

TERMS OF REFERENCE

UNDP's interventions in the field of decentralization and local development over the last 12 years, and covering 2 political mandates, have generally been considered innovative and successful by national government counterparts, beneficiary institutions and target groups alike. The fact that many of UNDP's approaches have been endorsed by Government and subsequently mainstreamed into Government policy is considered in itself a positive signal.

UNDP plans to do an independent, objective and systematic evaluation of the outcomes of its programme which quantifies and qualifies successes, whilst taking into consideration both internal and external constraints and limitations, documenting best practices and lessons learned, and identifying challenges that remain to be addressed. On the basis of this analysis, the evaluation exercise will make recommendations which UNDP can consider in terms of ensuring strategic UNDP interventions for the next programme 2012-2015.

SCOPE OF WORK

This evaluation is the CPAP outcome evaluation. As such, the overall objective of the evaluation is to assess the outcome of UNDP's decentralization and local development programme in Mozambique since 1999 but with focus on the current CPAP 2007-2011, in terms of its efficiency, effectiveness, appropriateness, relevance, and sustainability. Specifically,

- Assess the appropriateness of the design and choice of UNDP areas of response/programme areas, on the basis of its mandate and comparative advantage;
- Assess progress towards achieving the stated programme outcomes and outputs, taking into account cross-cutting issues such as human rights, capacity development, institutional strengthening and innovation or value added to national development and make recommendations on the relevance of the outputs accordingly;
- Assess the impact of activities carried out under the decentralization programme, especially with regard to developing national capacities and technical assistance provided;
- Assess the extent to which the decentralization programme has contributed to the achievement of the UNDAF objectives and overall support to the operations of the UN system in Mozambique;
- Document best practices and lessons learned in the course of programme implementation, including but not limited to, implementation of RBM, different execution modalities, resource application and M&E of progress;
- Document and assess the changes in the national development scene and context in the areas of decentralization and local development, and their implications for the continued relevance and sustainability of the programme;
- Assess the appropriateness of implementation arrangements, including but not limited to, organizational structure, managerial support and coordination mechanism used by UNDP to support the project/programme for the effective and efficient attainment of stated objectives and expected results;
- Document challenges encountered and enumerate what needs to be done, how and by whom, in order to make the programme more responsive and better aligned to national

- development priorities while at the same time making greater contribution and ensuring sustainability of the programme;
- Assess the significance and impact of internal and external factors that have either facilitated or impeded programme implementation including, management/operational issues, implementation modalities and frameworks, implementing partners, and the allocation of resources; and
 - Identify operational issues and bottlenecks in the implementation of the programme, implementation modalities and frameworks, and advise on any required change in terms of outputs, implementing partners, and allocation of resources and make recommendations;
 - Make concrete recommendations and suggestions for the new programme on decentralization and local development under UNDAF/CPD 2012-2015.

Answers to the following questions might prove to be useful in addressing the specific areas mentioned above:

- Is UNDP's support to the decentralization process appropriate, effective and efficient in assisting the Government of Mozambique in its efforts to decentralize?
- To what extent is the UNDP programme aligned with the priorities of the Government of Mozambique?
- In what ways has the evolution of the programme reflected the changing situation in Mozambique and a better understanding by UNDP of local needs?
- To what extent is UNDP's assistance responsive to the specific development challenges of Mozambique?
- To what extent have the objectives of the programme been achieved?
- To what extent are the project benefits sustainable after UNDP assistance has ended?

METHODOLOGY

In achieving the objectives defined above, an expert will be contracted and expected to adopt best practices in terms of evaluation methodologies and ensure that the most appropriate methods will be applied throughout the exercise.

The expert will undertake a desk study and review of all relevant literature, legislation, documentation and reports pertaining to the analysis of the impact of the programme. An indicative list of key reference literature is given in Annex 2.

The expert will employ an appropriate mixture of qualitative and quantitative analytical techniques and use structured and semi-structure interviews with key informants in the UNDP country office, UNDP advisers, UNDP supported projects, government counterpart institutions and central, provincial and district level, international development partners, beneficiary and target group organizations. An indicative list of key institutions is provided in Annex 3.

The expert will conduct a series of field visits to project sites to conduct interviews and collect information and data following the field work stage the expert will make a presentation to stakeholders of the preliminary findings and tentative conclusions of the evaluation. Inputs from

this presentation will be integrated into a draft report. The draft report will be circulated to stakeholders and a period will be stipulated for the submission of written comments. These comments will be incorporated into the final report.

The expert will develop a methodology and work programme which shall include the data information methods and tools that will be used and planned surveys and questionnaires. The methodology and work programme will be discussed and agreed with the project team and the UNDP country office and the national counterpart at the beginning of the mission before proceeding with the collection of data and interviews with programme stakeholders