



## TERMS OF REFERENCE (TOR)

FOR

### SUPPORTING ELECTORAL AUTHORITIES OF MOZAMBIQUE TO ENHANCE THE TRANSPARENCY AND CREDIBILITY OF THE ELECTORAL PROCESS (SEAM) 2018-2021

#### BASIC INFORMATION

<b>Position Title:</b>	EVALUATOR – International Consultant
<b>Location:</b>	Home Based
<b>Organizational Unit:</b>	Governance and Social Cohesion Unit, UNDP Mozambique
<b>Reporting to:</b>	Team Leader, Governance and Social Cohesion Unit
<b>Supervised by:</b>	Chief Technical Advisor, SEAM Project UNDP, Mozambique
<b>Type of Contract:</b>	Individual Contract
<b>Languages required</b>	English, knowledge of Portuguese desirable
<b>Starting Date:</b>	01 February 2021
<b>Contract Date(s):</b>	TBC
<b>Duration of Contract:</b>	25 working days

- A. **PROJECT TITLE:** Supporting Electoral Authorities of Mozambique to Enhance the Transparency and Credibility of the Electoral Process (SEAM) 2018-2020, extended until December 2021.

B. **PROJECT DESCRIPTION:**

UNDP has been involved in the electoral processes in Mozambique since the country's first multiparty elections in 1994, providing technical assistance and support to both EMBs and other electoral stakeholders. Despite the recognized development of the EMBs electoral experience and technical knowledge, the country still faces several challenges in its efforts to ensure credible and transparent elections: the voter's participation has, since 2009, been below 50%; the transmission of results system has been increasingly criticized because of the time required for the electoral authorities to release the electoral results; the disputes resolution and complaints procedures and process are not very accessible or clear to understand and for the first time, the district judges will also have to solve electoral disputes.

The Election Management Bodies benefited from support to strengthen some of the work they have already initiated, such as improving the quality of the electoral officers' performance across the country. Both EMBs also needed to support to continue realizing several training programmes both internally and to external entities to ensure more transparency and more efficient internal and external communications strategies. Civic Education continued to be an essential aspect of the electoral process with better impact after STAE staff are trained throughout the country to ensure civic education. On the dispute resolution aspect, the district judges were provided special training on electoral matters.

This original project's timeframe is the period between 2018 and 2020, it was extended until December 2021 after the official request of the Mozambican Ministry of Foreign Affairs. In 2018 and 2019 the country experienced two different electoral processes (local and national elections) and the main support the project was provided concentrated around these two events. 2020 has been the year to analyze the work done, to conduct thorough lessons learned exercises and eventually use the conclusions to better project future electoral cycles. It is also the appropriate time to dedicate attention to the legal and electoral framework, to have in depth discussions combining both political and technical aspects to identify areas in need of

reform. The extension until December 2021 it was done to conclude the activities affected by the Covid-19 Pandemic in 2020 and bridge with a new project, as per the request of Mozambican Authorities.

The main focus of this project is to ensure that the process is credible, transparent and accepted by the electorate. In order to keep increasing the quality of the training provided to electoral staff at provincial and district levels, ensuring coherence on the understanding and application of different electoral procedures and other aspects of electoral work capacity building targets the IT focal points, civic education officers, electoral officers in general and also the district judges regarding electoral disputes were implemented.

The main entities the project worked with are STAE/CNE, Supreme Court, National Police and the Constitutional Council. The principles underpinning the technical advice provided to the electoral authorities by the UN are the sustainability, the cost-effective decisions, inclusion, environmental and gender awareness.

- Component 1:** Supporting greater inclusiveness and transparency in the electoral process
- Component 2:** Developing innovative training and resource tools for STAE and other stakeholders
- Component 3:** Increased participation of women and youth in the electoral process
- Component 4:** Improving Electoral Dispute Resolution (EDR) mechanisms

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 Supporting Electoral Authorities of Mozambique to Enhance the Transparency and Credibility of the Electoral Process 2018-2021 UNDP Mozambique. Therefore, the UNDP is seeking a qualified international consultant to undertake the final evaluation of the project and all activities undertaken between 2018-2021 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. 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 Election Management Bodies, Constitutional Council, Supreme Court and National Police, UNDP Country Office, project team, based in the region and key stakeholders.

### **C. PURPOSE AND OBJECTIVES OF THE EVALUATION**

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 four components as outlined in the project document.

The evaluation should look into the relevance, sustainability, effectiveness and efficiency of the assistance provided by SEAM to STAE, CNE, Constitutional Council, Supreme Court and Ministry of Interior especially to the National Police during the project cycle.

The evaluation will also measure an impact of the project towards strengthening the capacity of electoral authorities ensuring that the process is credible, transparent, and accepted by the electorate.

The analysis and recommendations presented by the evaluation will be useful to, UNDP, electoral authorities, development partners and CSOs in measuring the contributions made by the project and in designing future interventions for strengthening electoral processes of Mozambique.

The specific objectives of the evaluation are the following:

- To assess and evaluate the progress made by the project towards an attainment of the results as specified in the project results resource framework, UNDAF and CPD
- To measure the contributions made by the project in enhancing the effectiveness, efficiency and inclusiveness of democratic system and processes with focus on elections
- To assess the sustainability 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 SEAM project assistance
- To document main lessons learned, best practices and propose recommendations

#### D. METHODOLOGY OF THE EVALUATION.

The evaluator is expected to frame the evaluation effort using the criteria of **relevance, effectiveness, efficiency, sustainability, and impact**, as defined and explained in the Terminal Evaluation Guidance.

During the evaluation, the team is expected to apply the following approaches for data collection and analysis.

- Desk review of relevant documents (project document, review project reports, electoral bodies reports, elections documents and observation reports etc.)
- Briefing sessions with Development Partners, UNDP STAE and CNE, Supreme Court, National Police, Constitutional Council as well as with other partners
- Interviews with partners and stakeholders (including gathering the information on what the partners have achieved about the outcome and what strategies they have used) donors, etc.
- Field visits to selected project sites and discussions with project teams, project beneficiaries and major stakeholders (as deemed necessary);
- *Consultation meetings only if it is possible with the current situation, of the COVID-19 pandemic.*

#### E. EVALUATION QUESTIONS

##### Relevance

- To what extent SEAM Project technical assistance were relevant in addressing the needs and strategic priorities of STAE, CNE, Constitutional Council, Supreme Court and National Police and other electoral stakeholders?
- To what extent were interventions informed by gender and social inclusion analyses to enhance women, youth, people with disability and marginalized groups' meaningful participation in the electoral processes as voters?
- How relevant was the project in making the election management body, electoral system and processes inclusive?
- 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 human rights, gender or inclusion policies and the priorities of UN, UNDP, including the UNDAF?
- How relevant was the geographical coverage?

##### Effectiveness

- How effective has the project been in enhancing the institutional and professional capacity of electoral authorities to conduct democratic, and inclusive elections?
- Has the project achieved its outputs? What were the major factors influencing the achievement or non-achievement of the outputs?
- To what extent the planned outputs contributed towards the achievement of the UNDAF outcome and what are the evidences to validate these claims?

- Did women, men, people with disabilities, youth and marginalized groups directly benefit from the project activities? If so, how and what was the impact?
- Was the formulated M&E framework suitable to monitor and support the implementation of the targeted results?

### **Efficiency**

- To what extent have resources (financial, human, institutional and technical) been allocated strategically?
- Were the project inputs and benefits fairly distributed amongst different genders and communities while increasing access for the most vulnerable? What factors influenced decisions to fund certain proposed activities, and not others?
- To what extent did the coordination with other UNDP projects 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?

### **Impact**

- What impact did the work of SEAM project have on the institutional/professional capacity of electoral authorities? Is there evidence of knowledge transfer?
- What impact did the work of SEAM project have on the conduct of elections in Mozambique?
- What impact did the work of SEAM project have on the voters participation in the electoral activities including voters registration, registration abroad, elections and results in Mozambique?

### **Sustainability**

- What is the level of ownership of electoral authorities towards the project? Will the electoral authorities be able to sustain project supported interventions (programmatically and financially) after the project phases out?
- Is there any evidence of SEAM project reduced assistance over the years due to electoral authorities increased ownership and leadership?
- 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?

## **F. SCOPE OF THE EVALUATION AND TIMEFRAME**

Under the overall supervision of the responsible officer of UNDP Mozambique, the Consultant will be responsible for the evaluation covering all activities as outlined in the framework of the project.

Duration:

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

- Director of STAE
- Officers of STAE
- President and officers of Supreme Court
- President and officers of Constitutional Council

- Former CNE President during the period 2018-2020
- Officers of CNE
- National Police
- Development Partners, Embassy of Norway, Finland and Canada and DFID (UK)
- Project staff (former and current)
- UN Resident Coordinator, UN agencies
- CSOs

The evaluator will review all relevant sources of information, such as the project document, project reports – including Annual Progress Report, project work plan and budget revisions, Quarterly progress reports, 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 (home based)	2 days
Briefing by Development Partner/UNDP	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 (Home Based) and review brief	5 days
Total	25 days

#### G. EVALUATION CRITERIA & RATINGS:

An assessment of project performance will be carried out, based against expectations set out in the Project Results Resource Framework, which provides performance and impact indicators for project implementation along with their corresponding means of verification. 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:

- Monitoring and Evaluation design at entry
- Monitoring and Evaluation Plan Implementation
- Overall quality of M&E
- Relevance, Effectiveness, Efficiency
- Overall Project Outcome Rating
- Quality of UNDP Implementation – Implementing Agency (IA)

- Overall quality of Implementation / Execution
- Sustainability of Financial resources
- Institutional framework and governance 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.

**Impact:**

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.

**H. IMPLEMENTATION ARRANGEMENTS:**

To facilitate the evaluation process, project will assist in connecting the review team with STAE/CNE officials, development partners and key stakeholders.

Key project materials will be sent before the evaluation starts and will be reviewed by the consultant prior to the commencement of the field work. The evaluation will be conducted according with the pandemic situation in Mozambique, conducted through video conferences or other similar options.

The evaluator will prepare and share the draft inception report before the interviews. 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 evaluator should consult with implementing partners, other key government stakeholders, development partners and civil society representatives. 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.

**I. COMPOSITION, SKILLS AND EXPERIENCE OF THE EVALUATION TEAM**

The evaluation will be conducted by one external independent consultant. The consultant and electoral expert will be responsible for the achievements of the objective of the evaluation and for the submission of the deliverables.

**International Evaluator, Electoral Expert**

Required qualification and skills for the international team leader:

- Advanced university degree in political science, international development or related field
- At least 10 years of experience in the field of elections, including technical advice at senior level, capacity building, monitoring and evaluation of electoral programs
- Sound knowledge of results-based management (especially results-oriented monitoring and evaluation)

- Previous work experience working on elections in post-conflict countries
- Ability to manage a team and ensure quality of a team output
- Fluency in English with excellent writing skills and good communication skills, knowledge of Portuguese is considered an advantage

Specifically, the evaluator will perform the following tasks:

- 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.
- Assessment of indicators' baselines
- 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 related parts of the review report; and,
- Assist the team leader in finalizing document through incorporating suggestions received on draft related to his/her assigned sections.

#### **J. EXPECTED OUTPUTS AND DELIVERABLES**

The evaluation team should delivery the following outputs:

- Inception report detailing the evaluator's understanding of what is being evaluated, why it is being evaluated, and how (methodology) it will be evaluated. 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, including UNDP, development partners, STAE and CNE.
- An exit presentation on findings and initial recommendations.
- The draft review report within 20 days of the start date
- Final report within 25 days of the start date of sufficient detail and quality and taking on board comments from, with annexes and working papers as required

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 field visits, list of interviewees, and list of documents reviewed.

The review team is required to discuss the full draft of its report prior to departure from Mozambique.

### Schedule of Payments

The payment will be made based on the following deliverables.

No.	Deliverable/Output	Percentage disbursement
1	Submission and acceptance of Inception Report	10%
2	Submission and approval of the 1st draft terminal evaluation report	40%
3	Submission and approval final terminal evaluation report	50%

### K. FINANCIAL PROPOSAL

The financial proposal must be expressed in the form of an “all-inclusive” lump-sum amount, supported by breakdown of costs as per template provided. The term “all inclusive” implies all cost (professional fees, travel costs, living allowances etc.) Under the lump sum approach, the contract price is fixed, regardless of changes in cost components.

For duty travels, all living allowances required to perform the demands of the TOR must be incorporated in the financial proposal.

### L. RECOMMENDED PRESENTATION OF OFFER

- Letter of application with duly accomplished Letter of Confirmation of Interest and Statement of Availability for the entire duration of the assignment;
- Personal CV and P11 Form, indicating all past relevant experience, as well as the contact details (email and telephone number) and three (3) professional references;
- Brief description of why the individual considers him/herself as the most suitable and how they will approach and complete the assignment;
- Financial Proposal that indicates the all-inclusive fixed total contract price, supported by a breakdown of costs, as per template provided by UNDP.

### M. CRITERIA FOR SELECTION OF BEST OFFER

Individual consultants will be evaluated based on a cumulative analysis:

*When using this weighted scoring method, the award of the contract should be made to the individual consultant whose offer has been evaluated and determined as:*

- a) Responsive/compliant/acceptable, and*
- b) Having received the highest score out of a pre-determined set of weighted technical and financial criteria specific to the solicitation.*

*\* Technical Criteria weighting: 70%*

*\* Financial criteria weighting: 30%*



Only candidates obtaining a minimum of 49 points in the technical evaluation criteria would be considered for the Financial Evaluation

Technical Criteria	Maximum obtainable points	Weight Percentage
<b>Education:</b>	<b>15</b>	<b>15</b>
<ul style="list-style-type: none"> <li>Advanced university degree in political science, international development or related field</li> </ul>	15	15%
<b>Years of Experience and Knowledge of Sector:</b>	<b>45</b>	<b>45%</b>
<ul style="list-style-type: none"> <li>At least ten years of work experience for the international consultant in the areas of governance</li> </ul>	20	20%
<ul style="list-style-type: none"> <li>Sound knowledge and understanding of politics and the specifics and developments of electoral processes in Mozambique or similar country</li> </ul>	15	15%
<ul style="list-style-type: none"> <li>Previous work experience working on elections in post-conflict or CPLP countries</li> </ul>	10	10%
<b>Language requirements:</b>	<b>10</b>	<b>10%</b>
<ul style="list-style-type: none"> <li>Fluency in English and excellent communication skills. Working knowledge of Portuguese desirable</li> </ul>	10	10%
<b>Total technical score</b>	<b>70</b>	<b>70%</b>
Financial: <b>30%</b>	<b>30</b>	<b>30%</b>
Final Score	<b>100</b>	<b>100%</b>

## EVALUATION ETHICS

The evaluation will be conducted in accordance with the UNEG ethical guideline for evaluation. This Evaluation will be conducted in accordance with the principles outlined in the Ethical Guidelines for Evaluation (UNEG 2008) and the consultants need to use measures to ensure compliance with the evaluator code of conduct (e.g. measures to safeguard the rights and confidentiality of their sources, provisions to collect and report data, particularly permission (consent) is needed to interview or obtain information about children and young people.