

**TERMS OF REFERENCE FOR THE  
2009-2012 MILLENNIUM VILLAGES PROGRAMME  
FINAL EVALUATION**

**1. BACKGROUND**

Mozambique has been implementing the millennium villages program since 2006, and at present there are six (6) of these villages namely: (1) Chibuto (2006) in the district of the same name in Gaza province; (2) Lumbo (2007) in the District of Mozambique Island in Nampula province, (3) Lionde (2009) in the district of Chokwe in Gaza province, (4) Malua (2009) in the district of Alto Molócue in Zambezia province, (5) Itoculo (2009) in the District of Monapo in Nampula province, and (6) Chitima (2011) in the District of Cahora Bassa in Tete province.

The adoption of the Millennium Villages National Program in Mozambique (PNVM) and the establishment of the Centre for the Transfer of Technology and Human Development (CTTDH) is part of the process of implementing Objective 2 of the Science, Technology and Innovation Strategy in Mozambique, which calls for the "*Promotion of innovation and the use of approaches based on Science and Technology in the impoverished and disadvantaged communities*".

The main objective of the PNVM is to support national development strategies and socio-economic growth, to provide improved models of sustainable development in local communities based on the use of scientific, technical and cultural knowledge. The strategies are based on the Millennium Development Goals contained in the United Nations (UN) Declaration and adopted by the Government of Mozambique (GoM) in September 2000.

Over the five years of its existence (2006-2011) the PNVM has been giving evidence of being a successful strategy to accelerate district and community development through technology transfer that is conducted on a "teaching to do by doing" approach in a collective and continuous process of creating sustainability in the beneficiary communities and consequently the creation of space for horizontal and vertical self-independent development.

Millennium Villages have been demonstrating the benefits of harmonization and alignment of macro socio-economic planning instruments embraced by GoM to promote local development. Such plans include the Action Plan for the Reduction of Poverty (PARP), the Five-Year Government Program (PQG), the Mid Term Expenditure Review (CFMP) and the District Development Plans, to name the most important.

In particular MVs materialize the Strategy for Science and Technology Innovation in Mozambique (ECTIM) through the establishment of Centres for Technology Transfer and Human Development (CTTDH), which are laboratories where the process of technology transfer and innovation to communities takes place.

In 2009 the Government of Japan joined the initiative, funding, for two years and half, three Villages, namely: Lionde in Chókwé district, Gaza Province, Malua in Alto Molócue district, Zambézia Province and Itoculo in Monapo district, Nampula province, aiming to:

1. Eliminate hunger and malnutrition in the community by increasing production, access and utilization of nutritious foods, with a special focus on improving the nutritional status of pregnant women, nursing mothers and infants under the age 2 (MDG 1).
2. Improve livelihoods of women and men and increase their incomes for both on- and off-farm activities (MDG 1).
3. Ensure full primary school attendance for both boys and girls and eliminate gender disparity, including rehabilitation of infrastructure (MDG 2 and 3).
4. Improve access to medical services, especially focusing on improving women's health and drastically reducing child and maternal mortality (MDG 4 and 5).
5. Decrease the rate of infection of HIV/AIDS, malaria, tuberculosis and other major diseases and increase access to essential medicines such as antiretroviral medication (MDG 6).
6. Integrate the principles of sustainable development into village programs to reverse the loss of environmental resources and enhance ecosystem services (MDG 7).
7. Increase access to energy, clean air, water and sanitation for households, schools and medical services (MDG 7).
8. Eliminate the digital divide by making available the benefits of communication technologies, especially access to Internet and mobile telephones services (MDG 8).
9. Eliminate ignorance through information and engagement of the media.
10. Develop capacities of members of the participating communities.

While the programme is coming to an end, it is considered essential that an internal exercise be carried out to ensure strategic directions and programmatic positioning of the GoM given the emerging aid environment in Mozambique. On the other hand, both for UNDP and the Government of Japan, this exercise is fundamental to take stock of lessons learned from the programme (2006-2012) to inform new programme designs.

## **2. PURPOSE AND SCOPE OF THE EVALUATION**

The purpose of the evaluation is to examine the impact of the Japanese Government-supported Millennium Villages 2009-2012. A particular focus has to be placed on efficiency, effectiveness, appropriateness, relevance, and sustainability of programme delivery, which are translated into the following areas:

- Assess the appropriateness of the design and choice of Millennium Village's intervention areas, on the basis of Mozambique's priority, poverty reduction plan, and comparative advantages;
- Assess progress towards achieving the stated programme outcomes and outputs, analysing how cross-cutting issues such as HIV/AIDS, Gender, Human Rights, Equity, Capacity Development, have been addressed;
- Analyse to what extent Millennium Village's interventions added value to national development agenda;
- Assess the extent to which the programme components have contributed to the achievement of the Mozambique Poverty Reductions objectives and overall support to the operations of the UN system in Mozambique;
- Document best practices and lessons learnt in the course of programme implementation, including but not limited to, implementation of RBM, different execution modalities, resource application and monitoring and evaluation frameworks;
- Analyse the changes in the national development context, and their implications for the continued relevance and sustainability of the UNDP's country programme;
- Assess the appropriateness of implementation arrangements, including but not limited to, organizational structures, managerial support and coordination mechanisms used by MCT and UNDP to support the project/programme for the effective and efficient attainment of stated objectives and expected results;
- Record challenges encountered and solutions introduced, in order to make the MV programme more responsive and better aligned to national development priorities while at the same time making greater contribution to the Country's Poverty Reduction Strategy and ensuring sustainability of the programmes;
- Identify operational issues and bottlenecks in the implementation of the programme, implementation modalities and frameworks, and advise on any required changes in terms of outputs, implementing partners, and allocation of resources and make recommendations; and
- Register facilitating and success factors for the achievement of the results during the programme implementation period.

### **a) Evaluation Questions:**

In pursuit of the overall objectives, the following key questions can be addressed during the Evaluation:

**Relevance** – Assess design and focus of the programme.

- To what extent did the Programme achieve its overall objectives?
- To what extent were the results (impacts, outcomes and outputs) achieved?
- Were the inputs and strategies identified, and were they realistic, appropriate and adequate to achieve the results?

- Was the programme relevant to the identified needs?

**Effectiveness**

- Describe the management processes and their appropriateness in supporting delivery?
- Was the programme effective in delivering desired/planned results?
- To what extent did the Programme's M&E mechanism contribute in meeting project results?

**Efficiency** - of implementation of the programme.

- Was the process of achieving results efficient? Specifically did the actual or expected results (outputs and outcomes) justify the costs incurred? Were the resources effectively utilized? Did programme activities overlap and duplicate other similar interventions (funded nationally and /or by other donors? Are there more efficient ways and means of delivering more and better results (outputs and outcomes) with the available inputs? Could a different approach have produced better results?

**Sustainability** – to what extent are the benefits of the programme likely to be sustained after its completion?

- What is the likelihood of continuation and sustainability of programme outcomes and benefits after its completion?
- Describe key factors that will require attention in order to improve prospects of sustainability of Programme outcomes and the potential for replication of the approach?
- Describe the main lessons that have emerged? And
- Provide a set of recommendations for similar initiatives that UNDP may embark on.

**4. METHODOLOGY**

It is proposed that a combination of methodological approaches be used to provide a balanced assessment. These approaches include, but are not limited to the following:

- Desk review of all the relevant documents including the MDGs, Agenda 2025, UNDAF, CPD, CPAP, National Development Plan (PARPA), MV's Baseline Studies, CPAP MTR report, Project Documents, AWP, field visits/monitoring reports, programme/project management meeting reports, and project evaluation reports and management response.
- Focus group discussions.
- Interviews with key informants (including Implementing Partners, UN agencies, CSOs, academic institutions, and development partners).
- Field visits to selected sites to meet with beneficiaries/stakeholders, including members of the UN Agencies, bilateral and other multi-lateral donors, civil society organizations and other key stakeholders.
- Quick survey or questionnaires (as necessary).

- Analyses and synthesis of all relevant data and information and subsequent compilation of succinct report addressing the full range of scope of work outlined above.

The consultants will be expected to clearly document and explain their justification for the choice of methodological approach (es) to be used in this process, including planned surveys and questionnaires. The review team shall visit selected project sites at provincial and district levels, interviewing project stakeholders and observing project activities.

The methodology and the work schedule prepared by the team shall be discussed and agreed with UNDP and the National counterpart at the beginning of the mission before proceeding with the collection of data and interviews with the Project stakeholders.

## **5. EXPERTISE REQUIRED**

UNDP aims to recruit a team of two qualified consultants with the following minimum requirements:

### **TEAM LEADER**

- Relevant Masters degree or first level degree combined with 10 years of progressive experience in the area;
- 7 years of progressively responsible positions including experience in evaluating projects and programmes;
- Extensive experience in implementation of donor funded development projects;
- Be familiar with the Millennium Villages concept;
- Experience in working in multi-cultural environments, with senior Government officials as well as civil society organizations; and
- Fluency in English and Portuguese (written and spoken).

### **GENDER SPECIALIST**

- Advanced university degree or first level degree combined with 7 years of progressive experience in the area;
- 5 years of progressively responsible positions including experience in gender mainstreaming;
- Extensive experience in implementation of donor funded development projects;
- Knowledge of other cross-cutting issues will be an added advantage;
- Experience in working in multi-cultural environments, with senior Government officials as well as civil society organizations; and
- Fluency in English and Portuguese (written and spoken).

**The evaluators must be independent from both the policymaking process and delivery and management of assistance. In other words, those who were involved in the implementation of the UNDP-supported projects and programmes during the programme cycle 2007-2011 cannot be part of the evaluation team. This is to ensure the independency and validity of this evaluation exercise.**

## **6. PLANNING AND IMPLEMENTATION ARRANGEMENTS**

The consultants will report and will be accountable to UNDP, through the Deputy Resident Representative - Programme. They will work with programme staff from UNDP, the Government Coordinating Agency (MCT/CIIT), other Government Ministries and Departments, other national institutions deemed relevant. UNDP will organize all logistical arrangements, including field travel, as may be necessary.

UNDP Mozambique will:

- Provide the consultant with all the necessary support (not under the consultant's control) to ensure that the consultant(s) undertake the study with reasonable efficiency.
- Appoint a focal point in the programme section to support the consultant(s) during the evaluation process.
- Collect comprehensive background documentation and inform partners and selected project counterparts.
- Support and identify key stakeholders to be interviewed as part of the evaluation.
- The programme staff members will be responsible for liaising with partners, logistical backstopping and providing relevant documentation and feedback to the evaluation team
- Organize inception meeting between the consultants, partners and stakeholders, including Government prior to the scheduled start of the evaluation assignment.

### **Deliverables**

The consultants will be expected to prepare and present the following set of deliverables:

1. Within 1 week after signing the contract: Inception Report. UNDP will provide comments within three days for the finalisation of the inception report by the end of the second week following signing of the contract.
2. Within three weeks following approval of the inception report: Draft evaluation report (in Portuguese). The report shall analyse the areas presented in the present ToRs, evaluate and provide recommendations where necessary in order to improve the MV's performance and efficiency. UNDP will review and provide inputs within 1 week.

The reports should include:

- An assessment of the progress in achieving the outcomes and outputs and their contributions to and associated impact on UNDAF outputs and outcomes and, importantly, national development priorities;
  - Documentation of best practices and challenges encountered in the implementation of the outcomes, including an assessment of the appropriateness of the outcomes implementation arrangements; An assessment of present and emerging national development priorities and how the outcomes can be better positioned to respond to these priorities; and
  - Analysis of how crosscutting issues, especially HIV/AIDS and gender, have been mainstreamed into different supported programme areas.
3. Within two days after the approval of the draft report - Draft report validation meeting. At this meeting, the Government Coordinating Authority (MCT/CIIT), UNDP, IPs, UN agencies

and donor representatives will discuss and validate the draft MV's evaluation report. This meeting will discuss final conclusions and recommendations of the evaluation.

4. Within 3 days following the validation meeting - Final evaluation report (in Portuguese and English), which should fully cover the scope of work as described above.

The report must be produced in line with UNDP evaluation report format and quality control checklist for its content, with an executive summary describing key findings and recommendations. The assessment will entail, *inter alia*:

1) A report containing (Hard copy, a soft copy in MS Word and Acrobat reader, Times New Roman, Size 12, Single Spacing):

- Executive summary
- Introduction, description of the evaluation methodology
- An analysis of key interactions (the outcome, substantive influences, MV's contribution and how the MV's works with other relevant actors) and associations between variables measuring the outcome,
- Key lessons learnt, highlighting key factors that might have facilitated and hampered the impact of MV's programme and projects and suggesting possible recommendations,
- Conceptual Framework to the MV's Programme in terms of future programming and policy,
- Assumptions made during the evaluation and study limitations,
- Conclusions and recommendations, and
- Annexes: ToRs, field visits, people interviewed, documents reviewed, etc

#### **Specific tasks of the Consultant**

- **Contact the UNDP and MCT/CIIT focal point for this evaluation exercise for any issues related to the evaluation**
- **Data collection and analysis**
- **Consolidate the draft and final Evaluation reports, and develop and implement the proposed action plan**
- **Incorporate comments of the Technical Committee and key stakeholders, complete and submit the final Evaluation report.**

#### **Consultancy responsibility and deliverables:**

- **Produce a detailed evaluation work-plan in the inception report which shows schedules and timelines for each of the deliverables.**
- **Inception report detailing the evaluation methodology to be used in the evaluation, and how this evaluation will be undertaken. Inception report should clearly articulate the consultant's understanding of the ToRs as well as the initial analysis.**
- **Organizing the work and conduct briefing and debriefing.**
- **Consulting with UNDP and partners to ensure the progress and the key evaluation questions are covered.**

- **Assuring the draft and final reports are prepared in accordance with the Terms of Reference, especially the checklist for the assessment of evaluation report.**
- **Receive comments and inputs to the draft report and use these to finalise the report.**
- **Facilitate the validation meeting to present the main findings and recommendations.**

### **8. Evaluation Ethics:**

Evaluations will be conducted in accordance with principles outlined in the UNEG “Ethical Guidelines for Evaluation”. The Evaluation Management team will take every measure to safeguard the rights and confidentiality of key informants in the collection of data.

The evaluation will be conducted in line with the “Norms and Standards of Evaluation” as outlined by UNEG.

### **9. Institutional Arrangements:**

The Evaluation Management Committee, composed of UNDP, MCT/CIIT, and selected IPs, will ensure smooth implementation of the Evaluation. Specific tasks of the Committee will include:

- Selection of the consultants
- Reviewing and approving the terms of reference
- Reviewing and approving endorsing the study methodology and assessment tools
- Monitoring and receiving progress of the evaluation
- Ensuring that the consultant receives comments and inputs to the draft in a timely manner
- Approving the final evaluation reports
- Approving who the evaluation stakeholders are as well as their duties and responsibilities.

The consultant will provide overall leadership of the consultancy and will specifically:

- Take the overall responsibility for technical quality of the evaluation
- Prepare quality study instruments including: interview schedules and guides, field visit checklists
- Ensure that field work and other survey activities are undertaken in accordance with the work plan
- Coordinate quantitative and qualitative data analysis and report writing
- Disseminate report findings to stakeholders as organized by the UNDP Country Office

### **10. Budget:**

Payments will be as follows: 10% upon signing the contract; 10 % upon submission of an acceptable Inception Report; 40% upon submission of an acceptable draft report; and 40% of the fees upon submission of an acceptable final report.

### **11. Submission of Applications and Evaluation Criteria:**

Interested companies are invited to submit detailed financial and technical proposal marked “

Millennium Villages Final Evaluation (2009 – 2012)”, in separate and sealed envelopes, to the **UNDP Offices, Av. Kenneth Kaunda 931, P.O. Box 4595, Maputo**, Mozambique and on or before the 4<sup>th</sup> July 2012.

The proposals will be evaluated against 3 criteria: (1) Overall Response, (2) Consultant’s Qualifications (3) Proposed Methodology and Approach.