TERMS OF REFERENCE

EVALUATION OF THE DIASPORA PROJECT

Final

JULY 2010
1 BACKGROUND

The human capacity within government ministries, departments and agencies has been in serious decline; with acute shortages of the required expertise and poor motivation among civil servants. The GoSL has developed a comprehensive public sector reform and capacity development programme to address these issues. This has entailed a diaspora programme as a short-term stop gap measure geared towards staff rationalization.

The programme encourages and facilitates qualified and experienced nationals in the diaspora to return home and participate in the development of their country. The overall objective is to coordinate and optimise the contribution of the experience, know-how and, where appropriate, financial and other resources from Sierra Leonean Nationals in the diaspora for the social, political and economic development of the country.

The government is also aware that leveraging on migrant remittances and creating the enabling environment is a prerequisite for increased investments and overall promotion of socio-economic development in Sierra Leone. It has recognised that in delivering these results and attracting investments by and for its huge Sierra Leonean diaspora community, a remittance strategy and policy framework has to been put in place.

The project therefore aimed to deliver the following outputs:

- Functional Unit to lead and manage the operations of the Trust Fund established
- Over 35 experts identified and provided to fill critical positions
- Remittance policy and regulatory framework in place and used

Over 3-4 years, the GoSL is to subsume this diaspora programme under the leadership and coordination of the Public Sector Reform Unit (PSRU) and Human Resources Management Office (HRMO).

2 OBJECTIVES AND SCOPE

The purpose of the evaluation is to assess the performance of the diaspora project during the two years of its existence; identify challenges and lessons; and provide concrete recommendations on how to strengthen a diaspora programme that contributes to a sustainable socio-economic development of the nation.

The assignment will aim at achieving a fair, objective and an accurate assessment of the project performance so far and the ensuing recommendations should therefore be creative, comprehensive and tangible enough to be put into immediate and effective use, once accepted by the Diaspora Project Advisory Group.

In terms of scope, the evaluation will cover the following key areas and corresponding questions:

**Relevance:** The extent to which the activities designed and implemented were suited to priorities and realities
- Was the initial design of the diaspora project adequate to properly address the issues envisaged in formulation of the project and provide the best possible support to the GoSL? Has it remained relevant?
- To what extent do the provisions of the original project document serve as a useful guide for the operations of the diaspora project? Do they satisfy the requirements that have been placed on the DIASPORA PROJECT by the Presidency?
- How has the diaspora project responded to changes, such as the ongoing civil service reforms (pay reform, civil service recruitments)?
- Will the project structure as currently established be of optimal and continued relevance going forward?

**Effectiveness: the extent to which the project has achieved its intended outputs and objectives.**

- To what extent has the diaspora project been able to deliver against its objectives? How many and which of the intended outputs have or have not been delivered as planned?
  - What/How is the quality of expertise provided to the MDAs?
  - What concrete successes in policy formulation, advice and coordination have been achieved, where applicable?
  - How useful has the knowledge and skills transfer proven to be so far?
  - How has the diaspora project contributed to the overall delivery of the President’s agenda?
- How well has the diaspora unit established effective relationships with Ministries, Departments and Agencies as well as with other parts of the Office of the President? How could these be improved going forward?
- How effectively has the diaspora project been structured? How has the surrounding structure in which the diaspora project operates affected its delivery?
- How effectively has the diaspora project been managed from an operational perspective? How successful has the recruitment process been for the diaspora project?
- Which aspects of the diaspora project have been most effective so far? Which ones are least effective?
- What key challenges have hampered the delivery of intended outputs?
- How can the effectiveness of support to the diaspora project be strengthened going forward?

**Efficiency: measurement of the outputs in relation to the inputs.**

- Was the structure and management of the diaspora project appropriate to achieving the desired objectives and intended results of the project? If not, what were the key weaknesses?
- Was UNDP support to the diaspora project appropriate to achieving the desired objectives and intended results? If not, what were the key weaknesses?
• Were the results delivered in a reasonable proportion to the operational and other costs? Could a different type of intervention lead to similar results at a lower cost? How?

• Were the funds utilized as planned? If not, why?

**Sustainability:** *assessment of the ability of supported activities and functions to continue after the project ends.*

• Will the outputs delivered through the diaspora project be sustained by national capacities after the end of the project duration? If not, why?

• Will there be adequate funding available to sustain the functionality over the short, medium and longer term?

• Has the diaspora project generated the buy-in and credibility needed for sustained impact?

**Partnerships:** *the extent to which the project brings together relevant stakeholders to achieve project objectives.*

• Have relationships with key partners functioned as planned and intended? If not, why?

• Did partnership and resource mobilisation proceed as planned and meet project requirements?

• How can partnerships be managed differently to provide the best possible support to the diaspora project?

3 **METHOD AND APPROACH**

The evaluation exercise will be wide-ranging, consultative and participatory, entailing a combination of comprehensive desk reviews, analyses and interviews. While interviews are a key instrument, all analysis must be based on observed facts to ensure that the evaluation is sound and objective. On the basis of the foregoing, the consultants will further elaborate on the method and approach in a manner commensurate with the assignment at hand and reflect this in the inception report; which will subsequently be approved by the Diaspora Project Advisory Group in consultation with key stakeholders.

The key inputs to the review should be as follows:

• **Interviews with key staff:** The President; diaspora project staff; Minister of Presidential & Public Affairs; Secretary to the President; benefitting MDAs (e.g. Finance, Agriculture, Energy, Health); Director Public Sector Reform Unit; Director General Human Resources Management Offices; UNDP/DFID/WB/OSIWA; and others as deemed necessary by the review team.

• **Substantive documentation:** Original project document for the diaspora project; the President’s Agenda for Change; diaspora project internal planning documents; all substantive reports, censored minutes from diaspora project Advisory Group meetings and others as deemed necessary by the evaluation team.

• **Operational documentation:** Organisational structure of the diaspora project; TORs and CVs for key diaspora project staff; documentation on diaspora experts’ recruitment guidelines and processes (e.g. decision structure, recruitment, coordination); official
correspondences and other records of exchanges between the diaspora unit and MDAs and diaspora experts; and others as deemed necessary by the evaluation team.

4 KEY DELIVERABLES

By the end of week one (the initial five days), an inception report should be prepared by the consultants before embarking on a fully fledged evaluation exercise. It should detail the consultants’ understanding of what is being evaluated and why, showing how each evaluation question will be answered by way of proposed methods; sources of data; and data collection procedures. The inception report should include a proposed schedule of tasks/activities, timeline, deliverables and key issues.

At the end of the assignment, the consultants will deliver an evaluation report containing as a minimum:

- Executive Summary
- Introduction
- Overview of key findings and challenges
- Analysis of findings and challenges
- Lessons learned and recommendations
- Annexes:
  - Bibliography
  - Mission schedule and list of people met
  - Terms of Reference etc

5 TIMEFRAME

The evaluation should be conducted in the course of 1 month (22 working days), including any required travels. The target date for commencement of the assignment is 1 September 2010 and broken down as follows:

Day 1-5: Briefing, desk review and submission of inception report

Day 6-18: Interviews and consultations

Day 19-21: Drafting report/PPT of key conclusions and recommendations

Day 22: PPT presentation of draft conclusions and recommendations to stakeholders

Day 23-24: Finalization and submission of report
6 TEAM COMPOSITION AND REQUIRED SKILLS

The review will be carried out by a team of two people, to include an international consultant and one national. The consultants should have:

- At least a Masters degree in the field of development studies, public policy, public administration, or any related field of social sciences.
- A minimum of 7-10 years relevant work experience, with at least half working with developing countries and demonstrate an understanding of the challenges and opportunities faced by post conflict countries.
- Strong analytical and research skills with sufficient understanding of survey design, quantitative/qualitative methods and data analysis.
- Experience reviewing projects/programmes of UN agencies (preferably UNDP).
- Familiarity with UN (preferably UNDP) evaluation guidelines and processes is a plus.
- Human capital consulting experience is a plus.
- Excellent written and spoken English. Writing skills that include an attention to detail as well as a grasp of conceptual frameworks.
- Outstanding interpersonal skills, teamwork, and competency to operate in a multi-cultural and diverse environment.
- Public sector management experience in a post-conflict setting is preferred
- Familiarity with the region and the country are strongly preferred.

7 MANAGEMENT ARRANGEMENTS

The mission will be facilitated by the Ministry of Presidential and Public Affairs, in particular the Office of Diaspora Affairs with logistical support from UNDP as needed. The international consultant will be the team leader.