

# INTERNATIONAL CONSULTANT (SHORT-TERM): GOVERNANCE OUTCOME EVALUATION

Location :	Tunis, Tunisia
Application Deadline :	21-Nov-08
Additional Category	Democratic Governance
Type of Contract :	SSA
Languages Required :	French - English
Starting Date : (date when the selected candidate is expected to start)	01-Dec-2008
Duration of Initial Contract :	15 days

## 1. Background:

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In 2007, the government of Tunisia signed the UN Development Assistance Framework (UNDAF) and the UNDP Country Programme Action Plan (CPAP) with the United Nations Country Team (UNCT) and UNDP. According to these documents, governance for sustainable development is one of the important programmatic areas for UNDP Tunisia in 2007-2011. All the intended outcomes and outputs under the UNDAF & CPAP Governance programme portfolio are aimed at contributing to the attainment of institutional development and reducing disparities through better governance and broad participation.

As part of its evaluation plan, the Country Office (CO) has selected to conduct the evaluation of the CPAP Governance component in 2008 which consists of two CPAP outcomes. The first relates to the efficiency and effectiveness of public institutions and policies and the second to the mobilisation of all development partners.

More specifically, the public policy efficiency outcome is intended to improve the public administration performance and accountability through (i) strengthening institutional capacities in the field of new Public Management (strategic planning strategies, E-Government, M&E and quality assurance, etc.), (ii) developing capacities of control institutions and modernizing their competencies and skills (iii) developing methodological tools to ensure M&E and exploring different avenues to ensure Sustainable democracy.

## 2. Objectives of the Evaluation:

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The purpose of the Governance Outcome Evaluation (GOE) is to assess progress of UNDP's project interventions towards achievement of the Country Programme Outcome - the efficiency and effectiveness of public institutions and policies is strengthened. The assessment will consider the scope, relevance, efficiency, and sustainability of UNDP's support. Based on this assessment, the evaluation will make recommendations on how UNDP could improve the prospects of achieving the selected outcome through refocusing its programme partnership arrangements. It will also suggest some proposal to avoid fragmentation of the programme and to set up a coherent governance programme covering the major governance areas (Public administration; Decentralized Governance; Aid effectiveness agenda; gender disparities and MDGs). Since several programs are completing the phase of Preparatory Assistance, it is a good time to reflect upon the future of these programs.

The evaluation should also generate lessons and experiences and suggest recommendations on major improvements for the review of the current Country Programme. The GOE serves as an agent of change and plays a critical role in supporting accountability. To this end, the GOE will serve to:

- Strengthen the adaptive management and monitoring functions of the projects;
- Enhance the likelihood of achievement of the projects objectives through analyzing projects strengths and weaknesses and suggesting measures for improvement;
- Enhance organizational and development learning;
- Enable informed decision-making;
- Create the basis of replication of successful projects outcomes achieved so far;
- Make suggestions for improvement of programs with weak delivery or with varying commitment of partners, including the possibility of closing weak projects;

- Provide suggestions on how to re focus the portfolio which consists of several small projects right now in order to achieve the expected outcomes and positioning of UNDP in the governance area;
- Moving forward the governance agenda in Tunisia (local governance, gender disparities, aid effectiveness, etc.)
- Study the capacity development elements and propose ways for improving it;

The GOE will study the underlying factors affecting the situation and recommend actions, if necessary to redirect UNDP's efforts in Governance field in order to make UNDP's programme more relevant, effective and efficient.

### 3. Scope of the Evaluation:

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The scope of evaluation is expected to include lessons learnt, findings and recommendations in the following areas:

- Relevance of the intended outcome in the context of development and governance issues in Tunisia ;
- Contribution and effectiveness of ongoing UNDP projects (list enclosed) in achieving the intended Outcome. Identify factors that contributed to (opportunities) or adversely affected (threats) the achievement of outcomes;
- UNDP contribution towards intended outcomes through advocacy, partnerships and donor coordination;
- Effectiveness of partnership strategy as reflected in enabling the Government of Tunisia to mobilize broad based support for the design and implementation of the governance promotion initiatives.

### 4. Deliverables:

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The evaluator will be expected to produce an analytical report with findings, recommendations and lessons learnt covering the scope of the evaluation. The structure and content of the report should meet the requirements of the UNDP M&E Policy and should include the following:

- Executive summary (1-2 pages)
- Introduction (1 page)
- Description of the evaluation methodology (6 pages)
- Situational analysis with regard to the outcome, outputs, and partnership strategy (6-7 pages)
- Analysis of opportunities to provide guidance for future programming (3-4 pages)
- Key findings, including best practices and lessons learned (4-5 pages)
- Conclusions and recommendations (4-5 pages)
- Appendices: Charts, terms of reference, field visits, people interviewed, documents reviewed

The report will provide managers with options for strategy and policy as well as recommendations. This will form a basis for learning while also helping to ensure accountability and direction on future UNDP programming in Tunisia. Furthermore, the report will be published in the country review.

### 5. Evaluation Approach:

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Desk-top review of documentation including but not limited to:

- UNDP Evaluation Policy and associated documents;
- Common Country Assessment/UN Development Assessment Framework (CCA/UNDAF);
- UNDP Country Programme Document (CPD) and Country Programme Action Plan (CPAP);
- MYFF Reporting 2007;
- National Programme on Public Administration Reform / Modernisation
- Sectoral study reports and project evaluation

Interviews with stakeholders:

- Prime Ministry Office;
- Tunisian Court of Account;
- Ministry of Justice and Human Rights;
- Tunisian Institutes for Strategic Studies;
- Parliament;
- Human Rights Committee;
- UNDP Tunisia;

- Oslo Governance Centre team;
- Governance expert;
- Concerned civil society partners and donors.

## 6. Management Arrangements:

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The evaluation is being initiated by UNDP Tunisia Country Office. As such, UNDP CO will prepare the schedule of evaluation mission, provide copies of the projects documentation for review and arrange meetings. UNDP Deputy Resident Representative and UNDP Programme Officer shall provide an overall briefing to the evaluator upon arrival. The Governance Unit Team will coordinate visit to projects.

UNDP will provide the evaluator with logistical support in obtaining a visa, hotel reservation and transportation. The evaluator is requested to travel with his/her own laptop.

The following timeframe for the evaluation mission is proposed:

- Desktop review - 3 days (could be partly or fully done from distance)
- Briefings of evaluator – 0.5 day
- Visit to the meetings/interviews – 4days
- Preparation of the draft evaluation report – 3 days
- Debriefing – 0.5 day
- Finalization of the report – 4 days (could be done from distance).

## 7. Duties and responsibility of the evaluator:

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The evaluator should be responsible to:

- Design detailed evaluation scope and methodology;
- Conduct participatory evaluation of the project;
- Conduct interviews/meetings with relevant stakeholders;
- Draft evaluation report;
- Present draft evaluation reports to the key stakeholders in a debriefing meeting;
- Ensure that the report is finalized within maximum 2 weeks after the mission completion.

## 8. Duration:

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The contract Period is from 01 December to 15 December. Working Days: 15 days.

## 9. Competencies :

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- Excellent analytical, coordination and work management skills;
- Sharing knowledge and experience;
- Communicating ideas and managing information flow;
- Working in teams;
- Excellent inter-personal skills;
- Sound judgment, flexibility and adaptability;
- High level of cross-cultural sensitivity.

## 10. Required Skills and Experience:

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- Master degree or Ph.D in economic development, political sciences or other related fields;
- Minimum 5-7 years of international experience in conducting evaluations & assessments;
- Knowledge of UNDP outcome/project evaluation methodologies is an asset;
- Proven expertise in project/programme management;
- Good professional knowledge of the Middle Income Country and Arab region;
- Strong analytical and report writing skills;
- Fully e-literacy in terms of software and e-networking;
- Fluency in French and English is required. Knowledge of Arabic is an advantage.