Terms of Reference (Draft)
Project Evaluation National Consultant

Project title: Support to Civil Service Reform in Timor-Leste Project
Start date: 24 September 2012
End date: 12 October 2012
Project budget: US$2,000
Implementing agency: UNDP
Beneficiary institutions: Civil Service Commission, Prime Minister’s office, Secretariat of State for Administrative Decentralization, and others.

A. Background:

Timor-Leste became an independent nation in May 2002 after a UN transitional administration oversaw it from 1999-2002. In the immediate years after independence, the country benefited from massive development assistance, mainly focusing on institution building and the development of legislative and regulatory frameworks to organise the new nation state. There have been several initiatives aimed at public administration capacity building and civil service strengthening, including the Institutional Capacity development Initiative (ICDS), Transitional Advisory Support Initiative (TASI) project, Human Resource Management in Civil Service Project, to the currently ongoing Support to Civil Service Reform Project.

The Civil Service Reform Project was approved as a three year project 2008-2010, which was extended to 2012 to enable achievement of some of the project objectives and to compensate for the delayed implementation of some of the activities as a result of amendments to the legal and regulatory framework of the civil service. The main goal of the UNDP project is to “support the development of strategic capacities required to enhance management of the civil service and to increase national ownership of the capacity development process and the management of advisory support in line with well-defined needs”. The project had the following key components:

There have been important developments in the civil service of Timor-Leste during the project implementation, including the legal framework for the civil services management and the role of Civil Service Commission.

The evaluation has been agreed between UNDP and Civil Service Commission, Government of Timor-Leste and is being conducted as required under the signed project document. The recommendations and findings of the evaluation would feed into the design of possible future
assistance to strengthening the civil service and public administration in Timor-Leste to be also proposed by the evaluation team.

A mission comprising of Independent international and national consultants to be deployed to conduct the project evaluation. A national consultant to be recruited to, jointly work with the international constant, provide local perspectives and insights to the evaluation and incorporated into the Project Evaluation Report.

B. Objectives of the Project Evaluation:
The evaluation is expected to be a forward looking exercise, which would guide the design of future assistance based on the experience and lessons of the current project and assessment of future needs. Specifically the mission would:

- Review achievement of project results, key challenges in project implementation and document lessons learned in the current project. Assess the extent to which the project design, scope and implementation arrangements were conducive for delivery of required results as envisaged in the project document;
- Assess needs for future strengthening of the civil service, including the emerging needs in the context of planned decentralization as well as the growing civil service capacity in public policy making and implementation; institutional linkages with parliament, anti-corruption agency and other relevant institutions; and
- Propose a framework and strategy for future assistance to the civil service strengthening taking into consideration the emerging national priorities and needs of the civil service.

C. The Scope of the Evaluation

1. Evaluation of the current Phase:
This project evaluation is to review the progress in delivering the results as envisaged in the project framework. Assess the effectiveness, efficiency and sustainability of the project implementation strategy and management arrangements in contributing to, or inhibiting, the achievements of project results. Analyze the key achievements of the project, document lessons learned and provide recommendations for consideration in future UNDP assistance to the sector.

2. Proposed framework for future assistance:
The Evaluation team is expected to, based on the evaluation findings, as well as assessment of future needs/gaps identified during consultations with national counterparts and international partners, propose a draft project design, including a results framework and estimated budget for possible future support to civil service capacity building.

D. The Tasks to be performed by the National Consultant

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• To assist the International consultant, based on the SCSR Project Document 2008-2010 extended to 2012, to review the achievements of project results, key challenges in project implementation, and document lessons learned in the current project;
• To Assist the International project evaluation team in the meetings with the stakeholders: government, NGOs and other development partners to obtain perspectives and information on the implementation of the Support to Civil Service Reform Project 2008-2012, and to assess future needs of support and propose framework of future assistance;
• To assist the international consultant to compile findings of the project evaluation into Evaluation Report incorporating recommendations for future assistance;
• To assist the international consultants to formulate framework and strategy/ies for future assistance in Public Administration Reform;

E. Outputs:

1. A final evaluation report detailing the findings and conclusions as well as lessons learned;
2. Draft project document for future support to civil service strengthening.

F. Methodology:

It is expected that the Project Evaluation Team will carry out this evaluation through a combination of desk review of documents, interviews and focus group discussions with key counterparts and stakeholders.

The evaluation team will make brief presentation on the initial findings to the UNDP management and the Government of Timor-Leste. This presentation will enable agreement on the priorities for the design of the future project.

G. Evaluation team

The Evaluation Team will be lead by UNDP/BDP Team Leader who will assisted by one international public administration/governance expert with experience in evaluations and project formulation and one national consultant knowledgeable of Timor-Leste’s governance and public administration context.

H. Duration

It is estimate that the evaluation mission will require three weeks for delivering the required outputs.