REQUEST FOR PROPOSAL No. One UN 2015-001

06 MAY 2015


Proposals MUST be sent to:
UNICEF Maputo’s Reception [Bid box]
Av do Zimbabwe 1440 | Maputo
UN Mozambique UNDAF Evaluation

It is essential that this reference RFP - No. One UN 2015-001 is shown on the envelope containing the offer. Offers MUST be received at the above address BY LATEST 11:00 hours (Maputo Time) on the 20th May 2015.

Prepared by: Adolfo Mabote, Supply Assistant
UNICEF Mozambique

Approved by: Yalda Momeni
Procurement Specialist, One UN

FOR QUERIES:
Yalda Momeni, Procurement Specialist | Supply & Logistics Unit
Telephone: +258 21 481 182 | E-mail: ymomeni@unicef.org
(To be contacted only for additional information, NOT FOR SENDING OFFERS)

IMPORTANT: The Proposal Form (2nd page) duly completed and signed must be submitted as part of the Technical Proposal.
I. PROPOSAL FORM

PROPOSAL FORM must be completed, signed and returned to UNICEF. Proposal must be made in accordance with the instructions contained in this REQUEST.

TERMS AND CONDITIONS OF CONTRACT
Any Contract resulting from this REQUEST shall contain UNICEF General Terms and Conditions and any other specific Terms and Condition detailed in the REQUEST.

INFORMATION
Any request for information regarding this REQUEST must be forwarded by e-mail to the attention of the person who’s contact is noted on page one of this document, with specific reference to the Request number.

PROPOSAL
The Undersigned, having read the Terms and Conditions of RFP No. One UN 2015-001 set out in the attached document, hereby offers to execute the services specified in the Terms and Conditions set out in the document.

Signature: ________________________________

Date: ________________________________

Name & Title: ________________________________

Company: ________________________________

Postal Address: ________________________________

Tel/Cell Nos: ________________________________

Fax No: ________________________________

E-mail: ________________________________

Validity of Offer: ________________________________

Currency of Offer: ________________________________

Please indicate after having read UNICEF Terms of Payment stated in document, which of the following terms are offered by you.

10 days 3.0% _______ 15 days 2.5% _______ 20 days 2.0% _______ 30 days net _______

Other ________________________________
II. RESPONSE FORMAT AND PROCEDURE

- All requests for formal clarification or queries on this RFP must be submitted in writing to ymomeni@unicef.org via email.
- Only written inquiries will be entertained. Please be informed that if the question is of common interest, the answer will be shared with all potential RFP bidders.
- Proposals should be submitted only in English or English and Portuguese. Proposals must be received not later than 20th May 2015 at 11:00 am (Maputo time).
- Sealed proposal must be securely closed in suitable envelopes and dispatched to arrive at the UNICEF office indicated no later than the closing time and date.
- Proposals received prior to the stated closing time and date will be kept unopened and no proposal received thereafter will be considered. UNICEF will accept no responsibility for the premature opening of a proposal not properly addressed or identified. Any delays encountered in the main delivery will be at the risk of the bidder.
- Offers delivered at a different address, or in a different form than prescribed in this RFP, or which do not respect the required confidentiality, or received after the designated time and date, will be rejected.
- Bidders must submit a proposal ensuring clear distinction of the Technical Proposal and the Price Proposal. Prices or rates shall not appear in any other part of the technical proposal.

Technical Proposal

The Technical Proposal shall be written only in English or English and Portuguese and shall include:

- Company profile
- Proposed Methodology and Approach
- Range and depth of experience with similar projects
- CVs of the proposed personnel
- Organizational chart

Financial Proposal

The Financial Proposal shall include details of the services provided, (including the remuneration of the personnel). The Proposal shall differentiate between fees, and reimbursable (such as international travel costs and accommodation to be reimbursed based on actuals) and any overheads/admin fee.

NOTE: The awarded company is expected to be self-sufficient in terms of office equipment and space, communication, local transport and other logistics during the course of project.

III. EVALUATION CRITERIA AND POINTS

The award of the contract will be made to the offer which has been evaluated and determined as having received the highest combined score of the technical and financial scores. The technical criteria will weigh 70% and the financial Criteria 30%. Only offers obtaining a minimum of 70 points out of 100 points at the technical evaluation will be considered for the Financial Evaluation.
### Table 1. Technical Evaluation Criteria

<table>
<thead>
<tr>
<th>1. Experience of the consultants</th>
<th>Max points 50</th>
</tr>
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<tbody>
<tr>
<td>1.1 Master’s degree or equivalent in International Development, Public Administration, Evaluation or Related Field.</td>
<td>10</td>
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<tr>
<td>1.2 Number of years of professional experience, specifically in the area of evaluating international development initiatives and development organizations.</td>
<td>15</td>
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<tr>
<td>1.3 Previous experience in UNDAF or related evaluation process and practical experience in the Southern African region and/or knowledge of the development issue in low-income countries is an asset.</td>
<td>15</td>
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<td>1.4 Experience of qualitative and quantitative data collection and analysis methods including interview techniques.</td>
<td>5</td>
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<tr>
<td>1.5 Experience of assessing management structures, in terms of cohesiveness, responsiveness and procedural simplicity/lightness.</td>
<td>5</td>
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<tr>
<td><strong>1 Sub total</strong></td>
<td><strong>50</strong></td>
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<tr>
<td>2. Adequacy of methodology and work plan</td>
<td>Max 40 points</td>
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<tr>
<td>2.1 Have the important aspects of the task been addressed in sufficient detail?</td>
<td>10</td>
</tr>
<tr>
<td>2.2 Are the different components of the project adequately weighted relative to one another?</td>
<td>10</td>
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<tr>
<td>2.3 Is the scope of task well defined and does it correspond to the TOR?</td>
<td>10</td>
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<tr>
<td>2.4 Work plan - Is the presentation clear and is the sequence of activities and the planning logical, realistic and promise efficient implementation to the project?</td>
<td>10</td>
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<tr>
<td><strong>2 Sub total</strong></td>
<td><strong>40</strong></td>
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<tr>
<td>3. Organization and completeness of the proposal</td>
<td>Max Points 5</td>
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<tr>
<td>4. Intellectual and technical soundness</td>
<td>Max Points 5</td>
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<td><strong>Total points</strong></td>
<td><strong>100</strong></td>
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IV - TERMS OF REFERENCE

1. Background

The United Nations Development Assistance Framework for Mozambique (UNDAF) 2012 – 2015 with its extension over 2016, is the programme framework of the UN in Mozambique to support the Government in its final stretch towards the MDG timeframe of 2015. It is the second UNDAF developed under the UN Delivering as One (DaO) pilot in Mozambique but the first one applying a full One UN programme and One Management Structure. The framework combines the efforts of the 22 resident and non-resident UN agencies to provide focused, effective and efficient support to the Government of Mozambique with an aspirational/planned common budget of $723 million USD for the period. Aligned with national development priorities and guided by human rights instruments, the MDGs, and the internationally agreed development goals the UNDAF 2012-2015 strives for “Reduced poverty and disparities to improve the lives of the most vulnerable people in Mozambique” as its overall goal.

The UNDAF was designed as a strategic, all inclusive and common programme framework with 8 broad outcomes for the programme cycle. An UNDAF Action Plan has operationalized the UNDAF and hence constitutes the One Programme. The UNDAF results are organized around three focus areas in the economic, social and governance fields. The overarching goals are informed by three guiding principles: i) culturally responsive, gender sensitive and human rights based approaches focusing particularly on women and children; ii) interweaving of HIV and AIDS issues throughout all UNDAF result areas; and iii) substantiated by the promotion of evidence based policies and strategies for equitable and sustainable development. The UNDAF also integrates all UN humanitarian assistance in the country. An UNDAF Management Plan complements the UNDAF and UNDAP by providing guidance on internal organization and structure under the Delivering as One reform.

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 UNDAF development starting point was a UN produced Country Situational Analysis Document and a UN Position Paper on Mozambique Development Challenges. It was drafted through a consultative planning process which was based on the PARPA II Review carried out by the Government and on the UNDAF Mid Term Review both of 2009; and in the UNDAF 2007 - 2009 evaluation carried out in 2010, including the evaluation of the implementation of the Delivering as One initiative also done in other pilot countries in 2010. Each phase of the planning process was accompanied by strategic meetings with the highest level of Government counterparts such as the UNDAF results joint prioritization workshop Government/United Nations occurred in June 2010, and consultations extended to the civil society and international development partners. Joint training for Government and UN staff on UNDAF development principles, such as the cross cutting approach in culture, gender and human rights, as well as results based management, were carried out during the development process. The fact that the UNDAF was developed at the same time as the PARP 2011-2014 was also being drafted and with the involvement of Government and UN staff participating in both processes sought to achieve a good level of alignment of the UN with the national planning systems.
Guided by and taking forward the delivering as one principles, cross-agency, so called Development Results Groups (DRGs), structured per sector and outcome areas, have been the primary operational mechanisms for the coordination, programme management and monitoring and evaluation of UN interventions around UNDAF outcomes and outputs. Each DRG is chaired by a Head of Agency who is responsible to the UNCT for achieving the results of the UNDAF under that DRG and reports back to the UNCT on a regular basis. The UNDAF together with the overall DaO reform is implemented under the direction of an UNDAF Steering Committee (SC) chaired by the Minister of Foreign Affairs and Cooperation with the UN Resident Coordinator as the co-chair.

The UNDAF and UNDAF action plan aims to comprise a comprehensive UN planning, monitoring and evaluation system. The UNDAF and UNDAF Action Plan Results Matrices contain a Common Budgetary Framework (CBF), baseline data, targets and indicators for both outcomes and outputs. Output indicators are monitored annually as part of the UNDAF annual review and annual targets for the output indicators are discussed each year by DRGs as integral part of the annual planning exercise. The annual planning process of the UNDAF Action Plan follows a 2-step approach in order to align with the Government planning cycle, with the preparation of a preliminary AWP per Ministry in April/May and an AWP with updated annual budgets at the end of each year, the second phase happening under DRG leadership.

As the UNDAF nears completion of the programme cycle, the UNCT and national partners have, in accordance with UNDAF and United Nations Evaluation Groups (UNEG) guidelines, decided to undertake an evaluation to further promote accountability for results and to enhance learning. This evaluation will build upon solid work done in the UNDAF Strategic Reflection (mid term review) process in 2014, as well as on-going UN and agency specific assessment and evaluation work. The analysis and recommendations of the evaluation will inform the formulation of the UNDAF successor, helping to define programme content as well as effective management and partnerships. More particularly, lessons learned form the UNDAF will support the position of the UN for a solid new programme, in the contact of the global agenda and the new Strategic Development Goals which will be globally approved in 2015. The users of this evaluation is expected to be a broad audience of UNCT, DRGs, government partners, civil society, agency executive boards as well as multilateral and bilateral donors. On the global level the evaluation should contribute to knowledge regarding good practice under DaO; UNDOCOC and regional offices will therefore also form an important audience.

2. UNDAF Evaluation Context

Country 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 wellbeing 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.

Delivering as One
Mozambique was one of eight countries in the world to pilot the Delivering as One UN Reform, in close cooperation with and under the leadership by the Government of Mozambique. Since 2007, the UN Mozambique has been developing and refining new ways of working together with the Government to achieve the aims of the reform of coherence, effectiveness and efficiency in delivering development results.

While the first phase of the reform focused on five pillars in place (one voice, one programme, one budget, one leader, one office), since 2012, the UN Mozambique has moved into “the second generation” of the reform aimed at transforming the process-related changes of the five Dao pillars into strengthened development results. The second generation of the Dao in Mozambique captured in UNDAF 2012-2016 has focused on the three “Rs”: Results-strengthening results focus and result based management, Relevance-strengthening UN’s policy advisory and normative role on top priority national issues and Resources- Optimizing the use of available resources, financial and human.

The creation of a new organizational structure -Development Results Groups (DRGs) as well as crosscutting Joint Teams (JTs) with the purpose of clustering programme staff across all agencies of the UN around outcomes and focus areas of the UNDAF, and improve attention to the cross cutting issues of gender and HIV and AIDS, is perhaps the most striking organizational feature for increasing focus on results-delivery optimization of resources, improve quality and relevance of results to peoples’ lives, as well as cross-agency accountability with DRG chairs being held directly accountable for UNDAF delivery of results. A set of common working groups are further an integral part of the UNDAF working structure covering the fields of joint communication, M&E and operations.
For increasing UN relevance and results, another important feature has been to strengthen efforts in providing coherent policy advice towards national partners. The UN Mozambique has set up modalities for joint responses to emerging issues of top importance and relevance on the national agenda and pursues each year a set of signature initiatives that are considered to be timely, where UN’s voice can make a difference. These are also meant to help define, and bolster the recognition of and respect for the values of the UN in Mozambique. The focus has been on advocacy and policy efforts. Among other topics, signature issues have included extractive industries, violence against women and youth employment. Additionally, the UN has strived to improve programming through initiatives such as capacity building and review of tools as a result of the implementation of the gender marker.

Joint operations and common services have further continued to be developed during the UNDAF with the intention of establishing harmonized and simplified business practices that result in more efficient and streamlined work processes and reduced transaction costs. The most efforts of the Operations Management Team (OMT) in this respect has been put into the fields of ICT, human resources and procurement, while no Business Operation Strategy (BOS) has yet been formed.

**Evaluation Context**

The present evaluation will provide an independent assessment of the results achieved during the current UNDAF, building on solid work already undertaken in the process of UNDAF development, implementation and analysis. Among the objectives and criteria needed to be covered by the evaluation, a particular focus will be put on the UN Mozambique’s contribution to the national development priorities, (e.g. effectiveness criteria) as well as lessons learned on a sectorial level. As the evaluation is, in accordance with UNDG guidelines on UNDAF evaluations, taking place in the penultimate year of implementation in order to feed into the next UNDAF programming process, programme results will only be available for the timeframe 2012 through early 2015. However, the evaluator(s) are expected to the extent possible to develop thinking and perspectives, based on available data, information and statistical analysis, on likelihood of achievement and non-achievement of planned results by the end of the full programme period.

The evaluation should take place against the backdrop of and referencing relevant assessments and evaluations that have been carried out during recent years, including **but not limited to** those specifically related to the Delivering as One reform. Of particular importance in this respect is the UNDAF Mozambique Strategic Reflection and Midterm Review that was carried out in the middle of 2014. The focus of this study was primarily to strategically reflect on the overall relevance of the current UNDAF vis a vis national priorities and emerging challenges. The overall effectiveness of the Delivering as One framework was also assessed from an organizational angle, while less attention was given to its effectiveness versus specific programme results. The midterm review part was light and did not contain an assessment of results versus indicator achievements. Rather the study focused on outlining some key results and on prioritization of outputs so as to focus work for the remainder of the UNDAF and to some extent to anticipate future priorities for the next UNDAF.

The evaluation takes place in the context of the UNDAF as Delivering as One country and the UNDAP as the One programme. The evaluation should duly reflect and refer to the Standard Operating Procedures for Delivering as One.
Coordination with agency country programme evaluations and assessments that are to be carried out in 2015 will be essential. The Evaluation Management Group will together with the evaluators/UNDAF evaluation team work on synergies and maximizing the use of relevant data as well as processes.

3. **Purpose, objectives and scope**

*Purpose*

The present evaluation serves two main purposes:

1. To increase effectiveness and results impact by highlighting areas which need to be strengthened and recommending collaborative ways to improve agreed results in future UN programming. By objectively verifying results achieved within the framework of the UNDAF and assessing the effectiveness of the strategies and interventions used, the evaluation will enable the various stakeholders in the UNDAF process, to hold the UNCT accountable for fulfilling roles and commitments in future UNDAF planning.

2. To support greater learning. The evaluation is to provide clear recommendations for strengthening programming results, specifically informing the planning and decision-making for the next UNDAF cycle.

Evaluation outputs should be concise and punctual, leading to solid and operational recommendations for UN action in its on-going implementation and forward planning.

*Objectives*

The evaluation pursues the following objectives:

1. To evaluate the degree to which planned UNDAF results have been/have not been achieved within the context of national development results
2. To identify the factors that have affected positively and negatively the UNCT’s contribution, analysing the enabling factors as well as bottlenecks
3. To provide actionable recommendations for improving the UN’s contribution to national development, especially for incorporating into the new UNDAF 2017–2020 which will be developed in 2015. These recommendations should be logically linked to the conclusions and draw upon lessons learned identified throughout the evaluation, and the positioning of the UN against the new global agenda for development.
4. To review the impact of the UN signature issues on the relevance and recognition of the values of the UN in Mozambique;

*Scope*

The standard set of **evaluation criteria** across all UNDAF evaluations is to be used, namely:

- **Equity** - The extent to which UNDAF results have contributed to reducing disparities and inequalities between women and men, girls and boys. How have the UNDAF addressed other disparities and/or targeted specific population groups, particularly those at risk and the most
vulnerable ones, including children, young mothers, HIV positive, refugees and migrants. The evaluation will specifically look at the UNDAF’s ability to address development and human rights’ needs in urban, peri urban and rural areas as well as the geographic distribution of impact between provinces and districts. It will inform the forthcoming UNDAF design and the reflection on whether and how to address/improve targeting (or not) and prioritising most vulnerable and affected people. It should respond to the overall question “have UNDAF interventions delivered equitable results and brought about change for those most in need” and if so, what can be learned and improved for future action to ensure UN interventions support both poverty reduction and addressing inequalities in a context of economic growth.

**Relevance** - The extent to which the objectives of UNDAF are consistent with country needs, national priorities, and, the country’s international and regional commitments, including on human rights and the recommendations of Human Rights mechanisms (including the treaty bodies, special procedures, CEDAW and UPR), sustainable development, environment, and the needs of women and men of all ages, young people, boys and girls and most vulnerable groups in the country. To what extent was the UNDAF informed by substantive human rights and gender analyses that identified underlying causes and barriers to human rights and gender equality?

**Effectiveness** - The extent to which the UNCT contributed to, or is likely to contribute to, the outcomes defined in the UNDAF and to the degree to which were the results and efforts distributed among the targeted groups. To what extent were a human rights based approach and a gender mainstreaming approaches taken into account in the implementation of the UNDAF? Did the intervention contribute to empowerment of rights holders, especially women and young people to claim and duty bearers to fulfil human rights and gender equality standards? The evaluation should also note if the other results achieved, which were not included in the UNDAF and how they have affected national development positively or negatively and to what extent have they been foreseen and managed.

**Efficiency** - The extent to which outcomes were achieved with the available amount of resources and maintenance of minimum transaction cost (funds, expertise, time, administrative costs, etc.). The extent to which the resource allocation of UN agencies, units and programmes took into account or prioritised most marginalised groups including women and girls.

**Sustainability** - The extent to which the benefits from a development intervention have continued, or are likely to continue, after it has been completed. In particular, if the transition from developing individual capacity in the short-term to creating institutional capacity in the long-term has been made. The range of requirements should be considered, including creation of technical expertise, financial independence and mechanisms through which rights-holders particularly of the vulnerable groups may participate in and assert the fulfilment of their rights. To what extent did the UNDAF contribute to developing an enabling environment (including capacities of rights holders to claim their rights and duty bearers to fulfil their duties) and institutional changes?

The evaluation encompasses both the UNDAF and UNDAF Action Plan, however the focus of the results assessment will be at the outcome level. The evaluation will assess actual and projected achievements against all the 8 UNDAF outcomes in the context of their broader contribution to the PARP and Mozambique’s international and regional commitments. While establishing the causal link between the UNDAF programme and the observed national result.
(UN attribution) may be challenging, attempts should be made to analyse it to the extent possible, in light of national strategies. Due attention should in this respect be paid to analysing both enabling factors and bottlenecks in both attribution and contribution. The assessment will take into consideration the M&E framework and the indicators and targets identified at the beginning of the cycle.

While assessing performance of the above criteria the evaluators should seek to identify factors that can explain performance as well as non-performance and attention should be given to results that were not planned but achieved.

The evaluation will further examine how and to what extent the **UNDAF programming principles** (human rights based approach, gender equality, environmental sustainability, results-based management and capacity development) were considered in the UNDAF chain of results. For this UNDAF, particularly outlined and formulated principles of i) culturally responsive, gender sensitive and human rights based approaches focusing particularly on women and children; ii) interweaving of HIV and AIDS issues throughout all UNDAF result areas; and iii) substantiated by the promotion of evidence based policies and strategies for equitable and sustainable development should be examined. Where adequate resources allocated to enable results with respect to programming principles?

<table>
<thead>
<tr>
<th>A list of questions will be developed by the evaluation team, in collaboration with the EMG. The following questions should also be considered:</th>
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<tbody>
<tr>
<td>Was the approach of using broad UNDAF outcomes successful? Were outcomes formulated at an appropriate level to ensure accountability and impact? To what degree were the UNDAF results achieved?</td>
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<tr>
<td>Was the alignment between the UNDAF and UNDAP (e.g One Programme) adequate? Is there a logical flow of results from Agency level actions, through UNDAF Outputs and reaching to UNDAF Outcomes?</td>
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<tr>
<td>What were the lessons learned from the implementation of the UNDAF?</td>
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<td>What was the impact from joint advocacy around signature issues? Has this been an effective way to leverage joint action and particular impact around key priority areas?</td>
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<td>Did the design adequately reflected the relevance of incorporation of the gender equality dimension? Did the UNDAF allow to maximize the UN’s comparative advantage?</td>
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<tr>
<td>Has joint work through the 2012 – 2015 UNDAF, thus far, increased the impact of participating UN agencies in their work in Mozambique?</td>
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**Evaluation focus**

As stated, the evaluation takes place against backdrop and with reference to other recent and relevant evaluations and studies.

- Assessment of effectiveness - UN attribution to and impact of results
- Lessons learned on sectorial level, feeding into sectorial planning for the next UNDAF
- Lessons learnt on mainstreaming cross cutting issues of gender and HIV and AIDS
• The following programming principles should be taken into consideration: Human rights based approach, gender equality, environmental sustainability, results based management, capacity development.

4. Evaluation Process and Methodology

In light of the already existing data and assessment compiled in recent evaluation processes, including the 2014 Strategic Reflection, the UNDAF Evaluation is foreseen as a light and focused process, taking a maximum of 6 weeks from inception to delivery of the final report.

The evaluation should be conducted in accordance with the UNEG Ethical Guidelines and is expected to include the following key steps:

• Undertake a comprehensive desk review (synthesis and data analysis) of planning and implementation documents of all UN agencies, existing studies, surveys and evaluations conducted by UN agencies and their partners during the current UNDAF cycle as well as documents from the government on national policies and strategies.
• Conduct interviews, focus group discussions etc. with relevant stakeholders within and outside the UN, including conducting relevant field visits ensuring the participation of organizations of women, gender equality activists and youth.
• Produce an inception report outlining detailed methodological approach and work plan, evaluation matrix and tools. This should include timelines for all elements of the evaluation and detailed methodology for information gathering, analysis and validation.
• Conduct meetings with the UNDAF Evaluation Management Group (EMG) and keep the evaluation task manager (lead of the EMG) informed on progress.
• Prior to the end of the consultancy, the consultants will submit a first draft report to the EMG and Evaluation Steering Committee (ESC) for comments.
• The consultants will prepare a final revision of the UNDAF Evaluation report including an elaboration of the comments/recommendations previously received.

The evaluation shall be gender and human rights responsive. The consultants are expected to draw on a variety of data collection methods, including but not limited to: document review; semi-structured key stakeholder interviews; surveys; focus groups; and outcome mapping. These should be identified based upon availability, logistical constraints (travel, costs, time, etc.) and ethical considerations. Data should be systematically disaggregated by sex whenever possible, using contextually-relevant markers of equality. It is anticipated that the inception report will include an evaluation matrix linking the data collection methods to the evaluation criteria and questions. Analysis should combine qualitative and quantitative tools. The evaluation team is expected to apply up to date and current evaluation methodologies, while conforming to UNEG norms and standards for evaluations, as well as ethical guidelines. The UN M&E reference group, together with the UNDAF Evaluation Management Group (EMG) will as part of the preparation of this evaluation be responsible for the pre-evaluability assessment on outcome indicator data to the extent possible support the gathering of this data.

5. Management of the evaluation and qualifications of consultants

UNDAF evaluations are country-level evaluations. As such, they are jointly commissioned by the UNCT and the national government. The Evaluation Team is expected to work in full independence from the evaluation commissioners.
The UNDAF Evaluation Team will work under the supervision of the following management structure:

1) Direct supervision is provided by an UNDAF Evaluation Management Group (EMG) which will function as the guardian of the independence of the evaluation. The group will be led by an Evaluation Task Manager. The EMG will: oversee the implementation of the evaluation and management of the evaluation budget; review and endorsement of the ToRs; participate in the recruitment process; oversee the work of the team of consultants; review the draft of the evaluation report; present the report to the steering committee. The EMG will consist of staff from the UN Resident Coordinator’s Office, M&E officer/expert, a senior UN representative and Government.

2) The decision-making organ for the UNDAF Evaluation is the Evaluation Steering Committee (ESC), consisting of representatives of the Evaluation Commissioners (UNCT and national counterparts) and other key stakeholders such as bilateral partners, national civil society organizations including of women, gender equality activists and youth and donor representatives. The ESC will: review the inception report; review the evaluation draft report; review and endorse the evaluation final report and produce a management response. All key deliverables must be approved by the ESC. The ESC will also be responsible for developing the management response to the final evaluation.

The evaluation team should consist of one team leader with international working experience (1) and one team members. At least one of the consultants should be a Mozambican national, the team leader – if not of Mozambican nationality – must have excellent knowledge of Mozambique. The UN will endeavour to secure a balanced team in terms of gender. The team leader or one of the team member should have a strong gender profile.

The consultants should be independent from any organizations that have been involved in designing, executing or advising any aspect of the subject of the evaluation. Existence of any potential conflict of interest should be communicated in writing to the evaluation manager prior to signing of a work contract (see UNEG Ethical Guidelines for further clarification about conflict of interest).

Team Leader Criteria

The Evaluation Team Leader will lead the entire evaluation process, working closely with all team members. S/he will conduct the evaluation process in a timely manner, communicate with the EMG on a regular basis and highlight progress made and challenges encountered. S/he will be responsible for submission of draft and final report. S/he must possess the following:

- Masters Degree in International Development, Public Administration, Evaluation or Related Field.
- 15 years’ of international experience conducting complex evaluations, preferably at least one UNDAF Evaluation.
- Demonstrable knowledge on and experience of conducting Gender Equality and Human Rights responsive evaluations.
- A strong record of assessing management structures, in terms of cohesiveness, responsiveness and procedural approach.
- Excellent knowledge of the UN system and UN joint country programming processes, including DoO principles and processes.
• Ability to assess the application of the five UN Programming Principles: human rights, gender equality, environmental sustainability, results based management, capacity development.
• Experience of qualitative and quantitative data collection and analysis including interview techniques.
• Team management, process management and facilitation skills.
• Proficiency in English (spoken and written, with capacity to write inception, draft and final evaluation reports).
• Knowledge of Portuguese and experience from working in Mozambique is considered a strong asset.

Team member criteria
The team members will contribute to the evaluation process substantively through data collection and analysis and drafting. S/he will share responsibilities for conducting the desk review, interviews and field visits to project sites. S/he will provide substantive inputs to the inception report as well as to the draft and final reports. S/he must possess the following:
• Masters Degree in International Development, Public Administration, Evaluation or Related Field.
• 10 years of international experience, specifically in the area of evaluating international development initiatives and development organizations.
• Experience of assessing management structures, in terms of cohesiveness, responsiveness and procedural simplicity/lightness.
• Familiarity with the UN system including DaO principles and processes.
• Demonstrative ability to assess the application of the five UN Programming Principles: human rights, gender equality, environmental sustainability, results based management and capacity development.
• Experience of qualitative and quantitative data collection and analysis methods including interview techniques.
• Proficiency in English (spoken and written, with capacity to contribute to the inception, draft and final evaluation reports).
• Knowledgeable about national development instruments of Mozambique.
• Proficiency in English (spoken and written, with capacity to contribute to the inception, draft and final evaluation reports).
• Proficiency in Portuguese and extensive experience working in Mozambique.

6. Budget & Rerenumeration

• The proposal should clearly differentiate between consultancy fee(s), and reimbursables.
• The VAT component of the proposed fee must be clearly specified.
• For international consultants, per diem and air tickets will be reimbursed based on actual cost and submission of receipts and bills.
• A progressive payment schedule against the total value of the consultancy fee is foreseen, as demonstrated in Table 2 below.
Table 2. The following payment schedule is foreseen:

<table>
<thead>
<tr>
<th>Key Deliverables</th>
<th>Payment schedule/amounts</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Inception Report</td>
<td>20% of total value of the consultancy fee (upon approval of report)</td>
</tr>
<tr>
<td>Includes detailed Evaluation Work Plan, Evaluation Matrix &amp; Tools</td>
<td></td>
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<tr>
<td>2. Draft Evaluation Report</td>
<td>40% of total value of the consultancy fee (upon approval of report)</td>
</tr>
<tr>
<td>To be assessed using UNEG Quality Checklist</td>
<td></td>
</tr>
<tr>
<td>3. Final Evaluation Report</td>
<td>40% of total value of the consultancy fee (upon approval of report)</td>
</tr>
<tr>
<td>Maximum of 45 pages plus essential annexes. The report shall include an</td>
<td></td>
</tr>
<tr>
<td>executive summary of not more than 3 pages. To be assessed using UNEG Quality</td>
<td></td>
</tr>
<tr>
<td>Checklist</td>
<td></td>
</tr>
</tbody>
</table>

7. Currency of Proposal

UNICEF is requesting an offer in Mozambican currency (Meticais) only, or Meticais and US dollars (USD). If an offer is made in both currencies, it will be at UNICEF’s sole discretion to determine which currency offer to evaluate.

For companies registered in Mozambique, as per the Mozambican’s legislation, only offers in Meticais currency will be consiered.

8. List of Annexes

Annex 1. Indicative evaluation schedule
Annex 2. UNICEF GENERAL TERMS AND CONDITIONIONS
Annex 3. List of Acronyms and Abreviations
Annex 4. List of reference documents to be provided along with this tender
Annex 1. Indicative evaluation schedule

<table>
<thead>
<tr>
<th>Implementation – Deliverables (Duration of the consultancy)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Induction meeting with consultants</td>
</tr>
<tr>
<td>Inception report: details of evaluation methodology, design and approach</td>
</tr>
<tr>
<td>Data collection and analysis</td>
</tr>
<tr>
<td>Presentation of draft report to the EMG, ESC ad well as additional stakeholders invited by the ESC for immediate feedback.</td>
</tr>
<tr>
<td>Final feedback to evaluation team</td>
</tr>
<tr>
<td>Final report</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Follow Up work post-consultancy (by UN EMG)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Dissemination of Evaluation report to internal and external stakeholders. Potential workshop to disseminate and discuss findings. Report to be published on UNDG and UN Mozambique websites (preferably translated or summarized in Portuguese)</td>
</tr>
<tr>
<td>Extract lessons learned for contribution into strategic planning and new UNDAF development process</td>
</tr>
<tr>
<td>Drafting of Evaluation Management Response on how findings will be addressed by UNCT. To be shared with DOCO and all involved stakeholders</td>
</tr>
</tbody>
</table>
Annex 2. UNICEF GENERAL TERMS AND CONDITIONS
FOR INSTITUTIONAL/CORPORATE CONTRACTS

1. ACKNOWLEDGMENT COPY
Signing and returning the acknowledgment copy of a contract issued by UNICEF or beginning work under that contract shall constitute acceptance of a binding agreement between UNICEF and the Contractor.

2. DELIVERY DATE
Delivery Date to be understood as the time the contract work is completed at the location indicated under Delivery Terms.

3. PAYMENT TERMS
(a) UNICEF shall, unless otherwise specified in the contract, make payment within 30 days of receipt of the Contractor's invoice which is issued only upon UNICEF's acceptance of the work specified in the contract.
(b) Payment against the invoice referred to above will reflect any discount shown under the payment terms provided payment is made within the period shown in the payment terms of the contract.
(c) The prices shown in the contract cannot be increased except by express written agreement by UNICEF.

4. LIMITATION OF EXPENDITURE
No increase in the total liability to UNICEF or in the price of the work resulting from design changes, modifications, or interpretations of the statement of work will be authorized or paid to the contractor unless such changes have been approved by the contracting authority through an amendment to this contract prior to incorporation in the work.

5. TAX EXEMPTION
Section 7 of the Convention on the Privileges and Immunities of the United Nations provides, inter alia, that the UN, including its subsidiary organs, is exempt from all direct taxes and is exempt from customs duties in respect of articles imported or exported for its official use. Accordingly, the Vendor authorizes UNICEF to deduct from the Vendor's invoice any amount representing such taxes or duties charged by the Vendor to UNICEF. Payment of such corrected invoice amount shall constitute full payment by UNICEF. In the event any taxing authority refuses to recognize the UN exemption from such taxes, the Vendor shall immediately consult with UNICEF to determine a mutually acceptable procedure.
Accordingly, the Contractor authorizes UNICEF to deduct from the Contractor's invoice any amount representing such taxes, duties, or charges, unless the Contractor has consulted with UNICEF before the payment thereof and UNICEF has, in each instance, specifically authorized the Contractor to pay such taxes, duties or charges under protest. In that event, the Contractor shall provide UNICEF with written evidence that payment of such taxes, duties or charges has been made and appropriately authorized.
6. LEGAL STATUS.
The Contractor shall be considered as having the legal status of an independent contractor vis-a-vis UNICEF. The Contractor’s personnel and sub-contractors shall not be considered in any respect as being the employees or agents of UNICEF.

7. CONTRACTOR’S RESPONSIBILITY FOR EMPLOYEES
The Contractor shall be responsible for the professional and technical competence of its employees and will select, for work under this Contract, reliable individuals who will perform effectively in the implementation of the Contract, respect the local customs and conform to a high standard of moral and ethical conduct.

8. INDEMNIFICATION
The Contractor shall indemnify, hold and save harmless and defend, at its own expense, UNICEF, its officials, agents, servants and employees, from and against all suits, claims, demands and liability of any nature or kind, including their costs and expenses, arising out of the acts or omissions of the Contractor or its employees or sub-contractors in the performance of this Contract. This provision shall extend, inter alia, to claims and liability in the nature of workmen's compensation, product liability and liability arising out of the use of patented inventions or devices, copyrighted material or other intellectual property by the Contractor, its employees, officers, agents, servants or sub-contractors. The obligations under this Article do not lapse upon termination of this Contract.

9. INSURANCE AND LIABILITIES TO THIRD PARTIES
(a) The Contractor shall provide and thereafter maintain insurance against all risks in respect of its property and any equipment used for the execution of this Contract.
(b) The Contractor shall provide and thereafter maintain all appropriate workmen’s compensation and liability insurance, or its equivalent, with respect to its employees to cover claims for death, bodily injury or damage to property arising from the execution of this Contract. The Contractor represents that the liability insurance includes sub-contractors.
(c) The Contractor shall also provide and thereafter maintain liability insurance in an adequate amount to cover third party claims for death or bodily injury, or loss of or damage to property, arising from or in connection with the provision of work under this Contract or the operation of any vehicles, boats, airplanes or other equipment owned or leased by the Contractor or its agents, servants, employees or sub-contractors performing work or services in connection with this Contract.
(d) Except for the workmen's compensation insurance, the insurance policies under this Article shall:
   (i) name UNICEF as additional insured;
   (ii) include a waiver of subrogation of the Contractor’s rights to the insurance carrier against UNICEF;
   (iii) provide that UNICEF shall receive thirty (30) days written notice from the insurers prior to any cancellation or change of coverage.
   (iv) The Contractor shall, upon request, provide UNICEF with satisfactory evidence of the insurance required under this Article.
(b) If the Contractor is rendered permanently unable, wholly, or in part, by reason of force majeure to perform its obligations and meet its responsibilities under this Contract, UNICEF shall have the right to suspend or terminate this Contract on the same terms and conditions as are provided for in Article 16, 'Termination', except that the period of notice shall be seven (7) days instead of thirty (30) days.

(c) Force majeure as used in this Article means acts of God, war (whether declared or not), invasion, revolution, insurrection or other acts of a similar nature or force.

16. TERMINATION
If the Contractor fails to deliver any or all of the deliverables within the time period(s) specified in the contract, or fails to perform any of the terms, conditions, or obligations of the contract, or should the Contractor be adjudged bankrupt, or be liquidated or become insolvent, or should the contractor make an assignment for the benefit of its creditors, or should a Receiver be appointed on account of the insolvency of the contractor, UNICEF may, without prejudice to any other right or remedy it may have under the terms of these conditions, terminate the Contract, forthwith, in whole or in part, upon thirty (30) days notice to the Contractor.

UNICEF reserves the right to terminate without cause this Contract at any time upon thirty (30) days prior written notice to the Contractor, in which case UNICEF shall reimburse the Contractor for all reasonable costs incurred by the Contractor prior to receipt of the notice of termination.

In the event of any termination no payment shall be due from UNICEF to the Contractor except for work and services satisfactorily performed in conformity with the express terms of this contract.

Upon the giving of such notice, the Contractor shall have no claim for any further payment, but shall remain liable to UNICEF for reasonable loss or damage which may be suffered by UNICEF for reason of the default. The Contractor shall not be liable for any loss or damage if the failure to perform the contract arises out of force majeure.

Upon termination of the contract, UNICEF may require the contractor to deliver any finished work which has not been delivered and accepted, prior to such termination and any materials or work-in-process related specifically to this contract. Subject to the deduction of any claim UNICEF may have arising out of this contract or termination, UNICEF will pay the value of all such finished work delivered and accepted by UNICEF.

The initiation of arbitral proceedings in accordance with Article 22 'Settlement of Disputes' below shall not be deemed a termination of this Contract.

17. SUB-CONTRACTING
In the event the Contractor requires the services of subcontracts, the Contractor shall obtain the prior written approval and clearance of UNICEF for all sub-contractors. The approval of UNICEF of a sub-contractor shall not relieve the Contractor of any of its obligations under this Contract. The terms of any sub-contract shall be subject to and in conformity with the provisions of this Contract.
10. SOURCE OF INSTRUCTIONS
The Contractor shall neither seek nor accept instructions from any authority external to UNICEF in connection with the performance of its services under this Contract. The Contractor shall refrain from any action which may adversely affect UNICEF or the United Nations and shall fulfil its commitments with the fullest regard to the interests of UNICEF.

11. ENCUMBRANCES/LIENS
The Contractor shall not cause or permit any lien, attachment or other encumbrance by any person to be placed on file or to remain on file in any public office or on file with UNICEF against any monies due or to become due for any work done or materials furnished under this Contract, or by reason of any other claim or demand against the Contractor.

12. TITLE TO EQUIPMENT
Title to any equipment and supplies which may be furnished by UNICEF shall rest with UNICEF and any such equipment shall be returned to UNICEF at the conclusion of this Contract or when no longer needed by the Contractor. Such equipment when returned to UNICEF shall be in the same condition as when delivered to the Contractor, subject to normal wear and tear.

13. COPYRIGHT, PATENTS AND OTHER PROPRIETARY RIGHTS
UNICEF shall be entitled to all intellectual property and other proprietary rights including but not limited to patents, copyrights and trademarks, with regard to documents and other materials which bear a direct relation to or are prepared or collected in consequence or in the course of the execution of this contract. At UNICEF's request, the Contractor shall take all necessary steps, execute all necessary documents and generally assist in securing such proprietary rights and transferring them to the UNICEF in compliance with the requirements of the applicable law.

14. CONFIDENTIAL NATURE OF DOCUMENTS
(a) All maps, drawings, photographs, mosaics, plans, reports, recommendations, estimates, documents and all other data compiled by or received by the Contractor under this Contract shall be the property of UNICEF, shall be treated as confidential and shall be delivered only to the UN authorized officials on completion of work under this Contract.
(b) The Contractor may not communicate any time to any other person, Government or authority external to UNICEF, any information known to it by reason of its association with UNICEF which has not been made public except with the authorization of the UNICEF; nor shall the Contractor at any time use such information to private advantage. These obligations do not lapse upon termination of this Contract with UNICEF.

15. FORCE MAJEURE; OTHER CHANGES IN CONDITIONS
(a) In the event of and as soon as possible after the occurrence of any cause constituting force majeure, the Contractor shall give notice and full particulars in writing to UNICEF of such occurrence or change if the Contractor is thereby rendered unable, wholly or in part, to perform its obligations and meet its responsibilities under this Contract. The Contractor shall also notify UNICEF of any other changes in conditions or the occurrence of any event which interferes or threatens to interfere with its performance of the Contract. On receipt of the notice required under this Article, UNICEF shall take such action as, in its sole discretion, it considers to be appropriate or necessary in the circumstances, including the granting to the Contractor of a reasonable extension of time in which to perform its obligations under the Contract.
18. ASSIGNMENT AND INSOLVENCY
a. The Contractor shall not, except after obtaining the written consent of UNICEF, assign, transfer, pledge or make other dispositions of the Contract, or any part thereof, of the Contractor's rights or obligations under the Contract.
b. Should the Contractor become insolvent or should control of the Contractor change by virtue of insolvency, UNICEF may, without prejudice to any other rights or remedies, terminate the Contract by giving the Contractor written notice of termination.

19. USE OF UNITED NATIONS AND UNICEF NAME AND EMBLEM
The Contractor shall not use the name, emblem or official seal of the United Nations or UNICEF or any abbreviation of these names for any purpose.

20. OFFICIALS NOT TO BENEFIT
The Contractor warrants that no official of UNICEF or the United Nations has received or will be offered by the Contractor any direct or indirect benefit arising from this Contract or the award thereof. The Contractor agrees that breach of this provision is a breach of an essential term of the Contract.

21. PROHIBITION ON ADVERTISING
The Contractor shall not advertise or otherwise make public that the Vendor is furnishing goods or services to UNICEF without specific permission of UNICEF.

22. SETTLEMENT OF DISPUTES
Amicable Settlement The Parties shall use their best efforts to settle amicably any dispute, controversy or claim arising out of, or relating to this Contract or the breach, termination or invalidity thereof. Where the parties wish to seek such an amicable settlement through conciliation, the conciliation shall take place in accordance with the UNCITRAL Conciliation Rules then obtaining, or according to such other procedure as may be agreed between the parties.

Arbitration
Any dispute, controversy or claim between the Parties arising out of this Contract or the breach, termination or invalidity thereof, unless settled amicably under the preceding paragraph of this Article within sixty (60) days after receipt by one Party or the other Party's request for such amicable settlement, shall be referred by either Party to arbitration in accordance with the UNCITRAL Arbitration Rules then obtaining. The arbitral tribunal shall have no authority to award punitive damages. In addition, the arbitral tribunal shall have no authority to award interest in excess of six percent (6%) and any such interest shall be simple interest only. The Parties shall be bound by any arbitration award rendered as a result of such arbitration as the final adjudication of any such controversy, claim or dispute.

23. PRIVILEGES AND IMMUNITIES
The privileges and immunities of the UN, including its subsidiary organs, are not waived.

24. CHILD LABOUR
UNICEF fully subscribes to the Convention on the Rights of the Child and draws the attention of potential suppliers to Article 32 of the Convention which inter alia requires that a child shall be protected from performing any work that is likely to be hazardous or to interfere with the
Annex 4. List of reference document

<table>
<thead>
<tr>
<th></th>
<th>List of Key reference documents</th>
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<tbody>
<tr>
<td>1</td>
<td>UN Development Framework (2012 - 2015)</td>
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<tr>
<td>2</td>
<td>Plan of Action for Poverty Reduction (PARP 2011 - 2014)</td>
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<tr>
<td>3</td>
<td>UNDAF report 2012</td>
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<td>4</td>
<td>UNDAF report 2013</td>
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<td>5</td>
<td>UN Common budgetary framework 2013</td>
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<td>6</td>
<td>UN Common budgetary framework 2014</td>
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<td>7</td>
<td>UNDAF strategic reflection and mid term review 2014</td>
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<tr>
<td>8</td>
<td>UNICEF opinion leaders</td>
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<td>9</td>
<td>UNICEF situation analysis, - costing report 2014</td>
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<td>10</td>
<td>UNFPA report 2013</td>
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<td>11</td>
<td>UPR recommendations 2011</td>
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<tr>
<td>12</td>
<td>Fact sheets for thematic areas</td>
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<td>13</td>
<td>Mozambique report on the implementation of the declaration and the Beijing platform</td>
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<td>14</td>
<td>Law against domestic violence</td>
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<td>15</td>
<td>National Health strategic plan 2012-2019</td>
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<td>16</td>
<td>Integrated plan for MDG 4 + 5</td>
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<td>17</td>
<td>National plan for advancement of women</td>
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<td>18</td>
<td>National strategic plan for control of Malaria</td>
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<td>19</td>
<td>INSIDA report 2009</td>
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<tr>
<td>20</td>
<td>Mapping of shelters for victims of violence</td>
</tr>
<tr>
<td>21</td>
<td>UNFPA annual report 2013</td>
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<tr>
<td>22</td>
<td>Evaluation report of the HIV strategic plan</td>
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<tr>
<td>23</td>
<td>Report on the implementation of the MDG 4 +5 programme</td>
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<tr>
<td>24</td>
<td>HIV country outcomes achievement reports</td>
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