The specific design and methodology for the evaluation should emerge from consultations between the consultant and the above-mentioned parties regarding what is appropriate and feasible for meeting the technical evaluation purpose and objectives and answering the evaluation questions, given limitations of budget, time and data.

The final methodological approach including interview schedule and data to be used in the evaluation must be clearly outlined in the evaluation Inception Report and be fully discussed and agreed between UNDP, stakeholders and the consultant.

The evaluation report will assess the achievement of project results against what was expected to be achieved and draw lessons that can both improve the sustainability of benefits from this project, and aid in the overall enhancement of MOH and UNDP programming. The evaluation report promotes accountability and transparency and assesses the extent of project accomplishments.

The final report must describe the full technical evaluation approach taken and the rationale for the approach making explicit the underlying assumptions, challenges, strengths and weaknesses about the methods and approach of the evaluation.

EVALUATION CRITERIA AND KEY GUIDING QUESTIONS

Relevance

- Does the project's objective align with the priorities of the local government and local communities?
- Does the project's objective fit within the national development priorities?

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- Did the project concept originate from local or national stakeholders, and/or were relevant stakeholders sufficiently involved in project development?
- Does the project objective fit Global Fund strategic priorities?
- Was the project linked with and in-line with UNDP priorities and strategies for the country?
- To what extent HSS Project technical assistance were relevant in addressing the needs and strategic priorities of the MoH, namely for PELF implementation?
- To what extent were lessons learned from other relevant projects considered in the project's design?
- To what extent were perspectives of those who could affect the outcomes, and those who could contribute information or other resources to the attainment of stated results, taken into account during the project design processes?
- To what extent the project was able to cater the needs of the beneficiaries in the changed context? If and when required an alteration of focus/strategy, was the project flexible? Is there any evidence that the project advanced any key national priorities of MoH, UN, UNDP?
- How relevant was the geographical coverage?
- On constructing the health infrastructure, what factors drove you to select location?

Effectiveness

- How effective has the project been in enhancing the institutional and professional capacity of MoH authorities?
- Has the project achieved its outputs? What were the major factors influencing the achievement or non-achievement of the outputs?
- To what extent did the project contribute to the MoH outcomes and outputs and national development priorities? To what extent were the project outputs achieved?
- What are the key factors contributing to project success or underachievement?
- What are the key risks and barriers that remain to achieve the project objective?
- To what extent has the UNDP partnership strategy been appropriate and effective?
- What factors contributed to effectiveness or ineffectiveness?
- In which areas does the project have the greatest achievements? Why and what have been the supporting factors? How can the project build on or expand these achievements?
- In which areas does the project have the fewest achievements? What have been the constraining factors and why? How can or could they be overcome?
- What, if any, alternative strategies would have been more effective in achieving the project's objectives?
- Are the projects objectives and outputs clear, practical and feasible within its frame?
- To what extent have stakeholders been involved in project implementation?
- To what extent are project management and implementation participatory and is this participation contributing towards achievement of the project objectives?
- To what extent has the project been appropriately responsive to the needs of the national constituents and changing partner priorities?



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Efficiency

- To what extent have resources (financial, human, institutional and technical) been allocated strategically?
- What factors influenced decisions to fund certain proposed activities, and not others?
- To what extent did the coordination with other UN agencies and UNDP projects in other CO reduce transaction costs, optimize results and avoid duplication?
- Did the project's activities overlap and duplicate with other similar interventions (funded nationally and /or by other donors?
- What were the strengths, weaknesses, opportunities and threats of the project implementation process?
- Is the project cost-effective?
- Are expenditures in line with international standards and norms?
- Is the project implementation approach efficient for delivering the planned project results?
- Is the project implementation delayed? If so, has that affected cost-effectiveness?
- To what extent is the project leveraging additional resources?
- To what extent do the M&E systems utilized by UNDP ensure effective and efficient project management?

Impact

- What impact did the work of HSS project have on the institutional/professional capacity of MoH authorities? Is there evidence of knowledge transfer?
- What has happened or is happening in the country that is making this intervention especially relevant now?
- Is there evidence that this health infrastructure & supply chain project that started in 2019 would presumably play a pivotal role in supporting the Government in responding to COVID?
- Has the intervention caused or will be able to cause a significant change in the lives of the intended beneficiaries?
- How did the intervention cause higher-level effects?
- Did or will all the intended target groups, including the most disadvantaged and vulnerable, benefit equally from the intervention?
- Is the intervention transformative – does it create enduring changes in norms – including gender norms – and systems, whether intended or not?
- Is the intervention leading to other changes, including “scalable” or “replicable” results?
- How will the intervention contribute to changing society for the better?

Sustainability

- What is the level of ownership of MoH authorities towards the project?
- What are the key factors that will require attention in order to improve prospects of sustainability of the Project outcome and the potential for replication of the approach?
- What are the recommendations for similar support in future?
- To what extent are project results likely to be dependent on continued financial support? What is the likelihood that any required financial resources will be available to sustain the project results once the Global Fund assistance ends?



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- Do relevant stakeholders have or are likely to achieve an adequate level of “ownership” of results, to have the interest in ensuring that project benefits are maintained?
- Do relevant stakeholders have the necessary technical capacity to ensure that project benefits are maintained?
- To what extent are the project results dependent on socio-political factors?
- To what extent are the project results dependent on issues relating to institutional frameworks and governance?

SCOPE OF THE EVALUATION AND TIMEFRAME

Under the overall supervision of the responsible officer of UNDP Mozambique, the Consultant will assess project performance against expectations set outlined in the results framework of the HIV project.

Interviews will be held with the following organizations and individuals not limited to:

- Coordinator of the Principal Recipient the MoH Project Management Unit
- Officers of MoH Department of Infrastructure
- Officers of CMAM
- UNDP Senior Management
- Project staff
- Representatives of contractors (companies involved in the project)
- Donor Civil Engineer that had visited and evaluated the Project

The evaluator will review all relevant sources of information – including progress report, project work plan and budget revisions, combine delivery report (CDR), any other materials that the evaluator considers useful for this evidence-based assessment. The project team will provide these documents to the selected evaluator.

The tentative schedule will be the following:

Planned Activities	Tentative Days
Desk review and preparation of design	2 days
Briefing by MoH/UNDP Senior Management	1 day
Finalizing design, methods & inception report and sharing with reference group for feedback	3 days
Stakeholders meetings and interviews	5 days
Analysis, preparation of draft report, presentation of draft findings	5 days
Stakeholder meeting to present draft findings	1 day
Finalize and submit report and review brief	5 days
Total	22 days

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EVALUATION CRITERIA & RATINGS:

An assessment of project performance will be carried out, based against expectations set out in the Project Results Resource Framework/ further revised Annual Work Plans. The evaluation will at a minimum cover the criteria of relevance, effectiveness, efficiency, sustainability and impact.

Ratings must be provided on the following performance criteria:

- Quality of UNDP Implementation – Implementing Agency (IA)
- Overall quality of Implementation / Execution
- Sustainability of Financial resources
- Institutional sustainability

The Evaluation will assess the key financial aspects of the project utilization of funds. Project cost and funding data will be required, including annual expenditures, revision of budget, financial reports. The evaluator will receive assistance from the Country Office (CO) and Project Team to obtain financial data in order to complete assessment of financial reports which will be included in the final evaluation report.

The evaluator will assess the extent to which the project is achieving impacts or progressing towards the achievement of impacts. Key findings that should be brought out in the evaluations include whether the project has successfully implemented the activities within the project time frame.

3. Expected Outputs and deliverables

The evaluator should delivery the following outputs:

- **Evaluation inception report by 6 June 2021:** The inception report should be carried out following and based on preliminary discussions with UNDP after the desk review and should be produced before the evaluation starts. The consultant should clarify the objectives, methodology and timing of the evaluation. The inception report should also include a proposed schedule of tasks, evaluation tools, activities and deliverables.
 - Start of mission debriefing/meeting on proposed methodology, design and work plan
 - Presentation of the inception report to the Reference Group (MoH and UNDP)
- **Evaluation debriefing by 17 June 2021:** The consultant will present his/her initial findings and recommendations (*using guidelines on report content, please refer to ToR Annexes*)
- **Draft Evaluation Report:** The consultant will share a full draft report with annexes within 17 days of the start date.
- **Evaluation Report audit trail:** Comments and changes by the evaluator in response to the draft report should be retained by the evaluator to show how they have addressed comments.
- **Final Evaluation Report:** within 22 days of the start date of sufficient detail and quality and taking on board comments from, with annexes and working papers as required.
- **Presentations to stakeholders and/or the evaluation reference group.**

Specifically, the evaluator will perform the following tasks:



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- Design the detailed scope and methodology (including the methods for data collection and analysis) for the report
- Conduct an analysis of the outcome, outputs and partnership strategy (as per the scope of the review described above) for the report
- Contribute to and ensure overall quality of the outputs and final report

S/he will perform the following tasks:

- Review documents
- Provide contextual knowledge on Mozambique and analysis
- Participate in the design of the review methodology
- Data collection
- Actively participate in conducting the analysis of the outcomes, outputs and targets (as per the scope of the evaluation described above), as agreed with the team
- Draft evaluation report

The reports to include, but not be limited to, the following components:

- Executive summary
- Introduction
- Description of the review methodology
- Political and development context
- Key findings
- Lessons learned
- Recommendations
- Annexes: mission report including list of interviewees, and list of documents reviewed

4. Institutional arrangements/reporting lines

To facilitate the evaluation process, project will assist in connecting the evaluator with MoH officials, development partners and key stakeholders. In addition, the project will provide operational support in organizing meetings, if necessary.

Key project materials will be sent and will be reviewed by the evaluator prior to the commencement of the field work. The field work will be conducted according with the pandemic situation in Mozambique, and also as Visa's are not being granted to Consultants, the field work will be conducted through video conferences or other similar options.

The evaluator will prepare and share the draft inception report before the field mission. The evaluator will be briefed by UNDP on the objectives, purpose and output of the project evaluation.

The evaluator will assess the project based on interviews undertaken, discussions and consultations with all relevant stakeholders or interested parties and review of project documents. As a minimum indication, the

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evaluator should consult with key government stakeholders. UNDP will provide guidance in identifying, contacting and arranging for discussions, meetings with the stakeholders as required.

A wrap-up meeting during which comments from participants will be noted for incorporation in the final review report.

The principal responsibility for managing this evaluation resides with the UNDP CO of Mozambique.

The evaluation will be conducted by one international external/independent consultant, that will be responsible for the achievements of the objective of the evaluation and for the submission of the deliverables.

Evaluation ethics

"This evaluation will be conducted in accordance with the principles outlined in the UNEG 'Ethical Guidelines for Evaluation'. The consultant must safeguard the rights and confidentiality of information providers, interviewees and stakeholders through measures to ensure compliance with legal and other relevant codes governing collection of data and reporting on data. The consultant must also ensure security of collected information before and after the evaluation and protocols to ensure anonymity and confidentiality of sources of information where that is expected. The information knowledge and data gathered in the evaluation process must also be solely used for the evaluation and not for other uses with the express authorization of UNDP and partners."

5. Experience and qualifications

I. Academic Qualifications:

- Advanced university degree in social sciences, international development or related field

II. Years of experience:

- At least 8 years of experience in the field of health projects, including technical advice at senior level, capacity building, monitoring and evaluation
- Sound knowledge of results-based management (especially results-oriented monitoring and evaluation)
- Previous work experience working on health projects in post-conflict countries, preferable with infrastructure

III. Language and other skills:

- Fluency in English with excellent writing skills and good communication skills
- Working knowledge of Portuguese (desirable)
- Experience in the usage of computers and office software packages (MS Word, Excel, ERP etc) and advance knowledge of spreadsheet and database packages

IV. Competencies:

Functional Competencies:

- Knowledge of UN and/or UNDP procedures, grant applications and program implementation is highly desirable.

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- Knowledge of Global Fund policies and procedures is highly desirable.

Core Competencies:

- Ability to produce high quality outputs in a timely manner while understanding and anticipating the evolving client needs.
- Strong organizational skills.
- Ability to work independently, produce high quality outputs.
- Sound judgment, strategic thinking and the ability to manage competing priorities.

Compliance of the UN Core Values:

- Demonstrates integrity by modelling the UN's values and ethical standards
- Promotes the vision, mission, and strategic goals of UNDP;
- Displays cultural, gender, religion, race, nationality and age sensitivity and adaptability
- Treats all people fairly without favoritism;
- Fulfills all obligations to gender sensitivity and zero tolerance for sexual harassment.

Evaluation criteria - Expertise, skills, qualifications, knowledge and value for money	Expert 1	Expert 2	Expert 3	Expert 4	Expert 5	Points
Technical expertise (required experience and knowledge for assignment)						50
Relevant regional or country specific knowledge						20
Academic qualifications (relevant academic qualifications in line with the ToR)						30
Total scores						100
RANK						

6. Payment Modality

Payment to the individual contractor will be made based on the actual number of days worked, deliverables accepted and upon certification of satisfactory completion by the manager.

The payment will be made based on the following deliverables:

No.	Deliverable/Output	Percentage disbursement
1	Payment upon satisfactory delivery of the final Evaluation Inception Report and approval by UNDP.	20%
2	Payment upon satisfactory delivery of the draft Evaluation report to UNDP.	40%
3	Payment upon satisfactory delivery of the final Evaluation report and approval by the UNDP and delivery of completed Evaluation Audit Trail.	40%

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	<p>Criteria for issuing the final payment of 40%:</p> <ul style="list-style-type: none"> - The final Evaluation report includes all requirements outlined in the Evaluation TOR and is in accordance with the UNDP Evaluation guidance. - The final Evaluation report is clearly written, logically organized, and is specific for this project (i.e. text has not been cut & pasted from other reports). <p>The Audit Trail includes responses to and justification for each comment listed.</p>	
Total		100%
<p>FINANCIAL PROPOSAL / RECOMMENDED PRESENTATION OF OFFER / CRITERIA FOR SELECTION OF BEST OFFER</p> <p>This will be a recruitment through GPN roster and respective rules and regulations will apply.</p>		

Prepared by:

Signature: *Angela Marques*

Name and Designation: Ângela Marques, Programme Manager UNDP Mozambique

Date: 20-May-2021

Cleared by:

Signature: *Diego Alves*

Name and Designation: Diego Alves, Operations manager UNDP Mozambique

Date: 20-mai-2021

Approved by:

Signature: *Francisco Roquette*

Name and Designation: Francisco Roquette, Deputy Resident Representative P&O UNDP Mozambique

Date: 20-May-2021