

Annex A: Terms of Reference

Terms of Reference for a Terminal Evaluation of UNDP-Uganda Country Programme Action Plan (CPAP): (2010-2014/15)

1.0 Background: The United Nations Development Programme (UNDP) in Uganda is supporting implementation of the Government's National Development Plan (NDP) and is contributing to the United Nations Development Assistance Framework (UNDAF 2010-2014/15) outcomes through 10 Country Programme Action Plan (CPAP 2010 – 2014/15) outcomes namely:

1. An inclusive, people-centred electoral process is in place and the electoral commission (EC) has the capacity to administer credible elections that are perceived as such; 2. Access to justice especially for women, in war affected northern regions increased and justice systems and structures uphold human rights standards and principles; 3. Local Governments in selected districts delivering accountable and inclusive social and economic services; 4. Gender and HIV/AIDS mainstreamed into budgets, policies, accountability processes and data; 5. Conducive environment created for development activities; 6. Improved management and coordination of aid flows for achievement of development results; 7. Coordinated, harmonized policies for inclusive growth and prosperity; 8. Improved productivity, competitiveness and employment opportunities in selected sectors and districts, including the north; 9. National/local institutions able to develop and implement pro-poor/strategies for inclusive economic growth and poverty reduction; 10. Natural and Energy resources are used and managed in a manner that is sustainable and contributing to growth and poverty reduction.

Implementation of the CPAP is being delivered through two main programme components: 1) Accountable Democratic Governance and 2) Growth and Poverty Reduction. The implementation of these components was undertaken through an integrated approach both at national and local level, with particular emphasis on the northern region. UNDP is helping the Government of Uganda (GoU) respond to the country's development challenges through the Country Programme Action Plan (CPAP). The CPAP is a five-year framework (2010-14) defining mutual cooperation between the GoU and UNDP but was later extended to end 2015 so as to align with the end of NDP so as to align to the new NDPII. This programme aims to contribute to the realization of the NDP objectives through the United Nations Development Assistance Framework of Uganda (UNDAF) and the timely achievement of the MDGs.

While the design of the CPAP was informed by a comprehensive Assessment of Development Results (ADR) exercise (September, 2009), commencement of its implementation was delayed (2011) due to various unforeseen circumstances, including, the recently (2012) concluded CO transformation process which resulted in a CO scenario of predominantly new staff. The programme's activities are carried out mainly through various strategic implementing partners, with the Government of Uganda as the main executing agency. These partners / institutions are

responsible for the daily management & delivery of programme / project activities to achieve specified results as per the signed Annual Work Plans.

Since the CPAP 2010-14/15 is coming to an end, it is therefore timely that an evaluation of CPAP be undertaken to assess the performance of the programme in terms of its effectiveness and efficiency of implementation; and its relevance in light of the national priorities. The evaluation results will help UNDP and Government to reposition the programme to ensure its relevance to national priorities, including the formulation of new NDP II, new UNDAF and CPD, emerging priorities for Northern Uganda as well as consistency with the UNDP business plan.

2.0 Objectives and Scope of the Evaluation: The main objective of the evaluation is to take stock of UNDP's contribution to the achievement of NDP objectives through the above 10 CPAP 2010 – 2014/15) outcomes. The Evaluation mission will review the design of the programme; evaluate the strategy and approaches taken in the implementation of the programme, and draw lessons and conclusions from the results generated so far including how gender has been mainstreamed in the programme. The lessons and conclusions will help to inform the development and realignment of the next programme to the national priorities and UNDP corporate mandate especially with respect to identification of intervention areas; sharpening UNDP focus on MDGs; and articulating the role of, and support for CSOs in policy engagement and programme implementation.

3.0 Scope of the Assignment: The evaluation will cover projects (details attached) under the CPAP 2010-14/15. This includes projects, programmes and Country Office activities that contribute to the 10 CPAP outcomes.

The assignment shall be limited to answering the following and/or expected to answer questions and generate lessons learnt, findings and recommendations in the following areas:

- An assessment and analysis of the programme outcomes: to what extent have they been achieved or likely to be achieved; and whether any unexpected results or outcomes have occurred. An analysis of whether UNDP's interventions can be credibly linked to achievement of the outcomes, including the key outputs; □ An assessment of the relevance and appropriateness of the project design to the achievement of project results as well as the National goals and the UNDP mandate?
- What relationships and partnerships were most effective in terms of delivering expected results? Specifically assess the strengths and weaknesses of relationships and partnership arrangements of the programme with stakeholders (government, civil society and public) in delivering programme objectives?
- Sustainability and ownership of the programme results. What programme sustainability measures were put in place and what factors are likely to affect programme results sustainability?

- To what extent the programme financial resources were available and appropriately utilized? Appraise the value for money in the utilization of resources?
- How effective was the Implementing/Executing Agency supervision and back-stopping?

4.0 Methodology: The methodology for executing this assignment will be part of the technical proposal of the bidding Company/institution and will be presented in detail in the inception report. The evaluation team may employ relevant and appropriate methods to conduct evaluations including review of documents, interviews with stakeholders and partners, field visits, use of questionnaires, or surveys etc. In particular, the evaluators will hold interviews and meetings with management and staff of UNDP, implementing partners, government, NGO Forum, CSOs, as well as sample of their clients. They will further conduct interviews with stakeholders including officials of the local governments, Ministry of Finance, and development partners. The mission will hold stakeholder workshops to present their findings and to validate their results. Prior to the mission, the UNDP CO shall provide relevant documentation to the evaluation team.

5.0 Timing and Duration: The duration of assignment will be 30 working days effective from the date of signing of the contract and spread between the months of August and September 2014.

6.0 Management Arrangements: The consultancy will be directly managed and supervised by the Team Leader Management Support Unit (MSU); the Assistant Country Director and under the overall guidance of the UNDP Country Director. The consultants will report to the Team Leader MSU and will work in close liaison with the focal person of the Ministry of Finance, Planning and Economic Development. The consultants are expected to undertake briefing sessions to UNDP Senior Management from time to time as required.

Before the end of the Evaluation, the evaluation team leader will submit a draft report to the UNDP Country Office, as well as present their findings to relevant stakeholders. From this stakeholders' feedback workshop, their comments and suggestions will be incorporated into the final version of the report and submitted once again to the UNDP Country Office. The evaluation team leader will take the overall responsibility for the quality and timely submission of the evaluation reports to the UNDP Country Office.

7.0 The Evaluation Team: UNDP is seeking for a qualified National firm/institution with International experience that can provide four consultants who will work as a team with one being the Team Leader and the other Team Members and/or subject experts.

These four consultants will cover the following CPAP thematic areas: 1. Energy and Environment component; 2. Crisis prevention and recovery, disaster risk management thematic area, 3. Accountable democratic governance; 4. Growth and poverty reduction.

The Consultants shall possess the following skills, experiences and qualifications:

7.1. Team Leader: Specifically, the team leader will perform the following tasks:

- i) Lead and manage the evaluation mission
- ii) Design the detailed evaluation scope and methodology (including the methods for data collection and analysis) for the report; decide the division of labour within the evaluation team;
- iii) Review of all documentation considered necessary for finalization of the assignment;
- iv) Lead the Consultancy Team of Consultants during meetings or other consultative discussions with the Ministry/UNDP or any other stakeholder(s) in the course of the assignment;
- v) Bear the ultimate responsibility for the overall quality of the assignment deliverables.

Expertise and Experience – International/National Team Leader: The international and/or national consultant will have an advanced university degree and at least 10 years of work experience in managing evaluations. The team leader (selected from the 4 experts as the firm/institution sees fit) should have: broad knowledge of UNDP programme development and implementation modalities especially in the area of poverty reduction; democratic governance Results- based management expertise (especially results-oriented monitoring and evaluation); Capacity building and institutional development expertise; and familiarity with policymaking processes (design, adoption and implementation) especially as the evaluation is to touch upon policy advice/dialogue and other upstream issues. Experience of working with the UN and in particular UNDP in the Africa region will be an asset. The team leader should also have good knowledge of the UN system and especially experience of managing UNDAF and CPAP revisions is a definite asset.

7.2 Team Members: The Team leader shall be supported by three specialists/experts. The Team Members shall have the following responsibilities:

- Be Team members in the course of implementing of the assignment;
- Review documentation relating to the assignment;
- Participate in stakeholder and public meetings; market research to establish audience needs and demand for services;
- Participate in meetings or other consultative discussions with the Client and relevant stakeholder(s) in the course of the assignment;
- Carry out any other sub-tasks as may be requested by the Consultancy Team Leader in the course of implementation of the assignment.

Expertise and experience of Team members' qualifications: noting that all consultants should have a gender lens to show how this has been mainstreamed in programmes.

7.2.1 Consultant to evaluate the growth and poverty reduction thematic area: At-least a Master's degree in social sciences, economics, development studies, statistics or related social science fields; excellent ability to communicate in English both written and spoken, and to work in a team; 7 years of relevant experience in evaluation or development programming focusing on programmes dealing with private sector development and microfinance; proven experience in conducting project evaluations independently; proven experience in report writing and drafting; familiarity with enterprise development, MSME development or business linkages is a strong advantage; knowledge and familiarity with private sector and SME development challenges as well as with UNDP programming procedures and requirements.

7.2.2 Consultant to evaluate the Energy and Environment component: At-least Master's degree in natural resources management and/or energy development fields; excellent ability to communicate in English both written and spoken, and to work in a team; 7 years of relevant experience in evaluation or development programming; proven experience in conducting project evaluations independently; proven experience in report writing and drafting; familiarity with energy and environment related development issues and priorities as well as with UNDP programming procedures and requirements is a strong advantage.

7.2.3 Consultant to evaluate the Crisis prevention and recovery, disaster risk management thematic area: At-least Master's degree in social sciences, economics, development studies, statistics or related social science fields; excellent ability to communicate in English both written and spoken, and to work in a team; 7 years' experience in evaluation of programmes/projects related to Crisis prevention and recovery, disaster risk management thematic area related development issues and priorities; proven experience in conducting project evaluations independently; ☐ Proven experience in report writing and drafting; familiarity with Crisis prevention and recovery, disaster risk management thematic area related development issues and priorities as well as with UNDP programming procedures and requirements is a strong advantage.

7.2.4 Consultant to evaluate the Democratic Governance thematic area: At-least a Master's degree in social sciences, economics, development studies, statistics or related social science fields; excellent ability to communicate in English both written and spoken, and to work in a team; 7 years of relevant experience in evaluation or development programming focusing on programmes dealing with democratic governance; proven experience in conducting project evaluations independently; proven experience in report writing and drafting; knowledge and familiarity with local governance, development challenges as well as with UNDP programming procedures and requirements.

8.0 Deliverables: The assignment deliverables shall include:

8.1 An Inception Report that should include:

- Detailed interpretation of the ToRs;
- Methods and justification of the proposed methodology;
- Envisaged challenges and risks and how these will be managed;
- Implementation Work plan;
- Draft outline of the end of assignment report;
- Tool that will be applied in the assignment.

Note: The Inception Report shall be submitted no later than five (5) work days after signing the contract;

8.2 A draft report within twenty two (22) work days after the inception report;

8.3 A final report incorporating stakeholders' recommendations/comments within five (3) work days

Hard copies (10) and electronic copies of all the materials for the above indicated deliverables.

Electronic copies should be provided a CD or flash disc

9.0 Payment terms: This will be a lump sum contract payable as follows:

Deliverable Estimated duration percentage: Inception report 5 working days 30%; Draft Report 22 working days 30%; Final Report 3 working days 40%

List of documents to be reviewed (Please note that this is not an exhaustive list):

I). UNDP CPAP 2010-14/15 (ii) UNDAF; III. UNDP Annual Work Plans for projects, IV. Concept notes on various activities V. ROAR (2010, 2011, 2012, and 2013) VI. Project Prodocs vii. Handbook on Monitoring & Evaluation for Results VIII. Project Progress reports IX. Project evaluations X. 2012 UNDP CPAP Annual Review.