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## Mid-term evaluation of the project “Support to the establishment of a National Integrity System in Tunisia” (NIS)

### Terms of Reference

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<b>Duration:</b>	17 days including 10 days in Tunisia
<b>Indicative dates:</b>	From February 2016
<b>Duty Station:</b>	Tunis
<b>Working languages:</b>	French and English

#### 1. BACKGROUND AND JUSTIFICATION :

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In Tunisia, as in the countries that experienced the Arab Spring, there is an increasing popular demand on empowering transparency and accountability, participation and fighting corruption that are essential components of democratic governance. In response to the increasing demand on anti-corruption assistance in Tunisia, UNDP developed a new three years project: “Support to the establishment of a National Integrity System in Tunisia” as a vehicle to pave the road for concrete steps to be taken in fighting corruption with an integrated approach.

Regardless of the lack of political stability, there are necessary steps to be taken that are vital creating an enabling environment for fighting corruption and empowering transparency regardless of who will be the governing political party since anti corruption has the consensus of all Tunisian political parties.

Furthermore, Tunisia was amongst the first countries to sign on the United Nations Convention against Corruption (UNCAC) in 2003 committing its government to fighting corruption and to empowering transparency and accountability within its governing institutions and public administration systems. There haven't been practical steps taken to put the Tunisian official political declaration into action till after the revolution in 2010 when in March 2012 a Tunisian Anti-Corruption Agency (TACA) was officially declared (décret-loi 120 - article 7 of the constitution) in addition to a new Ministry of Governance and Anti-Corruption (MoGAA) albeit there is a continuous arguments on the role and sustainability of these new anti corruption institutions.

In 2012, Tunisia conducted the review of the Implementation of the UNCAC. This process is likely to strengthen anti-corruption efforts and to reinforce the political transformation in Tunisia through the identification of the existing gaps yet to develop an action reform plan. Serious deficiencies in credible data and information, lack of related institutional experiences, important regulatory gaps, ambiguities and major capacity challenges, as well as chronic structural issues and political tensions undermine the Tunisia' ability to deliver on related strategic obligations. Many of these challenges are directly linked to the country's ability to effectively prevent and alleviate corruption. Other issues pertain to broader governance deficits related to the efficiency of the public administration, the role of the parliament, the independence of the judiciary, public participation in decision-making, and the quality of the business environment. Accordingly, fostering transparency, integrity and accountability efforts in Tunisia, including supporting UNCAC implementation, remains a priority.

Thanks to its presence in Tunisia for several years and its proven ability to effectively engage stakeholders in discussions on a new institutional architecture of the fight against corruption, UNDP wishes to provide technical support targeting engaged efforts through the project "Supporting the establishment of a national Integrity System in Tunisia". It was agreed that the project provides targeted technical support to the project team and the stakeholders interacting with it. It will be targeting the following outputs:

- Result 1: National anti corruption strategy and a action plan developed;
- Result 2: Tunisian Anti-Corruption Agency (TACA) operationalized;
- Result 3: Diagnostic reports on the existing anti corruption legal frames developed;
- Result 4: Anti corruption, transparency and accountability knowledge institutionalized;
- Result 5: Public awareness on anti corruption and transparency and accountability increased.

## 2. PURPOSE OF THE MID TERM EVALUATION

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The purpose of the mid-term evaluation (MTE) is to assess and determine the performance of the project over the past 2.5 years of implementation with regard to the above stated key strategic objectives, in order to specifically a) ascertain the progress towards achieving agreed project outputs and targets, b) determine appropriate measures for refocusing project strategies where necessary and c) highlight areas of strength and opportunities for achieving the desired project results and d) capture effectively lessons learnt.

## 3. SCOPE AND FOCUS OF THE MID TERM EVALUATION

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The scope of the mid-term evaluation for this project reflects the diverse range of activities as defined in the Results and Resource Framework (RRF) and the Annual Work Plan (AWP).

The mid-term evaluation is forward-looking and will assess the effectiveness of the implementation strategy to ascertain whether the specific and overall interventions and

approaches were appropriate and effective. This will include the implementation modalities, coordination, partnership arrangements, institutional strengthening, beneficiary participation, replication, and sustainability of the programme.

The mid-term evaluation will include a review of the project design and assumptions made at the beginning of the project and the development process. It will assess the extent to which the programme results have been achieved, partnerships established, and capacities built. It will also assess whether the programme implementation strategy has been optimal and recommend areas for improvement and learning.

Further, the evaluation will investigate the specific activities relating to each of the project objectives listed above including training and technical support through team members. The training design, implementation, monitoring and evaluation initiatives will also be reviewed.

The mid-term evaluation specifically:

- Determine whether the project activities are on track, in line with the project strategy and will be able to contribute to fixed objectives;
- Collect preliminary information, which will then be used to update the baseline from which year two and three activities will be compared and assessed;
- Determine whether there are any preliminary project results;
- Describe the difficulties and challenges for the coming period, given the expected evolution of the national situation and needs of stakeholders;
- Identify key lessons learned from the implementation of the project, the steering and coordination of internal and external communication mechanisms of the project, etc., and identify opportunities to capitalize for the coming period;
- Develop forward-looking recommendations for the remaining time of the project and in view of a potential project extension/second project phase;
- Develop practical recommendations and propose project activities to ensure gender mainstreaming throughout the project;
- Develop recommendations with regard to, revise and update the project Results Framework, taking into account changes in terms of project context, support provided by other development partners and needs and priorities expressed by national partners;
- Assess the effectiveness and develop recommendations with regard to the project's counterpart structure, taking into account developments of the political context and strategic vision of the project.

The users of the evaluation results include UNDP Management, Programme and Project staff, and national project partners. The mid-term evaluation will cover the period 2013 to February 2016.

#### 4. THE MID-TERM EVALUATION QUESTIONS

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The following key questions will guide the mid-term evaluation:

##### **Relevance**

- To what extent is the project design based on an adequate analysis of needs?
- How well does the project match the priorities of Tunisia after the revolution?
- To what extent are the project objectives still valid taking into account the changes in the context?
- Is the project pro-actively taking advantage of new opportunities, adapting its theory of change to respond to changes in the development context, including changing national priorities?
- Is the project aligned with the thematic focus of the UNDP Strategic Plan (2014-2017), CPD, and CPAP (2015-2019)?
- Is the project sufficiently at scale, or is there potential to scale up in the future, to meaningfully contribute to development change?
- Are the project's targeted groups being systematically engaged, with a priority focus on the excluded and marginalized, to ensure the project remains relevant for them?
- Is the project generating knowledge – particularly lessons learned (i.e., what has worked and what has not) – and has this knowledge informed management decisions and changes/course corrections to ensure the continued relevance of the project towards its stated objectives, the quality of its outputs and the management of risk?
- Are the project's measures (through outputs, activities, indicators) to address gender inequalities and empower women relevant and producing the intended effect? If not, evidence-based adjustments and changes have been made.

##### **Effectiveness**

The extent to which the project design and strategy are likely to attain its objectives:

- Is the project on track to deliver the planned outputs? If not, why? What unplanned outputs have been delivered?
- Is there evidence that project outputs are contributing to the achievement of programme outcomes?
- Is the project achieving progress according to the stated targets and agreed timeframe?
- Are the outputs consistent with the intended project objectives?
- Overall, were the activities and outputs planned and organized to achieve the desired results?
- Are the case management and data collection activities able to bring about the desired results?

- Are the project training initiatives designed, organized and implemented to bring about the stated objectives?
- Are the project activities organized and implemented to bring impact?

**Efficiency:**

- The extent to which activities and outputs have been delivered with the available resources.
- Is the project delivering its outputs in a cost-efficient manner?
- Is there regular monitoring and recording of cost efficiencies taking into account the expected quality of results?
- Are there necessary and relevant resources allocated to the project to carry out the stated activities and outputs?
- Have adequate resources been mobilized to achieve intended results? If not, have management decisions been taken to adjust expected results in the project's results framework.
- Are the human and financial resources appropriately allocated?
- Is the project equipped with the necessary tools and equipment?
- Is the project delivering its outputs and services in a timely manner?

**UNDP Project Management and Coordination:**

- What kind of management support was in place to ensure effective project delivery?
- How effective is this management support mechanism/model?
- Is the project governance mechanism (i.e. Project Board or equivalent) functioning as intended?
- How effective is UNDP's technical support to the national partners?
- How useful and adequate are the project monitoring, reporting and evaluation tools to provide the project team and key stakeholders with relevant support and information for decision-making purposes?
- Is the project's M&E Plan being adequately implemented?
- Are risks to the project adequately monitored and managed?
- Is the project maximizing its comparative advantage in the framework of other interventions conducted by peer international organizations?

**Results:**

- What are the short to medium-term results produced by the project whether directly or indirectly, intended or unintended, and positive or negative? If not achieved, what are the reasons for this?
- What, if any, are the noticeable or tangible benefits of the project to date?

- What, if any, are the specific challenges?
- To what extent are the project outputs likely to lead to the planned outcomes?
- To what extent are the national partners satisfied with the services offered?
- To what extent are the beneficiaries of the training activities experiencing improvements in their work or have instituted some kind of institutional changes as a result of the trainings?

### **Sustainability:**

- Are the benefits of the project likely to continue for a reasonable period of time after the project closes.
- Are necessary steps being taken to build ownership of the project and promote sustainable outcomes?
- Are stakeholders and national partners fully engaged in the decision-making, implementation and monitoring of the project?
- Is there regular monitoring of changes in capacities and performance of national institutions and systems relevant to the project? Have implementation arrangements have been adjusted according to changes in partner capacities?
- Are the transition and phase-out arrangements reviewed regularly and adjusted according to progress (including financial commitments and capacity)?
- Are steps being taken to ensure there will be the necessary human and financial resources, key stakeholder support to ensure the continuation of activities after the project ends?
- Has the project supported capacity strengthening initiatives of national staff to enable them to take the lead in respective project areas?

### **Lessons Learned:**

- What were the lessons learned during implementation?
- What are the key lessons learned throughout the period of implementation of the project and which can be utilized to guide future strategies and projects?
- How could the project be improved to ensure increased sustainability? Particularly in relation to future project design and management.
- What set of recommendations can be given for a similar initiative, especially the development of a second phase of the project?

## **5. MID-TERM EVALUATION METHODOLOGY**

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This is a mid-term evaluation involving qualitative and quantitative methods to assess project implementation and performance and to make recommendations for improvement. In order to respond to the mid-term evaluation question identified above, and considering the dispersion of the beneficiaries reached by the project, the methodology will consider the most cost-effective approaches to collect information, which will sufficiently respond to the evaluation issues.

The expert is expected to collect data from a representative sample of the project beneficiaries, which will include meetings and/or focus group discussions with beneficiaries (government, Anti-corruption Agency, CSOs, etc.).

Possible data collection methods include:

**Desk/document review:**

- Project documents and reports; feedback collected throughout project implementation from beneficiaries; including end of course evaluation forms; administrative records related to the various activities; project progress reports and other relevant documents.

**Interviews with national and international partners:**

The evaluation will seek to capture information from national partners to ascertain the impact of the project, in particular

- ✓ The President of the National Anticorruption Agency;
- ✓ The Director General for Governance services in the Presidency of the Tunisian government;
- ✓ The General Secretary of State, Presidency of the Government;
- ✓ The UNCAC national focal point and national task force as well as academics / consultants (national and international) involved in the preparation of the strategy, the UNCAC review mechanism and the law review.
- ✓ Representatives of the Assembly of People's Representatives (Commission's administrative reform, good governance, fight against corruption and control the management of public funds to the ARP);
- ✓ S/he should meet some of organizations of civil society that have been involved in the implementation of activity 5 of the project.
- ✓ International Organizations/Donors (SIDA, UK, Japan, WB, EU, AFDB, Europe Council, TI, KOIKA, USAID, etc.)
- ✓ Regional and global UNDP anti-corruption projects.

**6. EXPECTED DELIVERABLES**

<b>Activity</b>	<b>Deliverable</b>	<b>Duty station</b>	<b>Days allocated</b>
- Document review - Evaluation design, methodology and detailed work plan - Document review	-Inception Report -Work plan	Home-based	2 days
- Interviews with national and international partners as well as UNDP colleagues;	-Draft mid term evaluation report -	In-Country	8 days

- Field visit evaluation of project activities -Preliminary data analysis, debriefing and presentation of draft mid-term evaluation Report - Validation meeting with reference group	including gender analysis -Power Point Presentation in the workshop with reference group		
- Final data analysis, finalization of mid-term evaluation report incorporating additions and comments provided by all stakeholders and submission to UNDP. - Proposal for an update of the results and resources framework - Recommendations for gender mainstreaming	-Final Mid-term Evaluation report including recommendations - Recommendations for an updated results and resources framework  - Note-recommendations for gender mainstreaming	Home-based	5 days
Validation Meeting with the Project Board	Presentation and validation of the evaluation results and the new RRF.	In country	2 days

### **Duty Station**

The duty station of the work is Tunis.

### **7. SCOPE OF PRICE PROPOSAL AND SCHEDULE OF PAYMENT**

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The consultancy fee shall be paid upon completion of the following milestones:

- 20% after adoption of the inception report and work plan;
- 30% after draft Mid-term evaluation report, recommendations for gender mainstreaming, and Power Point Presentation in the meeting with reference group;
- 50% after the approval of the final Mid-term evaluation report and revised indicator framework

### **8. DURATION OF THE MISSION, DELIVERABLES AND PAYMENT:**

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The mission will have a total duration of 17 days (including 8 days in Tunisia).

The application form is composed of:

**a- A technical proposal:**

- Presentation of the methodological approach and the provisional schedule of the task planned (maximum 3 pages);
- Detailed CV of the consultant including experience in similar projects;

**b- A financial proposal**

The financial proposal must be denominated in USD. It is recommended that applicants provide a breakdown of this lump sum. The consultant must indicate / in his financial proposals detailing the costs of international flight tickets, possible visa costs, fees, per diems and other expenses, taking into account the number of working days provided.

## 9. QUALIFICATIONS & COMPETENCIES

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Applicants should possess the following qualifications and experience:

**Qualifications of Consultant:**

- At least 10 years' experience in evaluation of development ;
- Knowledge of and experience in anti-corruption, integrity and transparency programming in Arab Region;
- Good Research and monitoring and evaluation skills including participatory methodologies ;
- Highly driven, dependable and results oriented ;
- Excellent verbal and written skills in French and English are essential ;
- Knowledge of and experience in working with Anti-Corruption Agency would be an additional advantage.

**Core Competencies and values:**

- Demonstrates integrity and fairness by modeling UN values and ethical standards;
- Demonstrates professional competence and is conscientious and efficient in meeting commitments, observing deadlines and achieving results;
- Display cultural, gender, nationality, religion and age sensitivity and adaptability;
- High sense of relational skills, including cultural, gender, religion, race, nationality and age sensitivity and adaptability, with a demonstrated ability to work in a multidisciplinary team.

**Functional Competencies:**

- Ability to manage and supervise evaluation teams and ensure timely submission of quality evaluation reports;

- Good knowledge and understanding of the UN system, familiarity with UNDP mandate an asset;
- Knowledge of issues concerning governance, women's rights and gender equality;
- Specific knowledge in the subject area;
- Thorough knowledge of results-based management and strategic planning processes;
- Excellent facilitation and communication skills;
- Ability to deal with multi-stakeholder groups;
- Ability to write focused evaluation reports.