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## Terms of Reference

### UNDP Mozambique Country Programme Final Evaluation<sup>1</sup>

#### 1. Background and context

UNDP's corporate policy is to evaluate its development cooperation with the host government on a regular basis in order to assess whether and how UNDP-funded interventions contribute to the achievement of agreed outcomes, i.e. changes in the development situation and ultimately in people's lives. Evaluating country programming therefore involves ascertaining whether and how UNDP has assisted in improving human development conditions, including for individuals, institutions and systems. Evaluation also helps to clarify underlying factors affecting development, to identify unintended consequences (positive and negative), to generate lessons learned and to recommend actions to improve performance in future programming.

#### UNDP Country Programme and UNDAF

Mozambique is a pilot country for DaO and UNDP Country Programme contributes to UNDAF objectives. The UNDAF is based on the Government's Five Year plan (Plano Quinquenal do Governo, PQG) 2010-2014, and was developed in parallel with the Mozambique Poverty Reduction Strategy 2011-2014 (PARP) which operationalizes the combating poverty objective and the promotion of the work culture enshrined in the PQG. The overall aim of the current UNDAF is supporting the Government of Mozambique to achieve the MDGs, in alignment with both national priorities and the United Nations conventions. For the first time, 21 United Nations organizations developed an UNDAF action plan to jointly contribute to a set of common outcomes, replacing organizations' individual action plans (such as country programme action plans). These commonly defined outcomes form a basis for the UNDP country programme and structure its results and resources framework. The overall goal is reduced

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<sup>1</sup> These ToRs also include information and provisions related to 2 Evaluations of UNDP support to UNDAF Outcomes that are considered as complementary to the Country Programme Final Evaluation.

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poverty and disparities to improve the lives of the most disadvantaged people in Mozambique. To achieve this, outcomes were formulated in three focus areas in which the United Nations has a comparative advantage: the Economic area, the Social area, and Governance area. In line with its mandate, UNDP is contributing to six of the eight UNDAF outcomes in the economic and governance focus areas, complementing the contributions of other organizations.

The United Nations work in the economic area aims at tackling economic disparities through a concentration on the rural poor, especially women and youth, improving their productive capacities, improving income and livelihoods, and reducing vulnerability to natural disasters. Under the first three outcomes of the UNDAF, UNDP is contributing to the strengthening of the institutional and legal framework for fostering inclusive growth, centred in the rural economy (Outcome 1). It is also working to increase economic opportunities for micro-, small- and medium-sized enterprises in rural and peri-urban areas through inclusive market strategies and to increase the availability of financial services by developing inclusive and innovative microfinance products and services (Outcome 2). Finally, with its well-established leadership position in the area of disaster risk reduction, UNDP is focusing on the closely linked concerns of disaster risk reduction, adaptation to climate change, and environment and natural resource management, with the aim of strengthening the legislative framework as well as planning and management capacities of national-level institutions as well as of local governments. In addition, UNDP is advocating for reflecting the needs of the most vulnerable and is also playing a crucial role by supporting the National Demining Institute to clear all landmines by 2015 (Outcome 3).

In the governance area, the UN is concentrated on deepening democracy, increasing voice and public accountability, improving governance at the local level and ensuring better engagement and participation by local populations in their own development. The specific contribution of UNDP consists, on the one hand, of strengthening democratic systems and institutions for accountability and human rights, focusing on duty bearers (Parliament and selected newly established Provincial Assemblies); the justice sector; and independent bodies such as the Technical Secretariat for Electoral Administration (STAE), the National Human Rights Commission and the National Crime Observatory (NCO) (Outcome 6). The target is to reduce corruption and increase accountability in public finance and service delivery, and access to justice through the development of innovative and more inclusive instruments for justice services, including alternatives to imprisonment and free legal aid. On the other hand, focusing on rights holders, UNDP is strengthening and improving the quality of participation of civil society, particularly their role in shaping and monitoring the development agenda, including through support to the existing

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mechanisms of formal provincial consultative bodies such as the development observatories, district consultative councils, and the African Peer Review Mechanism (APRM) national forum. UNDP is also providing support to vulnerable groups, making sure they are aware of their rights and helping them use justice services effectively (Outcome 7). Finally, following more than 10 years of support to decentralization, UNDP is now focusing on the operationalization of the decentralization policy and strategy through the strengthening of the capacity of local governments to deliver, monitor and report on annual plans and budgets, integrating cross-cutting issues as well as the development of knowledge-management systems for local governance; and the participation of civil society in these processes, in order to increase local authorities accountability (Outcome 8).

In geographic terms, to maximize the impact of previous and planned activities, UNDP is focusing its programmes geographically, wherever relevant, in all the districts of the provinces of Gaza, Nampula and Cabo Delgado in recognition of its long-standing presence in these provinces, which were also selected by the Government as a consequence of their being among the most vulnerable and critical to the development of Mozambique.

The UNDP Strategic Plan for the period 2014 – 2017 was approved and launched during the Country Programme implementation phase. The Country Office has been therefore undertaking an internal process to ensure the interventions planned prior to the Strategic Plan approval are harmonized, coherent and aligned to the corporate principles established in the Strategic Plan.

#### Mozambique context

Mozambique registered a GDP growth of over 7% in the past five years, placing Mozambique as one of the ten fastest growing economies in the world. This growth, attributed to a considerable extent to the expansion of extractive industries, fuels expectations that the well-being of the population can improve. Inclusive growth policies that can fairly distribute its benefits, including increased job creation have become a centerpiece of economic debates.

Despite this positive economic development and some encouraging progress on some of the MDGs, Mozambique is steadily kept in the Least Development Countries (LDC) category the majority of the people in Mozambique continue to live in poverty, with women and children being the most vulnerable. Six out of ten Mozambicans live below the international poverty line while 44% live in severe poverty; leaving the poor more vulnerable and susceptible to adverse shocks. Gender equality progress has been seen in terms of some policies and laws, while inequalities in practice, often based on social and cultural norms has kept Mozambique low on the gender inequality index (144 out 150 countries in 2014). While

significant progress has been made in Mozambique in health, education, water and sanitation and social protection, there is increasing evidence that 'achievements' in improved access to services has not translated into the desired results and inequalities are persistent. The persistence of a high HIV/AIDS prevalence (11.5%, 2009) and impact of reoccurring and frequent natural disasters intensifies existing vulnerabilities.

Progress has been made in terms of democratic and institutional development. Increased capacities and growing awareness on rule of law and human rights is taking place and elected legislative bodies at national, provincial and municipal levels as well as new institutions such as the national human rights commission are gaining importance. After twenty years of peace, growing political–military tensions between the government and Renamo opposition in the last couple of years have threaten the political stability of the country. In 2014, important agreements have been signed between the two parties, and recent elections in October 2014 resulted in increased seats of RENAMO and a third party, MDM within the parliament. The actions by the parties over coming year will be critical in the efforts to consolidate agreed political inclusion to ensure internal peace and security. Against the backdrop of these developments, a conflict sensitive and prevention perspective on UN programming has regained importance in the last year.

## **2. Evaluation Purpose**

UNDP commissions Country Programme and Outcome evaluations to capture and demonstrate evaluative evidence of its contributions to development results at the country level as articulated in both the UNDAF and UNDP Country Programme Document (CPD). These are evaluations carried out within the overall provisions contained in the UNDP Evaluation Policy. The UNDP Office in Mozambique is conducting the CPD Final Evaluation and the Outcome evaluations to capture evaluative evidence of the relevance, effectiveness, efficiency, sustainability and impact of current programming, which can be used to strengthen existing programmes and to set the stage for new initiatives. In addition, the evaluation will address how UNDP intervention sought to strengthen the application of the rights-based approach and mainstream gender in the CO efforts. The evaluation is expected to serve an important accountability function, providing national stakeholders and partners in Mozambique with an impartial assessment of the results of UNDP support. In addition and taking into account the fact that the planning process of the next UNDAF and UNDP CPD was launched in beginning of May, the CPD Final Evaluation is also expected to provide lessons learned and strategic

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direction to the upcoming decision-making and planning processes related to the next UNDP CPD and UNDAF, both scheduled to start in 2017.

In line with the Evaluation Plan of UNDP Mozambique, 2 Outcome evaluations and 1 Country Programme Document Final Evaluation are to be conducted in 2015 to assess the impact of UNDP's development assistance across the major thematic and cross cutting areas taking into consideration the fact that the Country Programme is coming to an end in 2016 and that both the new CPD and UNDAF are under preparation to start in 2017.

These terms of reference were drafted to respond to the requirements of the UNDP Mozambique Country Programme Evaluation Plan for the period 2012 – 2015 which foresees 3 main evaluations in 2015:

- Country Programme Document Final Evaluation;
- Evaluation of UNDP support for the UNDAF Outcome 3, covering the areas of Disaster Risk Reduction, Adaptation to Climate Change and Environment;
- Evaluation of UNDP support for the UNDAF Outcome 6, covering the Democratic Processes thematic area.

As UNDP Country Programme is structured around UNDP contribution to the UNDAF, the two evaluations of UNDP support to the UNDAF Outcomes are considered as complementary to the UNDP Country Programme Final Evaluation. In other words, the Country Programme Final Evaluation will use the 2 Outcome evaluations findings to complement the results of the assessment conducted under the remaining thematic areas that constitute the UNDP Mozambique Country Programme and draw conclusions on the overall UNDP Country Programme. These Terms of Reference therefore also include the conduct of the above mentioned 2 Outcome evaluations as components of the CPD Final Evaluation. Information, instructions and guidance provided in these ToRs apply therefore to the CPD Final Evaluation AND to the 2 Outcome evaluations. The Outcome evaluations will focus on UNDP support to UNDAF Outcomes 3 and 6 and will constitute 2 separate reports while the CPD Final evaluation will use the findings related to these 2 Outcomes in addition to complement the findings related to the remaining UNDP portfolio in Mozambique.

An UNDAF Final Evaluation is also scheduled to take place in mid 2015 and UNDP evaluative efforts will be coordinated and, as much as possible and whenever applicable, linked to the UN level exercise to avoid as much as possible duplication of efforts and reduce workload for the people involved in both processes.

### 3. Evaluation Scope

The CPD Final Evaluation and the 2 Outcome Evaluations will be conducted simultaneously by the selected consulting team during the months of July and August of 2015, with a view to enhancing programmes, assessing UNDP specific support to development results while providing strategic direction and inputs to the preparation of the next UNDP country programme and the next UNDAF, both scheduled to start in 2017.

Specifically, the CPD Final Evaluation and the 2 Outcome evaluations will assess:

- 1) The relevance and strategic positioning of UNDP support to Mozambique efforts to reduce poverty and disparities to improve the lives of the most disadvantaged people.
- 2) The frameworks and strategies that UNDP has devised for its support to the national priorities and the UNDAF and whether they are well conceived for achieving planned objectives.
- 3) The progress made towards achieving CPD/UNDAF outcomes, through specific outputs and advisory services, and including contributing factors and constraints and assessment of progress to achieve UNDAF and CPD Outcome indicators' targets.
- 4) The progress to date under these CPD/UNDAF outcomes and what can be derived in terms of lessons learned for future UNDP support to Mozambique.

The evaluations will consider all the CPD/UNDAF Outcomes, as stated in the UNDAF and the UNDP Mozambique Country Programme 2012-2015. Six specific outcomes under the UNDP CPD/UNDAF are to be assessed:

1. UNDAF Outcome 1 / CPD Outcome 59
2. UNDAF Outcome 2 / CPD Outcome 60
3. UNDAF Outcome 3 / CPD Outcome 61 – A specific report for Evaluation of UNDP support for the UNDAF Outcome 3 will be prepared.
4. UNDAF Outcome 6 / CPD Outcome 62 - A specific report for Evaluation of UNDP support for the UNDAF Outcome 3 will be prepared.
5. UNDAF Outcome 7 / CPD Outcome 63
6. UNDAF Outcome 8 / CPD Outcome 64

More information on UNDP interventions and linkages between UNDP CPD and UNDAF outcomes and outputs and main implementing partners of UNDP Mozambique is provided under Annex 1.

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The CPD Final Evaluation report will be constituted by the 2 Outcome evaluations findings that will be integrated in the report covering the remaining Outcomes to ensure all the Country Programme is evaluated.

#### **4. Evaluation Questions**

The CPD and Outcome evaluations seek to answer the following questions, focused around the evaluation criteria of relevance, effectiveness, efficiency, sustainability and impact:

##### *Relevance:*

- To what extent is UNDP intervention responding to national priorities?
- To what extent is UNDP's engagement in the CPD areas of intervention a reflection of strategic considerations, including UNDP's role in the particular development context in Mozambique and its comparative advantage vis-a-vis other partners?
- To what extent has UNDP's selected method of delivery been appropriate to the development context?
- To what extent is UNDP Mozambique Country Programme in line with the UNDP Strategic Plan 2014-2017?

##### *Effectiveness*

- What evidence is there that UNDP support has contributed towards an improvement in national government capacity, including institutional strengthening?
- Has UNDP worked effectively with other UN Agencies and other international and national delivery partners to achieve UNDAF and Outcome level results?
- Taking into account the technical capacity and institutional arrangements of the UNDP country office, is UNDP well suited to providing support to national and local governments in Mozambique in its areas of intervention?
- What contributing factors and impediments enhance or impede UNDP performance in these areas?

##### *Efficiency*

- Has UNDP's strategy and execution in the intervention areas been efficient and cost effective?
- Has there been an economical use of financial and human resources?



- Are the monitoring and evaluation systems that UNDP has in place helping to ensure that programmes are managed efficiently and effectively?

#### *Sustainability*

- What is the likelihood that UNDP interventions are sustainable?
- What mechanisms have been set in place by UNDP to support the government of Mozambique to sustain improvements made through these interventions?
- How should the UNDP portfolios be enhanced to support central authorities, local communities and civil society in improving living conditions in the long term?
- What changes should be made in the current set of partnerships in order to promote long term sustainability?

#### *Impact*

- Has UNDP been effective in helping improve living conditions at the local level in Mozambique? Do these results aggregate into nationally significant results?
- What progress was made towards achievement of CPD/UNDAF Outcomes?

The evaluation will also include an assessment of the extent to which programme design, implementation and monitoring have taken the following cross cutting issues into consideration:

#### *Human rights*

- To what extent have poor, indigenous, women and other disadvantaged and marginalized groups benefitted from UNDP's interventions?

#### *Gender Equality*

- To what extent has gender been addressed in the design, implementation and monitoring of projects? Is gender marker data assigned to projects representative of reality (focus should be placed on gender marker 2 and 3 projects)?
- To what extent has UNDP support promoted positive changes in gender equality? Were there any unintended effects? Information collected should be checked against data from the UNDP country office' Results-oriented Annual Reports (ROAR) during the period 2012 - 2015.

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Based on the above analysis, the evaluators are expected to provide overarching conclusions on UNDP results in all areas of support, as well as recommendations on how the UNDP Mozambique Country Office could adjust its programming, partnership arrangements, resource mobilization strategies, and capacities to ensure that the Country Programme achieves current planned outcomes during the remaining time of implementation and is positioned for sustainable results in the future cycle.

## **5. Methodology**

The 3 evaluations will be carried out by an external team of evaluators, and will engage a wide array of stakeholders and beneficiaries, including national and local government officials, donors, civil society organizations, academics and subject experts, private sector representatives and community members. In addition, field visits in selected provinces and districts will be conducted to meet with beneficiaries and assess results achieved at decentralized level.

The evaluations are expected to take a “theory of change” (TOC) approach to determining causal links between the interventions that UNDP has supported, and observed progress in UNDP areas of intervention at national and local levels in Mozambique. The evaluators will develop a logic model of how UNDP interventions are expected to lead to improved national and local government. In the case of the 6 UNDP Country Programme outcomes, a theory of change was not explicitly defined when the outcomes were established. The evaluators are expected to construct a theory of change for each of the outcomes, based against stated objectives and anticipated results, and more generally from UNDPs Strategic Plan 2014-2017 and capacity development strategies and techniques.

Evidence obtained and used to assess the results of UNDP support should be triangulated from a variety of sources, including verifiable data on indicator achievement, existing reports, evaluations and technical papers, stakeholder interviews, focus groups, surveys and site visits.

The following steps in data collection are anticipated:

### **5.1 Desk Review**

A desk review should be carried out of the key strategies and documents underpinning the overall work of UNDP in Mozambique. This includes reviewing the UNDAF and Country Programme documents, the UNDAF Action Plan, as well as a wide array of monitoring and evaluation documents, to be provided by the Country Office. More details on the documents to be analysed is provided in Annex 2.

The evaluators are expected to review pertinent strategies and reports developed by the Government of Mozambique that are relevant to UNDP’s support. This includes the government’s Five Year Plan,

the Poverty Reduction Strategy, The Social and Economic Plans and other national reports, to be made available by the Country Office.

The evaluators will examine all relevant documentation concerning UNDP interventions under the Country Programme areas, including project annual workplans, reports, evaluations, and technical assessment reports. In addition, evaluators will take into account the CPD/UNDAF/Strategic Plan Results Frameworks for a description of intended results UNDP is contributing to, the baseline for these results and the indicators and targets used.

## **5.2 Field Data Collection**

Following the desk review, the evaluators will build on the documented evidence through an agreed set of field and interview methodologies, including:

- Interviews with key partners and stakeholders
- Field visits to project sites and partner institutions
- Survey questionnaires where appropriate
- Participatory observation, focus groups, and rapid appraisal techniques

## **6. Deliverables**

The following reports and deliverables are required for the 3 evaluations (Country Programme Final Evaluation, UNDP support to UNDAF Outcome 3 Evaluation and UNDP support to UNDAF Outcome 6 Evaluation):

- Inception Report
- Draft Evaluation Report
- Presentation of the main findings at a meeting with the main national counterparts
- Final Evaluation report

One week after contract signing, the team of consultant will produce the **inception reports** containing the proposed theory of change for UNDPs work on the 6 Outcomes included in UNDP Country Programme. The inception report should include an evaluation matrix presenting the evaluation questions, data sources, data collection, analysis tools and methods to be used. Annex 3 provides a simple matrix template. The inception report should detail the specific timing for evaluation activities and deliverables, and propose specific site visits and stakeholders to be interviewed. Protocols for

different stakeholders should be developed. The inception report will be discussed and agreed with the UNDP country office before the evaluators proceed with site visits.

The draft evaluation reports will be shared with stakeholders and presented in a meeting that UNDP CO will organize with the main national counterparts. Feedback received should be taken into account when preparing the final report. The evaluators will produce an 'audit trail' indicating whether and how each comment received was addressed in revisions to the Final Reports.

The suggested table of contents of the evaluation reports is as follows:

Title

Table of contents

Acronyms and abbreviations

Executive Summary

Introduction

Background and context

Evaluation scope and objectives

Evaluation approach and methods

Data analysis

Findings and conclusions

Lessons learned

Recommendations

Annexes

## **7. Evaluation Team Composition and Required Competencies**

The 3 evaluations will be undertaken by a team of at least 3 external evaluators, hired as consultants through a consulting firm. The firm will clearly identify the Evaluation Manager (Team Leader) and the 2 members of the team in charge of the Outcome evaluations. Both international and national consultants can be considered for these positions.



### **Required Qualifications of the Evaluation Manager**

- Minimum Master's degree in international development, economics, political science, public administration, regional development/planning, or other social science;
- Minimum 10 years of international experience in conducting complex evaluations, preferably UNDAF/UNDP Country Programme evaluations;
- Strong working knowledge of the UN and its mandate, including DaO principles and processes, and more specifically of the work of UNDP;
- Experience in qualitative and quantitative data collection and analysis, including interview techniques;
- Background in local economic development, decentralization and civil society related issues;
- Sound knowledge of results-based management systems, and monitoring and evaluation methodologies;
- Team management, process management and facilitation skills;
- Excellent reporting and communication skills;
- Knowledge of Portuguese and working experience in Mozambique is considered as an asset.

The **Evaluation Manager** will have overall responsibility for the quality and timely submission of the draft and final evaluation report for the Country Programme Final Evaluation. This will include the responsibility of harmonizing and consolidating the inputs from the 2 Outcome evaluations into the Country Programme Final Evaluation report. Specifically, the Evaluation Manager will perform the following tasks:

- Lead and manage the evaluation mission and liaise with UNDP on travel and interview schedules;
- Develop the inception report (and ensure it includes the aspects related to the 2 Outcome evaluations), detailing the evaluation scope, methodology and approach;
- Conduct the Country Programme Final evaluation in accordance with the proposed objective and scope of the evaluation and UNDP evaluation guidelines;
- Draft and present the draft and final evaluation reports;
- Finalize the evaluation report and submit it to UNDP.

### **Required qualifications of the Team Member in charge of the Evaluation of the UNDP support to UNDAF Outcome 3:**

- Minimum master's degree in the environmental area (climate change, disaster risk reduction...);

- Minimum 5 years' experience carrying out development evaluations for government and civil society in the environmental area;
- Experience working in or closely with UN agencies, especially UNDP, is preferred;
- Sound knowledge of results-based management systems, and monitoring and evaluation methodologies;
- Strong communication and reporting skills;
- Excellent reading and writing skills in English;
- Fluent in Portuguese;
- Understanding of the development context in Mozambique, especially in the environmental area is considered as a strong asset.

The Team Member will have the responsibility for the quality and timely submission of the draft and final evaluation report for the Evaluation of the UNDP support to UNDAF Outcome 3. She/he will work under the coordination and guidance of the Evaluation Manager to ensure the process is in line with the CPD Final Evaluation process. She/he will, *inter alia*, perform the following tasks:

- Develop, under the guidance of the Evaluation Manager, the inception report for the Evaluation of the UNDP support to UNDAF Outcome 3, detailing the evaluation scope, methodology and approach;
- Conduct the Evaluation of the UNDP support to UNDAF Outcome 3 in accordance with the proposed objective and scope of the evaluation and UNDP evaluation guidelines;
- Draft and present the draft and final evaluation report of the Evaluation of the UNDP support to UNDAF Outcome 3;
- Finalize the evaluation report and submit it to UNDP.

**Required qualifications of the Team Member in charge of the Evaluation of the UNDP support to UNDAF Outcome 6:**

- Minimum master's degree in political science, public administration or other social science;
- Minimum 5 years' experience carrying out development evaluations for government and civil society in the governance area;
- Experience working in or closely with UN agencies, especially UNDP, is preferred;
- Sound knowledge of results-based management systems, and monitoring and evaluation methodologies;

- Strong communication and reporting skills;
- Excellent reading and writing skills in English;
- Fluent in Portuguese;
- Understanding of the development context in Mozambique, especially in the governance area is considered as a strong asset.

The Team Member will have the responsibility for the quality and timely submission of the draft and final evaluation report for the Evaluation of the UNDP support to UNDAF Outcome 6. She/he will work under the coordination and guidance of the Evaluation Manager to ensure the process is in line with the CPD Final Evaluation process. She/he will, *inter alia*, perform the following tasks:

- Develop, under the guidance of the Evaluation Manager, the inception report for the Evaluation of the UNDP support to UNDAF Outcome 6, detailing the evaluation scope, methodology and approach;
- Conduct the Evaluation of the UNDP support to UNDAF Outcome 6 in accordance with the proposed objective and scope of the evaluation and UNDP evaluation guidelines;
- Draft and present the draft and final evaluation report of the Evaluation of the UNDP support to UNDAF Outcome 6;
- Finalize the evaluation report and submit it to UNDP.

## **8. Evaluation Ethics**

The evaluation must be carried out in accordance with the principles outlined in the UNEG 'Ethical Guidelines for Evaluation' and sign the Ethical Code of Conduct for UNDP Evaluations. In particular, evaluators must be free and clear of perceived conflicts of interest. To this end, interested consultants will not be considered if they were directly and substantively involved, as an employee or consultant, in the formulation of UNDP strategies and programming relating to the outcomes and programmes under review. The code of conduct and an agreement form to be signed by each consultant are included in Annex 4.

## **9. Implementation Arrangements**

The UNDP Mozambique Country Office will be responsible for the management of the evaluation team. UNDP will designate a focal point for the evaluations and any additional staff to assist in facilitating the process (e.g., providing relevant documentation, arranging visits/interviews with key informants, etc.). The Country Office will take responsibility for the approval of the final evaluation

reports. The M&E Specialist in the Country Office will arrange introductory meetings within UNDP and Unit Heads will establish initial contacts with government partners and project staff. The consultants will take responsibility for setting up meetings and conducting the evaluations, subject to advanced approval of the methodology submitted in the inception reports. The UNDP Country Office will develop a management response to the evaluation within six weeks of report finalization.

While the Country Office will provide some logistical support during the evaluation, for instance assisting in setting interviews with senior government officials, it will be the responsibility of the evaluators to logistically and financially arrange their travel to and from relevant project sites and to arrange most interviews. Planned travels and associated costs will be included in the Inception Report, and agreed with the Country Office.

The evaluation team is expected to liaise and coordinate with the other evaluative efforts that will be ongoing during the field visit, namely the UNDAF Final Evaluation exercise that will take place in June/July as well.

#### **10. Time-Frame for the Evaluation Process**

The evaluation is expected to take 25 working days for each of the 3 consultants, over a period of 8 weeks starting in July 2015. A tentative date for the meeting to present the draft report and findings is mid-August, and the final draft evaluation reports are due the last week of August 2015. The following table provides an indicative breakout for activities and delivery:

<b>Activity</b>	<b>Deliverable</b>	<b>Time period for task completion</b>
Review materials and develop work plan	Inception report and evaluation matrix	Week 1
Participate in an Inception Meeting with UNDP Mozambique CO		
Draft inception report		
Review Documents and stakeholder consultations	Draft evaluation report Debriefing meeting presentation	From week 2 to week 6
Interview stakeholders		
Conduct field visits		
Analyse data		
Develop draft evaluation report to Country Office		
Present draft Evaluation Report at the debriefing meeting		



Finalize and submit evaluation report incorporating additions and comments provided by stakeholders	Final evaluation report	From week 7 to week 8
	totals	8 weeks

### 11. Selection process

UNDP Country Office will use the results of the selection process performed by UNICEF for the UNDAF Final Evaluation exercise to establish its contract with the consulting firm selected by UNICEF. This will be done in order to ensure greater coordination between the UNDAF and the UNDP evaluation processes, reduce transaction costs and make sure the processes are carried out simultaneously.

Nevertheless, UNDP will assess the evaluation team profile, qualifications and skills to ensure high level consultants are recruited by the selected consulting firm. The below evaluation criteria will be applied to assess quality of the CVs and technical proposal submitted.

<b>1.</b>	<b><i>Experience of the consultants:</i></b>	<b><i>Max 50 points</i></b>
<b>Criteria</b>	Position: Team Leader	Max 20 points
	Minimum Master's degree in international development, economics, political science, public administration, regional development/planning, or other social science	4
	Minimum 10 years of international experience in conducting complex evaluations, preferably UNDAF/UNDP Country Programme evaluations;	5
	Strong working knowledge of the UN and its mandate, including DaO principles and processes, and more specifically of the work of UNDP	3
	Experience in qualitative and quantitative data collection and analysis, including interview techniques and sound knowledge of results-based management systems, and monitoring and evaluation methodologies	5
	Team management, process management and facilitation skills as well as excellent reporting and communication skills.	3
<b>Sub-total</b>		<b>20</b>
<b>Criteria</b>	Position: Team member 1	Max 15 points
	Minimum master's degree in the environmental area (climate change, disaster risk	4

	reduction...)	
	Minimum 5 years' experience carrying out development evaluations for government and civil society in the environmental area	5
	Sound knowledge of results-based management systems, and monitoring and evaluation methodologies	3
	Strong communication and reporting skills with excellent reading and writing skills in English and fluency in Portuguese	3
Sub-total		15
Criteria	Position: Team member 2	Max 15 points
	Minimum master's degree in political science, public administration or other social sciences	4
	Minimum 5 years' experience carrying out development evaluations for government and civil society in the governance area	5
	Sound knowledge of results-based management systems, and monitoring and evaluation methodologies	3
	Strong communication and reporting skills with excellent reading and writing skills in English and fluency in Portuguese	3
Sub-total		15
<b>Sub total</b>		<b>50</b>
<b>2.</b>	<b>Adequacy of technical proposal:</b>	<b>Max 40 points</b>
Sub criteria	Have the important aspects of the task been addressed in sufficient detail in the technical proposal?	10
	Are the different components of the evaluation mission adequately weighted relative to one another?	10
	Is the scope of task well defined and does it correspond to the TOR?	10
	Work plan - Is the presentation clear and is the sequence of activities and the planning logical, realistic and promise efficient implementation to the project?	10
<b>Sub total</b>		<b>40</b>
<b>3.</b>	<b>Organization and completeness of the proposal</b>	<b>10</b>
<b>Sub total</b>		<b>10</b>
<b>Total points</b>		<b>100</b>

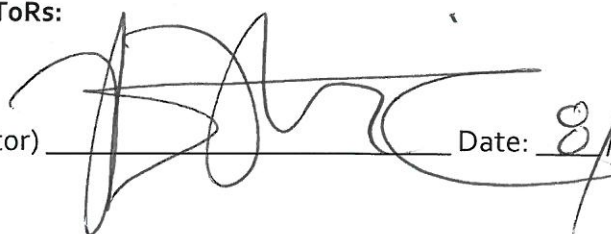
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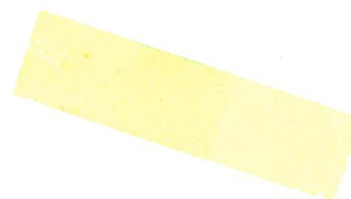
The following payment schedule is foreseen:

Key Deliverables	Payment schedule/amounts
1. Inception Report Includes detailed Evaluation Work Plan, Evaluation Matrix & Tools, List of Interviewees.	20% of total value of contract (upon approval of inception report)
2. Draft Evaluation Report	40% of total value of contract (upon approval of draft report)
3. Final Evaluation Report	40% of total value of contract (upon approval of report)

## 13. Signature and approval of the ToRs:

Mr. Matthias Z. Naab (Country Director)

 Date: 8/5/2015



# ANNEX 1 - UNDP CPD/UNDAF outcomes, outputs and Implementing Partners

UNDP projects under UNDAF Outcomes					
UNDAF Outcomes	UNDP CPD Outcomes and Portfolio	UNDAF Outputs	UNDP Projects	Main Implementing Partners	
Outcome1: Vulnerable groups (with a particular focus on women) demand and ensure production and productivity in the primary sector in order to increase their own food security	Outcome 59	Output 1.1	Right to Food	National Assembly	
Outcome2: Vulnerable groups access new opportunities for improved income and livelihoods, with a special focus on decent employment	Outcome 60: Local Development	Output 2.3	Inclusive Market and Finance (Project results 1, 2 and 3)	Ministry of State Administration	
		Output 2.2	Inclusive Market and Finance (Project results 4, 5 and 6)	Ministry of State Administration	
		Output 2.1	ART PAPDEL	Ministry of State Administration	
Outcome3: Sustainable and effective management of natural resources and disaster risk reduction benefit all people in Mozambique, particularly the most vulnerable	Outcome 61: Environment & CPR	Outputs 3.1 to 3.5	ENV/CPR/Demining Portfolio	National Institute for Disaster Management, Ministry of Environment, Ministry of Tourism, WWF, Carr Foundation, National Institute of Demining, Handicap International, Halo Trust, Norwegian People's Aid, APOPO	
Outcome 6: Strengthened democratic governance systems and processes guarantee equity,	Outcome 62: Democratic Processes	Output 6.1	Parliament	National Assembly	
		Output 6.2	Elections	Technical Secretariat for Electoral Administration	

rule of law and respect of human rights at all levels	Outcome 63: Participation	Output 6.6	Justice	Ministry of Justice
		Output 6.6	Police	Ministry of Interior
		Output 6.4	Country Programme Coordination	Ministry of Foreign Affairs
		Output 6.5	Human Rights	National Human Rights Commission
		Output 6.4	MDG	Ministry of Planning and Development
		Output 6.5	HIV	National Council for Fight Against HIV/AIDS
Outcome 7: People in Mozambique participate in shaping and monitoring a transparent and equitable national development agenda	Outcome 63: Participation	Output 7.2	Extractive Industries	Ministry of Mineral Resources and Energy
			D.O. + MARP	Ministry of Planning and Development
			Civil Society - CESC	Civil Society (CESC)
			Volunteer Agency	Ministry of Youth and Sports
Outcome 8: Government and civil society provide coordinated, equitable and integrated services at decentralized level	Outcome 64: Local Governance	Output 8.3 e Output 8.2	PNPFD	Ministry of Planning and Development and Provincial Governments
		Output 8.1 e Output 8.2	Decentralization	Ministry of State Administration

## ANNEX 2 - DOCUMENTS TO BE CONSULTED

- United Nations Development Assistance Framework 2012 – 2015
- UNDP Country Programme Document 2012 – 2015
- UNDAF Action Plan 2012 – 2015
- UNDAF Mid-term Review and Strategic Reflection
- UNDP Strategic Plan
- Government of Mozambique 5 Years Plan
- Government of Mozambique Poverty Reduction Strategy (PARP)
- UNDP PME Handbook
- UNDP Evaluation Guide and addendum
- UNDG RBM Handbook
- UNDG Ethical Code of Conduct of Evaluators
- Project Documents, reports and project evaluation reports
- UNDP Mozambique Results-oriented Annual Reports (ROAR)

### Annex 3: EVALUATION MATRIX

Evaluation matrices are useful tools for planning and conducting evaluations; helping to summarize and visually present an evaluation design and methodology for discussions with stakeholders. In an evaluation matrix, the evaluation questions, data sources, data collection, analysis tools and methods appropriate for each data source are presented, and the standard or measure by which each question will be evaluated is shown.

Relevant evaluation criteria	Key Questions	Specific Sub-Questions	Data Sources	Data collection Methods/Tools	Indicators/ Success Standard	Methods for Data Analysis



#### Annex 4: Ethical Code of Conduct for UNDP Evaluations

##### Evaluators:

1. Must present information that is complete and fair in its assessment of strengths and weaknesses so that decisions or actions taken are well founded
2. Must disclose the full set of evaluation findings along with information on their limitations and have this accessible to all affected by the evaluation with expressed legal rights to receive results.
3. Should protect the anonymity and confidentiality of individual informants. They should provide maximum notice, minimize demands on time, and: respect people's right not to engage. Evaluators must respect people's right to provide information in confidence, and must ensure that sensitive information cannot be traced to its source. Evaluators are not expected to evaluate individuals, and must balance an evaluation of management functions with this general principle.
4. Sometimes uncover evidence of wrongdoing while conducting evaluations. Such cases must be reported discreetly to the appropriate investigative body. Evaluators should consult with other relevant oversight entities when there is any doubt about if and how issues should be reported.
5. Should be sensitive to beliefs, manners and customs and act with integrity and honesty in their relations with all stakeholders. In line with the UN Universal Declaration of Human Rights, evaluators must be sensitive to and address issues of discrimination and gender equality. They should avoid offending the dignity and self-respect of those persons with whom they come in contact in the course of the evaluation. Knowing that evaluation might negatively affect the interests of some stakeholders, evaluators should conduct the evaluation and communicate its purpose and results in a way that clearly respects the stakeholders' dignity and self-worth.
6. Are responsible for their performance and their product(s). They are responsible for the clear, accurate and fair written and/or oral presentation of study limitations, findings and recommendations.
7. Should reflect sound accounting procedures and be prudent in using the resources of the evaluation.

##### Evaluation Consultant Agreement Form<sup>2</sup>

##### Agreement to abide by the Code of Conduct for Evaluation in the UN System

Name of Consultant: \_\_\_\_\_

Name of Consultancy Organization (where relevant): \_\_\_\_\_

I confirm that I have received and understood and will abide by the United Nations Code of Conduct for Evaluation.

Signed at \_\_\_\_ on \_\_\_\_\_

Signature: \_\_\_\_\_

<sup>2</sup> [www.unevaluation.org/unegcodeofconduct](http://www.unevaluation.org/unegcodeofconduct)

