# **TERMS OF REFERENCE**

**United Nations Capital Development Fund**

**United Nations Development Programme and Irish Aid**

**Local Governance Support Programme - Timor Leste**

Mid-Term Evaluation

**Terms of Reference**

**Programme Data Sheet**

**Country:** Timor-Leste

**Programme Title:** Local Governance Support Programme (LGSP)

**Programme nbr:**

**Programme ATLAS Code (by donor):** UNCDF 00054393

UNDP 00053898

Donor 00054392 (Irish Aid, under UNCDF-BU)

**Financial Breakdown (by donor)**

|  |  |
| --- | --- |
| **UNCDF**  **UNDP**  **Donor**  **Government** | USD 665,255.00  USD 705,601.51  EUR 1,450,000 (Irish Aid), USD 119,327.77 (Government of Norway)  Government of Timor-Leste: USD 3,911,000 (parallel funding)  Unfunded amount: USD 244,985.12 |
| **Delivery to date (per donor per year):**  **UNCDF**  **UNDP**  **Donor**  **Government** | UNDP  2007: USD 249,507.94 2008: USD 85,042.17  UNCDF  2007: USD 48,421.04 2008: USD 77,573.40  Irish Aid  2007: USD 129,481.44 2008: USD 950,215.89  Norway  2007: USD 0 2008: USD 7,806.49 |
| **Total Programme Budget** | USD 7,749,523.00 |

**Executing Agency:** UNCDF and UNDP (DEX modality)

**Implementing Agency:** Ministry of State Administration and Territorial Management (National Counterpart)

**Approval Date:** 26 November 2006

**Programme Duration**: 5 years

**Programme Amendment:** N/A

**Evaluation Date:** March-April 2010

**Composition of Evaluation Team:**

Team Leader – international: Funded by UNCDF

Team Member - international: Funded by Irish Aid

**Other current UNCDF projects in-country:** Inclusive Finance for Under-Served Economy (INFUSE) – the Programme document was signed in April 2008 and the activities started in September 2008 when the Programme team was set up.

**Previous UNCDF Projects:** Local Governance Options Study (LGOS), 2003-2006; Local Development Programme (LDP), 2004-2006

**Previous evaluations:** An internal evaluation was conducted in August 2008. The main objective was to review LGSP/LDP activities, and to identify new activities and costs for LGSP to be able to fully support the implementation of LG reform process. The final report of the review mission was submitted to the Ministry of State Administration and Territorial Management (MSATM) and LGSP.

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1. **THE SPECIAL IMPLEMENTATION REVIEW EXERCISE**

The mid-term evaluation of the Local Governance Support Programme (LGSP) in Timor Leste falls within the Special Projects Review Exercise (SPIRE). The SPIRE initiative has two purposes:

1) to ensure the UNCDF compliance with the mandatory requirements specified in its evaluation policy for the period 2009 to 2010 and,

2) to develop/experiment with cost-effective and rapid methods of undertaking mid-term and final evaluations which will yield credible, effective, independent evaluations in an efficient manner.

The mid-term evaluation of the LGSP in Timor Leste therefore has two distinct objectives, the first to assess the LGSP as designed in its Programme Document and as implemented according to the expected outputs and outcomes set out in the its Results and Resources Framework, and the second to assess the LGSP’s progress against the UNCDF’s global corporate strategy of localising the Millennium Development Goals[[1]](#footnote-1).

There are according two sets of evaluation questions set out in these TOR, the first deriving from the LDSP’s Results and Resources Framework and the second deriving from the SPIRE Evaluation Framework and set out in the SPIRE Evaluation Matrix. The SPIRE Evaluation Framework and Matrix provide a template for all the country evaluations to be undertaken within this initiative. This template sets out the conceptual and methodological framework in terms of which the LGSP will be evaluated. It creates a bridge enabling the UNCDF to compare the programme results across different countries that will be evaluated within the SPIRE initiative, assess country progress against its global corporate strategy objectives and draw lessons for future strategy formulation.

1. **PURPOSE, USES AND TIMING OF THE EVALUATION**

**a) Purpose**

1. To assess the performance of the LGSP to date against its intended objectives as set out in the Results and Resources Framework and to make recommendations to assist its implementation over the remainder of its term.

2. To assess the performance of the LGSP against the UNCDF’s global corporate strategy objectives and draw lessons from the LGSP to inform UNCDF’s future strategy debates.

**b) Objectives**

The objectives of this Mid-Term Evaluation (MTE) are:

* To assess the relevance, effectiveness and efficiency of programme design and implementation in the context of East Timor as a fragile state
* To assess the stakeholders’ level of satisfaction with the programme’s results so far
* To assess the sustainability of implemented activities
* To draw lessons learned and make recommendations for corrective action to comply with the requirement of the programme document/funding agreement and UNCDF Evaluation Policy
* To assess the programme’s alignment with and contribution to the UNCDF’s corporate global strategy.

Deriving from these objectives, the questions that guide the evaluation are set out in some detail in the evaluation matrix in annex 1.

**c) Evaluation timing**

The Local Governance Support Programme (LGSP) started in 2007 as a five-year programme and a mid-term evaluation was originally scheduled for 2009, but has been deferred to March 2010.

**d) Evaluation collaboration**

It has been agreed with Irish Aid to undertake a joint evaluation and Irish Aid has offered to provide one evaluation team member.

1. **PROGRAMME PROFILE**

**a) Country context/status of decentralization in terms of strategy, policy and implementation:**

The Government of Timor-Leste is currently engaged in the process of giving effect to the country’s constitutional commitment to decentralisation and the establishment of a system of democratic local government. In March 2008, the Council of Ministers approved the Policy Orientation Guidelines for Decentralisation and Local Government and its accompanying Decentralisation Strategic Framework Part I (DSF I) – which together have guided the ongoing process of reform and led to the drafting of three inter-related pieces of legislation (a draft Organic Law on Local Government, a draft Municipal Electoral Law and a draft Law on Territorial and Administrative Division).

Assuming that these three laws are approved by the National Parliament, the Government will proceed with the phased implementation of local government reforms across the country. The Decentralisation Strategic Framework Part II (DSF II) was approved by the Government in 2008 and provides a roadmap for this and lays out the steps that will need to be taken by the Government in order to implement these laws and thus establish and sustain an effective, transparent and accountable system of local government in Timor-Leste.

As part of its commitment, LGSP is ready to assist central government in defining appropriate functional assignments to be decentralised from central line Ministries to the new Municipal level. With the new Law on Local Government (to be approved in mid 2009), Municipal Elections anticipated by the end of 2009 and the approved Decentralisation Strategic Framework II (DSF II), the Government has committed itself to clearly define and delegate/devolve certain service delivery responsibilities. It is expected that this transfer will be implemented in accordance with a phased approach starting with the election of Municipal Governments, based on a long-term view and evaluation of local level “readiness” and performance.

In this regard, seven key Ministries have been selected as the point of departure for this reform process, based on their initial interest to commence decentralisation of their functions: Ministry of State Administration and Territorial Management (MSATM), Ministry of Health (MoH), Ministry of Infrastructure (MoI), Ministry of Economy and Development (MoED), Ministry of Justice (MoJ), Ministry of Tourism, Commerce and Industry (MTCI) and Ministry of Social Solidarity (MSS). Initial work on devolved functions has been done with individual Ministries through their Ministerial Technical Working Groups (MTWG). However, the reports from each MTWG are not sufficiently detailed or complete to fully guide the internal decentralisation process within each Ministry and external assistance has been requested in order to develop a more comprehensive set of proposals. This assistance will be provided within the framework of DSF II.

In addition, an important step in ensuring efficient, transparent and accountable public service delivery by municipalities is a coherent regulatory framework and well managed public expenditure management (PEM) and public finance management (PFM) systems. As and when municipalities are established, these systems will need to be in place. Ideally, local government officials and staff will need to be trained in the use of PEM/PFM systems prior to municipal elections to ensure a minimum level of “readiness” at the local level.

**b) Programme within United Nations Development Assistance Framework:**

The box below shows how the LGSP is situated within the United Nations Development Assistance Framework for Timor Leste for the period 2009-2013.

**UNDAF 2009-2013 Outcomes / Indicators:**

By 2013, stronger democratic institutions and mechanisms for social cohesion are consolidated.

**Country Programme Outcomes 2009-2013 / Indicators:**

State organs and institutions are more efficient, transparent, accountable, equitable, and gender responsive in planning and delivery of services.

**Country Programme Sub-Outcomes 2009-2013 / Indicators:**

The government has a clear legal framework for decentralization.

The established local government institutions have the core capacities to fulfil their mandates.

**Project goal(s):** To support the establishment of accountable and effective local government in Timor-Leste.

**Expected Outputs / Indicators:**

1. Procedures, processes and systems for effective local-level infrastructure and service delivery (ISD) and public expenditure and public financial management (PEM/PFM) are piloted in selected Districts, Sub-Districts and Municipalities.
2. Support is provided to GoTL for the establishment of an appropriate and comprehensive institutional, legal and regulatory framework for local government
3. Support is provided to GoTL for the implementation of local government reforms.

**c) Programme summary:**

The commitment of GoTL, in general, and MSATM, in particular, to establish a system of local government presents UNDP and UNCDF with the opportunity to provide the technical and other support necessary. UNCDF, UNDP and Irish Aid are committed to support the Government of Timor-Leste (GoTL) in developing and implementing policy for the establishment of local government as a means to achieving more effective local governance and local service delivery. To this end, UNCDF, UNDP and Irish Aid have been providing support along two tracks since 2003: Local Government Options Study (LGOS) in 2003-2006 and Local Development Programme (LDP) in 2004-2006. Building on these two successful programmes, Local Governance Support Programme (LGSP) was endorsed by the Government of Timor-Leste in 2007.

LGSP has three main pillars: (1) pilot Local Development Project (LDP); (2) policy and legislation; and (3) support to the implementation of local government reform. There are major achievements in each component to date:

**d) Programme expected results:**

The over-arching goal of LGSP is to contribute towards poverty reduction in Timor-Leste. The programme’s purpose (or objective) is to support the establishment of accountable and effective local government in Timor-Leste. Decentralisation, by endowing accountable local government bodies with greater responsibilities for planning, budgeting and implementation of infrastructure and service delivery, would result in an improved focus on the rural poor, greater allocative efficiencies, better implementation arrangements and enhanced responsiveness.

**e) Programme status:**

Output 1: Local Development Programme (LDP)

LDP has expanded from 4 to 9 (out of 13) districts in 2008. In total, 29 Local Assemblies (LAs) and 21 Sub-District Development Committees (SDDCs) have established. This programme is now fully funded by the government (USD 2,085,000 in 2008 and USD 1,826,000 in 2009). In 4 new pilot districts, 770 regular and alternate LA members received trainings in 2008. Refresher trainings on finance and procurement procedures were provided to the old LAs, and 114 members participated. Participation in Local Assembly meetings is relatively stable and the participation of female representatives has increased. In the local procurement process, all the contracts were managed by Local Assemblies; in 2008, all the contracts (288) were successfully tendered out and signed before the end of the year. A new regulation on community contracting modality was also drafted and approved by the Ministry to facilitate LDP implementation.

Output 2: Policy and Legislation

The LGSP was closely involved and provided technical support to the GoTL with the drafting of law legislations and consultation with Ministerial Technical Working Groups (MTWGs). This resulted in the submission of three draft Laws to the National Parliament: i.e. the Law on Local Government, the Law on Territorial and Administrative Division and the Law on Municipal Elections. As of mid-June 2009, the Law on Territorial and Administrative Division was passed, and the two other pieces of legislation are being discussed at the plenary. The Decentralisation Strategic Framework (DSF) II was prepared and approved by the Council of Ministers in 2008. This will guide the GoTL toward decentralization, providing detailed steps and a timetable.

Output 3: Support to Implementation of Local Government (LG) Reform

LG Reform has been implemented with a strong focus on communication strategy. In June 2008, the overall communications strategy for decentralisation process was approved by the Minister. The LGSP supported the MSATM in producing social communication tools (factsheets on the decentralisation process, LGSP and LDP, a bimonthly radio civic education programme, TV programme, production of DVD, LGSP-branded materials, etc.). In addition, the MSATM website was launched. Development of communication capacities have been implemented, through communications training for all LAs and through provision of information boards to all 442 sucos.

1. **CONTENT AND SCOPE OF THE EVALUATION**

Taking into account the implementation status of the programme and the resource disbursements made to date, the evaluations will take up the following questions:

1. **Overall Results Achievement at the mid-term stage**
2. Has the programme made satisfactory progress in terms of achievement of programme outputs (as per RRF/logframe indicators and annual work plan targets) and related delivery of inputs and activities?
3. How effectively and efficiently have results been achieved, and to what level of quality? (analysed by output)
4. **Results achievement at the output and outcome level**

2.1: Results at the output level

*Piloting Local Development Programme (LDP)*

* + Appropriateness of LDP mechanism as specified in the guidelines: the allocation formula, the positive/negative menus, the fund flow mechanism;
  + Appropriateness and adoption of the planning procedures from district, sub-district to suco level. Openness to local community participation, usefulness for screening and prioritization, consistency with District planning and budgeting procedures
  + Appropriateness and adoption of the institutional innovations: Local Assemblies (district-and sub-district levels), Sub-District Development Committee (only in new four districts)
  + Appropriateness and adoption of the procurement and implementation procedures.

*Policy and Legislation*

* + Appropriateness and adoption of lessons learnt from the innovative approach regarding local infrastructure and service delivery mechanism and their translation into policy and legislation
  + Appropriateness and adoption of the results of consultations with key ministries (e.g. ministerial technical working groups, etc.) and their translation into policy and legislations on local governance
  + Appropriateness and adoption of key areas of technical advice on policy, regulations and legislation provided by LGSP internal and external technical advisor

*Local Governance Reform*

* Appropriateness and adoption of communication strategy on policy reforms and implementation: the level of sustainability of e outreach to the communities on local government and decentralization.

2.2: Results at the outcome level

*Local Outcomes*

* Municipal systems of public expenditure management and participatory planning have been established and are functioning well and infrastructure and services have been efficiently delivered, are being well maintained and operated and are meeting the needs of the poor.

*National Outcomes*

* A clear national legal framework for decentralisation has been established and is being implemented
* Local government institutions have been established with the core capacities to undertake their mandates to manage public expenditure, plan development and deliver infrastructure and services.

*General Issues*

* Clarity, relevance, local ownership and adoption of planning, financial management, procurement, implementation procedures, and training modules;
* Improving access to infrastructure and services constructed by the programme by local communities;
* Achieving more equitable participation and distribution of benefits across gender, ethnic and socio-economic groups;
* Strengthening local economic development
* Influencing policy reforms and implementation that support effective decentralisation in terms of planning and budgeting;
* Replication of the approach by Government and/or other donors

1. **Factors Affecting Successful Implementation and Results Achievement**

Were programme implementation and results achieved according to plan, or were there any obstacles/bottlenecks/issues on the UNCDF/UNDP/Irish Aid/Government/programme partner side that limited the successful implementation and results achievement of the programme?

3.1 External Factors:

* Has the policy environment had consequences for programme performance?
* To what extent does the broader policy environment remain conducive to the replication of the lessons learnt from the pilot programme?
* Are there any other factors external to the programme that have affected successful implementation and results achievement, and prospects for policy impact and replication?
  1. Programme-related Factors:

*Programme design (relevance and quality):*

* Were the programme logic, design and strategy optimal to achieve the desired programme objectives/outputs, given the national/local context and the needs to be addressed?
* Clarity and consistency of the design and results framework (3 Outputs and Activities)
* Adequacy of resources allocated and management arrangements;
* Adequacy and usefulness of the baseline/inception report;
* Were relevant gender issues adequately addressed in programme design?
* Is the programme rooted in and effectively integrated with national strategies (e.g. poverty reduction strategy) and UN planning and results frameworks (UNDAF, CPD, CPAP, etc.) at country level?
* Have the programme’s objectives remained valid and relevant? Has any progress in achieving these objectives added significant value?

*Institutional and implementation arrangements:*

* Were the programme’s institutional and implementation arrangements appropriate, effective and efficient for the successful achievement of the programme’s objectives?
* Where there any institutional obstacles hindering the implementation/operations of the programme?

*Programme management:*

* + - Were the management arrangements for the programme adequate and appropriate?
    - How effectively has the programme been managed at all levels?
    - Is programme management results-based and innovative?
    - Has financial management been sound?
    - Have the programme’s management systems, including M&E, reporting and financial systems functioned as effective management tools, and facilitated effective implementation of the programme?
    - Have the programme’s logical framework, performance indicators, baseline data and monitoring systems provided a sufficient and efficient basis for monitoring and evaluating programme performance? Has the M&E system supported effective programme management, corporate decision-making and learning?

*Technical backstopping:*

* Has technical assistance and backstopping from UNCDF been appropriate, adequate and timely to support the programme in achieving its objectives?

1. **Strategic Positioning and Partnerships**

4.1 Has UNCDF, through this programme and any other engagement in the country, optimally positioned itself strategically, with respect to:

* UNDP and other UN/donor/government efforts in the same sector in the country?
* Implementing national priorities, as reflected in national development strategies?
* UNCDF corporate priorities?

4.2 Has UNCDF leveraged its comparative advantages to maximum effect?

4.3 Has UNCDF leveraged its current/potential partnerships to maximum effect?

1. **Future UNCDF role**
   1. What are the remaining challenges and gaps in the area of decentralization in the country? How are various actors positioned to address these? Is there a conducive environment for further progress on decentralization? In light of the above, is there a future opportunity for UNCDF to add value following the end of the current programme? In what capacity?
   2. Analyse and comment on any emerging vision, strategy and measures proposed for disengaging or continuing UNCDF’s programming in the country.
   3. What are findings and lessons from the mid-term evaluation of the current programme that should influence any decision on a future role for UNCDF and its partners?
2. **EVALUATION METHODOLOGY AND INSTRUMENTS**

**a) The SPIRE approach**

The evaluation methodology used in the mid-term assessment of the LGSP is based on an approach developed within the SPIRE initiative. The approach is to test the development theory underlying a programme against evidence on its implementation performance. The findings are built incrementally through pre-mission desk work followed by mission field work. The team’s understanding of the programme design and its emerging findings and recommendations are deepened through a structured dialogue with the programme stakeholders and the service users in a series of interviews, focus group discussions and facilitated kick off and debriefing workshops.

This SPIRE methodology involves the following steps:

a) Establish the development hypothesis underlying the programme

b) Construct the intervention logic that flows from the development hypothesis

c) Construct an evaluation framework based on the anticipated effects of the intervention

d) Construct an evaluation matrix that connects evaluation questions with indicators of performance, evaluation tools and sources of information.

e) Apply the evaluation methodology in the field through a sequence set out in the fieldwork calendar.

**b) The development hypothesis**

The development hypothesis underlying the UNCDF’s model of local development is that the efficiency and effectiveness of service delivery in LDCs will be increased and the level of poverty reduced by decentralising service delivery to democratic local government, using capital development funds to provide grants for investment in small scale service infrastructure that is constructed and maintained either directly by local government or by communities and/or the private sector with financial inputs and supervision from the local government.

The particular hypothesis underlying the LGSP will be formulated and tested by the evaluation team against evidence of programme performance.

**c) Intervention logic**

A model design of the UNCDF’s LDPs setting out the intervention logic is presented in Annex 1. The intervention logic for the pilot programme is that financial, technical and advocacy inputs resource activities that lead to capacity building and service delivery outputs in the form of Infrastructure and Service Delivery (ISD), Natural Resource Management (NMR) and Local Economic Development (LED). The resulting outcome is improvements in access to these services for poor people, the intended impact of which is to lower poverty levels. The intervention logic for the replication and national roll out of the programme is that the experience gained in the pilot area leads to replication of the programme in other areas of the county and the lessons learned from it inform policy debate, reform and, eventually a national roll out programme. The experience gained in the programme country is assessed against UNCDF global aims to localise the MDGs and the lessons learned inform future corporate strategy.

The design illustrated in Annex 1 is generic and applies to all country programmes. The evaluation team will reconstruct the programme design for the LGSP based on its Results and Resources.

**d) Evaluation framework**

The evaluation framework is based on the intervention logic described above and is illustrated in Annex 2. It sets out in detail the chain of anticipated effects brought about by the programme’s intervention. The evaluation framework traces the effects of the intervention from inputs to indirect outputs, through outcomes and impacts, distinguishing the different areas of capacity building and service delivery. It traces how experienced gained in the local arena informs replication, policy reform and national roll-out of the programme. It shows how experience in the country relates to the UNCDF’s global objectives and informs future strategy debate.

The template in Annex 2 is generic and applicable to all country programmes. The relevant elements of the template will be drawn upon to trace the effects of interventions anticipated within the LGSP.

**e) Evaluation matrix**

The evaluation matrix corresponds in structure to the evaluation framework described above. It is illustrated in Annex 3. The questions posed in the evaluation matrix seek to establish whether the anticipated effects illustrate in the evaluation framework have actually been achieved.

The evaluation matrix relates each question to indicators, evaluation tools and sources of information. The tools used by the team are documentary and data review, key stakeholder interviews, facilitated kick off and debriefing workshops, focus group discussions, community meetings and site visits.

**f) Evaluation calendar**

The sequence of evaluation steps are as follows:

*1. Pre-mission briefing*

* + Review of background literature and project documentation, necessary clarifications by UNCDF personnel, including LGSP staff, UNCDF programme officer and UNCDF Asia Regional Technical Advisors.

*2. In the capital city (Dili):*

* + Evaluation team hypothesis workshop and preparation for fieldwork
  + Briefing of the Evaluation Team by UNCDF personnel,
  + Initial consultation with the Resident Coordinator and UNDP Country Director and Assistant Country Director and government / other relevant national institutions;
  + Kick off workshop for Reference Group set up to interact with the Evaluation Team.
  + Interviews by the team with national stakeholders such as key ministries and donors; initial consultations in Dili with LGSP team and UNCDF Programme Officer, MSATM (DN-DLOT, etc.), development partners (Irish Aid, Government of Norway, World Bank, etc.)

*4. In the implementation areas – local level:*

* + Kickoff workshop with local actors involved in the programme;
  + Interviews with local government political representatives and officials;
  + Interviews/focus group discussions with infrastructure and associated service providers and users;
  + Interviews with private sector operators involved in construction and maintenance;
  + Interviews with knowledgeable informants;
  + Focus Group Discussions with group representative of broad population and with a group representative of the very poor (Suco chiefs, Suco councils, representatives of women, youth, etc.);
  + Assessment of physical infrastructure projects.

*5. In the capital city (Dili):*

* + Debrief UNCDF/Irish Aid staff.
  + Debriefing of the Resident Coordinator and UNDP Country Director and Assistant Country Director.
  + Debriefing of the MSATM and other relevant Ministerial staff
  + National debriefing workshop with Reference Group and programme stakeholders to present and discuss findings & recommendations
  + Briefing UNCDF senior management via teleconference

*6. Completion of final report and executive summary:*

* Incorporate feedback as well as observations from stakeholders during the MTE.
* The final report should contain a matrix of recommendations to be used for the management response and action, and recommendations for the next phase of the programme.
* The team leader will also be requested to provide a 500-word synopsis of the evaluation and key findings and recommendations.

1. **DELIVERABLES**

The mission will be responsible for submitting the following deliverables:

* Executive Summary (max 6 pages);
* Final Evaluation Report (max 20 pages including standard data tables/graphs for which template will be provided, but excluding annexes)
* Brief synopsis of evaluation and key findings (500 words for corporate communications use)
* Management Response matrix with recommendations (rest of document to be completed by UNCDF)
* Based on comments received on the drafts, the team leader will finalise the deliverables, with inputs from other evaluation team members, as required, and submit to the UNCDF Evaluation Unit by the agreed date.
* The Evaluation Unit is responsible for circulating the finalised report to all concerned parties, for inclusion on the UNCDF website and the UNDP Evaluation Resource Centre database.

1. **COMPOSITION OF EVALUATION TEAM**

Evaluation teams for mid-term evaluations shall be minimum three people (including the team leader), outlined below.

* + 1. EVALUATION TEAM LEADER – A senior consultant with strong international experience in the field of decentralization and local government such as: fiscal decentralization, decentralized infrastructure and service delivery; local government capacity building for decentralized public expenditure management and operationalisation of decentralized systems of planning and budgeting; policy, legal and regulatory reform related to decentralization; rural development. He/she has extensive experience in undertaking evaluations. The team leader will allocate roles and responsibilities within the team, including meeting schedules and drafting duties, and be responsible for timely delivery.

*Responsibilities:*

* Documentation review and framing of evaluation questions
* Leading the evaluation team in planning, execution and reporting (hypothesis workshop).
* Deciding and managing division of labour within the evaluation team
* Use of best practice evaluation methodologies in conducting the evaluation
* Conducting the debriefing for the UNDP Country Office in Timor Leste and the UNCDF HQ
* Leading the national debriefing for programme stakeholders in Timor Leste
* Leading the drafting and finalization/quality control of the evaluation report

*Qualifications:*

* + - * Master’s degree or higher on governance specializing in public administration, decentralization, local governance and other relevant fields;
      * At least 15 years of professional experience in decentralization and local development, especially in developing countries;
      * Sound knowledge and experience in evaluation of development programmes/projects;
      * Through understanding of key elements of results-based programme management;
      * Strong capacity for data collection and analysis, as well as report writing;
      * Experience or knowledge of decentralization in Timor-Leste and/or regional experience in the area of decentralization would be considered as an advantage;
      * Sound knowledge and understanding of gender sensitivity and social inclusion;
      * A good level of experience in the strategic positioning of decentralization and local development programmes in relationship to the GoTL, donors/development partners and local authorities;
      * Ability to assess the effectiveness and sustainability of programme structure and implementation modalities to inform UNDP and UNCDF;
      * Strong task management and team leading competencies;
      * Fluency in English, both in speaking and writing. Portuguese or Tetun (Timorese language) would be an asset.
    1. DECENTRALISATION SPECIALIST (International) – A consultant with relevant background and experience of local decentralization, including local governance, decentralization, fiscal decentralization, decentralized infrastructure and service delivery, local government capacity

*Responsibilities:*

* Evaluate infrastructure and service delivery output (LDP pilot) to date
* Assess the component of policy and legislation, based on the lessons learned from the piloting LDP
* Review the achievements of Local Government Reform to date, with specific focus on implementation of communication strategy
* Assist the team leader as necessary

*Qualifications:*

* Master degree or higher on local/rural development, capacity building, planning and other relevant fields;
* At least 10 years of professional experience in the field of local development, planning, capacity building, preferably in the Asian developing countries;
* Sound knowledge and experience in evaluating development programmes/projects;
* Strong ability for data collection and analysis, as well as report writing;
* Sound knowledge and understanding of gender sensitivity and social inclusion;
* Fluency in English, both in speaking and writing. Portuguese or Tetun (Timorese language) would be an asset.

3. NATIONAL EXPERT – Specialised on social inclusion/participation (including gender) to assess programme performance with respect to participation and inclusiveness of the various stages in the planning and infrastructure and service delivery process, level of satisfaction with the process and results, and outcome and impact of the programme, disaggregated by gender, socio-economic, ethnic status, etc.

*Responsibilities:*

* Provide overall assistance the team in terms of data collection and data analysis;
* Assist with the focused group discussions at all levels;
* Assist with the conduct of interviews at all levels
* Attend the briefing and debriefings with UNDP CO and government agencies both at central and local levels;
* Provide translation and other assistance to the team;
* Be responsible for report writing covering their areas of competence.

*Qualifications:*

* Bachelor’s degree or higher in public administration, local development and other relevant fields;
* Sounds knowledge and understanding of Timor local/rural development and community development work;
* Strong ability for data collection and analysis, as well as report writing;
* Understanding of political structure and sub-national government systems;
* Sound knowledge and understanding of gender sensitivity and social inclusion;
* Strong interpersonal and communication skills;
* Fluency in English, in speaking and writing.

**8 MISSION COSTS AND FINANCING**

The programme has available funds of USD 60,000 of this Mid-term Evaluation. It is also envisaged to conduct the joint mid-term evaluation with Irish Aid.

1. , The UNCDF’s focus is on MDG 1 End Poverty and Hunger, 3 Gender Equality and 7 Environmental Sustainability. See UNCDF (2009) Corporate Management Plan 2010-2013, p. 7 [↑](#footnote-ref-1)