



EVALUATOR: SUPPORT TO THE POLICE OF THE REPUBLIC OF MOZAMBIQUE

Duty Station :	Maputo - MOZAMBIQUE
Type of Contract :	Special Service Agreement
Languages Required :	English/Portuguese
Starting Date :	Sept. 03-2007
Duration of Initial Contract :	21 working days
Expected Duration of Assignment :	21 working days

Background:

The project “Support to the Police of the Republic of Mozambique (PRM) – Phase III” gives continuity to former UNDP projects MOZ/95/015 (Phase I) and MOZ/00/007 (Phase II), which were aimed at revitalizing and improving the effectiveness of the PRM, currently by supporting the implementation of the Strategic Plan.

The support to the PRM is currently designed to implement the priority areas of the Strategic Plan such as the monitoring and implementation of the National Strategic Plan, improvement in the organizational and management arrangements of the PRM, continued training of personnel and an improvement in the public image of the PRM. It directly supports the country program goal to improve governance and the justice component of the sub-goal to improve key governance institutions. This project complements the UNDP justice sector program and has enable the PRM to contribute to a more coordinated and better functioning criminal justice sector and the broader public sector reform program of the Government of Mozambique (GoM). Since 1997, three phases comprise the UNDP support:

Phase I :

Under the Ministry of Interior (MINT), UNDP project (MOZ/95/015) support to the Police of the Republic of Mozambique (PRM) – Phase I, was designed to coordinate donor efforts to strengthen the capacity of the PRM to carry out its fundamental tasks of maintaining public order and security, preventing and suppressing crime, and upholding the rule of law. Spain and the Netherlands committed donor funding to this UNDP initiative of more than US\$ 12,000,000 (US\$5,228,224 Spain-financially and US\$ 6,000,000 Netherlands) that included a guaranteed availability of Technical Assistance by the Guardia Civil in what amounted to a in-kind contribution of US\$ 3 million from Spain.

The Phase I Project to provide support to the PRM commenced in 1997 with UNOPS as the executing agency. The main focus of Phase I was the rehabilitation and furnishing of the main police training centre, and the rehabilitation of selected police stations in Maputo.

Phase II:

The aim of Phase II (financed again by the Spanish and the Dutch – US\$ 12,000,000, with co-financing from the Government of Mozambique) was to build on and consolidate the achievements of Phase I. Efforts were concentrated on strengthening the PRM through retraining of the existing staff and the training of new recruits, supporting the establishment of a number of well-functioning model units at selected police stations, district commands and provincial commands through rehabilitation of premises, technical assistance and the provision of necessary support equipment, including motorbikes, photographic equipment, crime investigation kits, communication equipment, torch lights and typewriters. It also focused on the reinforcement of managerial and planning capabilities of PRM including the Central Command.

This UNDP coordinated project was complemented by MOZ/98/006, which also supported the PRM by establishing a training academy (“Academia de Ciencias Policiais” - ACIPOL) for new officers drawn from the general population through a competitive examination process. The Academy offered two courses – one at bachelor level and another at degree level. The ACIPOL initiative was financed by the Swiss and Spanish Governments to the amount of \$1.7 million and \$0.9 million respectively, and managed using a National Execution modality. The project was undertaken in coordination with bilateral programs funded by France, Portugal, South Africa, Germany and USA.

The key outcome of Phase II was the development of a PRM Strategic Plan for 2003-2012 by the PRM and the Ministry of Interior (MINT) and widespread consultation with key stakeholders (a total of 52 members made up the Steering Committee, representing all concerned sectors of government, civil society, bilateral and multilateral donors). The development of the Strategic Plan, was, and is, an important step for the PRM and the MINT, and provides a sound direction for the future as well as a mechanism for prioritizing goals, budgeting to achieve these goals and the establishment of performance and impact indicators to monitor and measure outcomes and achievements.

Phase III:

The third phase of support to the PRM has been designed to implement the priority areas of the Strategic Plan such as the monitoring and implementation of the Strategic Plan, improvement in the organizational and management arrangements of the PRM, continued training of personnel and an improvement in the public image of the PRM. It directly supports the country program goal to improve governance and the justice component of the sub-goal to improve key governance institutions.

This program complements the UNDP justice sector program and will enable the PRM to contribute to a more coordinated and better functioning criminal justice sector and the broader public sector reform program of the GoM.

Objectives of the Evaluation:

An external and independent final evaluation is foreseen in the project document of “Support to the Police of the Republic of Mozambique - Phase III”; the evaluation will cover the period from the start of the project in 2004 until the commencement of the evaluation (foreseen August 2007) – but will also take into account the impact of the first two phases of support to the PRM beginning in 1997.

The objectives of the final evaluation are:

1. Examine the process by which the project support document was developed, and assess how the environment surrounding its development impacted the final project document;

2. Assess the degree of efficiency and effectiveness of the project in meeting the objectives and achievements for which it was designed;
3. Review the implementation of the project from the date of its commencement until the date at which the evaluation begins;
4. Identify challenges, strengths, weaknesses, and lessons learned in project implementation and make recommendations on possible ways forward within the context of the National Strategic Plan;
5. Identify successes in project implementation, facilitating and constraining factors, and opportunities that exist to build upon these successes;
6. Assess the impact of the continued support provided to the PRM beginning in 1997, in the context of its effectiveness and public perception as a public service provider, and in light of the security sector reform framework.

Scope of the Evaluation:

The evaluation should cover all activities carried out by the project, as well as the impact of the previous phases of support. It should include, but not be limited to, examination of the following:

- § Assess the results of the activities implemented by the project compared to those key outputs foreseen in the project work plans;
- § Assess the project strategy and design as described in the PSD including the adequacy of results framework;
- § Assess factors outside the scope of the project, which impacted on the performance;
- § Assess impact of the project on the institutions, groups, individuals that benefited from its support;
- § Assess the roles and responsibilities of various partners involved since 1997: PRM, UNDP, involved donors, the ministries and other stakeholders;
- § Assess the role of the Unit for the Implementation of the Strategic Plan for the Police (UTIPE) and its predecessors in managing the project, specifically in terms of execution modalities;
- § Assess monitoring and evaluation of the project in relation to the broader human rights and governance situation, including the availability and quality of usable baselines and indicators;
- § Assess the cumulative impact of the three phases of support through an in-depth analysis of past reviews;
- § Assess the cumulative impact of the three phases of support through an analysis of its effect on the public's perception of the PRM and its ability to carry out its mandate; In view of the assessment findings, make recommendations for a possible future project and provide guidance on its major design features.

Issues to be addressed by the Evaluation

The evaluators should, to the extent relevant and possible, address the following issues and make recommendations:

- § The continuing importance of the support to the Strategic Plan (approach, objectives, implementation modality) in view of any developments in the prevailing sectoral context since the time of project design and approval;
- § The sustainability of the project, giving an assessment of the likelihood that the project results will endure after the project has ended;
- § The process of capacity-building in the sector;
- § The impact of the support provided since 1997 on the public image and perception of the PRM.

Evaluation Methodology:

The evaluators are expected to incorporate the following modalities for assessing the project performance into their proposed Methodology:

- § Briefing with UNDP;
- § Review of documentation, including the Programme Support Document, the Progress Reports and Work Plans, minutes of TPR meetings, the Substantive Revision of the Programme, the Monitoring and Evaluation chapters from the UNDP Programming Manual, the Guidelines for Evaluators, and other relevant documentation;
- § Interview relevant stakeholders: MINT, UTIPE, PIC, Donor partners, UN agencies and Civil Society Organisations;
- § Site visits to the Police Training Centres;
- § Devote at least 15 days to carry out limited survey public perception of the PRM;
- § Presentation of findings to the relevant institutions;
- § Elaboration of final report.

Composition of External Evaluation Team

The evaluation team will be composed primarily of external consultants (up to a maximum of 5) selected through an open competition. A panel consisting of representatives from the MINT-PRM, the UNDP and the Embassy of the Kingdom of Netherlands will convene to select the most appropriate and qualified candidates. The panel will appoint a team leader for the evaluation from the candidates selected.

The Government of Mozambique is welcome to contribute or take part in the evaluation efforts in a supporting role. A national consultant may be appointed and added to the evaluation team to facilitate the work of the evaluation team, and provide access and language assistance where necessary. The national consultant cannot, under any circumstances, be staff of the Ministry of the Interior.

The mission is open to other donors that wish to be associated, on their own expenses.

Description of Responsibilities :

The evaluation team leader is responsible for:

- § The overall management and coordination of the mission and team's activities;
- § Ensuring that the mission objectives are complete and delivered within the given schedule;
- § Ensuring the independence, impartiality and accuracy of all conclusions, recommendations and/or findings reported;
- § The compiling and drafting of the final report and the coordinating the presentation of its findings.

The evaluation team will be required to:

- § Review the project documentation (conduct a literature review) including the Project Support Documents (PSD), previous evaluations, Progress Reports, Annual and bi-annual work plans, Minutes of the Tripartite Meetings, Cost-Sharing Agreements;
- § Interview relevant stakeholders, national (MINT, UTIPE, PRM, UNDP, donors and Civil Society Organizations);
- § Study UNCRI's "Strategic Plan of the PRM: Results of surveys on victimization and police performance" 2003 report as a guiding document and example in order to carry out a limited survey

on public perception of the PRM.

The evaluation team should prepare their conclusions and present them through the following steps:

- § Circulation of draft evaluation report;
- § Debriefing of relevant stakeholders on the evaluators' preliminary findings;
- § Presentation of evaluators' findings to PRM, UNDP, and the Embassy of the Kingdom of Netherlands;
- § Elaboration of the final report;
- § The team should submit the report in six copies. It is the responsibility of the Resident Representative to ensure that the Government, including the Ministry of the Interior, UTIPE and Donor partners receives a copy, along with UNDP Headquarters Evaluation Office.

Competencies :

- § Objectivity and independence;
- § Competence in the field of governance, public administration and police related activities in particular;
- § Extensive experience in developing countries and prior experience and expertise with police reform, senior police management and/or police training development;
- § Extensive experience in strategic planning and information systems;
- § Practical project management and/or implementation experience;
- § Extensive experience in monitoring and evaluation in a developing country.

Qualifications :

- § Fluency in Portuguese and an excellent knowledge of English;
- § Knowledge about social, political and development context an added advantage;
- § Proven ability in working in politically sensitive environments;
- § Minimum educational qualifications of Masters degree, in Police Science, Law, or related field or in any other Social Sciences;
- § Computer Literate.