



UNITED NATIONS DEVELOPMENT PROGRAMME TERMS OF REFERENCE

1. Consultancy Information

Consultancy title: National Expert for Anti-corruption Support Project Evaluation

Department /Unit: Democratic Governance, UNDP Tanzania

Supervisor: UNDP Country Director

Duration: up to 15 working days

Starting Date: 15 May 2016

Duty Station: Dar es Salaam

Located at: UNDP Dar es Salaam

Full/part time: Full time

2. Organizational Context

The main purpose of the Support to Anti-Corruption Initiatives project (2013-2015) is to support the Revolutionary Government of Zanzibar in strengthening the fight against corruption in a holistic, strategic and inclusive manner through institution capacity support of the Zanzibar Anti-Corruption and Economic Crimes Authority (ZAECA).

The Supreme Law of Zanzibar and the national development plans and strategies have identified corruption as an impediment to development and proposed mechanisms to tackle corruption. The Zanzibar Constitution article 10 stipulates the political objective of the country, which include total eradication of corruption and abuse of power. The Zanzibar Strategy for Growth and Poverty Reduction 2011-2015 (MUKZA II) notes that "transparency and accountability mechanisms within Government ministries, civil society organizations and the private sector still have much to be desired and corruption practices are manifested". Zanzibar vision 2020 envisions attacking corruption at its roots and mobilizing public participation in the war against corruption. The legislative framework is laid out in the Anti-corruption and Economic Crimes Act of 2012. The law established ZAECA and conferred powers to the authority to the authority including retrieving complaints and pursuing criminal investigations in corruption offences and subsequently forwarding them to Director of Public Prosecutions for prosecution. ZAECA's mandate also has a proactive and preventive role. Moreover, ZAECA is entrusted with provision for advisory for heads of public and private institutions that require production and dissemination of research and analysis supporting policy making and citizens' awareness.

In line with UNDP obligations and drawing on global and Zanzibar experience in anti-corruption the UNDP support to this project aims to contribute to an enabling environment for achieving MDGs by enhancing accountability and transparency in delivery of public services. This is done through institutional and capacity development of ZAECA and anti-corruption agencies to effectively carry out their mandate and by supporting the development of a comprehensive Anti-corruption strategy for Zanzibar.

The main outputs of the project include:

- Zanzibar Anti-corruption Strategy and Action Plan developed and implementation supported;

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- Capacity of Anti-corruption institutions to co-ordinate corruption activities, investigate and prosecute high level corruption strengthened;
- Anti-corruption public awareness, outreach and information dissemination activities support;
- Support piloting of sectoral approach for corruption prevention

The project is implemented through UNDP National Implementation Modality with ZAECA as the implementing partner and the Office of the Director of Public Prosecution, Presidents Office for Public Service and Good Governance, Controller and Auditor General, Ministry of Justice and Constitutional Affairs, Judiciary, Tanzania Police Force and Kikosi Maaulum cha Kuzuia Magendo as responsible partners.

3. Purpose of the Assignment

The overall purpose of the evaluation is to assess the performance and achievements of the Support to Anti-Corruption Initiatives project in relation to the desired outcomes and outputs. The evaluation shall extract, analyze and present best practices, lessons learned, discrepancies if any and recommendations from the design and implementation of the project. The evaluation findings will be used as a basis for further interventions by the UNDP in the field of anti-corruption support in Zanzibar, particularly with regards to programming under the new United Nations Development Assistance Plan 2016-2021 and the new UNDP Country Programme Document 2016-2021 for Tanzania. The evaluation will also address how the project has applied a human rights-based approach and a gender perspective in project formulation and implementation.

The evaluation will be conducted with the following specific objectives:

- Assess effectiveness, relevance, efficiency and sustainability of the project and the results achieved, including:
 - Were stated outputs achieved and what progress has been made towards stated outcomes?
 - What factors have contributed to achieving or not achieving outputs and progress towards outcomes?
 - To what extent have UNDP support been relevant and contributed towards outcomes?
 - Has the UNDP partnership strategy been appropriate and effective?
 - What factors have contributed to effectiveness/ineffectiveness and efficiency/inefficiency?
 - What factors may contribute to sustainability or lack of sustainability of the project outcome/results?
- Evaluate the extent to which the project has applied a human rights based approach and a gender perspective and how this has contributed to outputs and outcomes;
- Extract, analyze and present best practices, lessons learned and recommendations from the design and implementation of the project and measures to ensure continued positive impact of UNDP anti-corruption support in Zanzibar.
- Assess potential avenues for future interventions in the field of anti-corruption support as well as potential partners and strategies, including strengthening collaboration and synergies with anti-corruption support in Tanzania mainland.

4. Scope of work

A team of two consultants will conduct the assignment and produce the report – one international expert and one national expert. The international consultant will serve as overall team leader and will be responsible meeting milestones and deadlines timely and for the quality of the draft and final report submitted:

In order to achieve the objectives, the tasks of the evaluators will include but will not be necessarily limited to the following:

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- Desk review of project documents, project progress reports, project materials and other sources of evidence;
- Participate in briefing meeting with UNDP and ZAECA;
- Finalize evaluation design and methods and prepare detailed inception report;
- Interviews/consultations/focus group discussions with key stakeholders and beneficiaries;
- In-country field mission to selected communities;
- Verify qualitative and quantitative data on the results achieved and progress made;
- Prepare draft evaluation report;
- Stakeholder workshops to discuss and validate findings and draft report;
- Incorporate comments and finalize evaluation report.

The primary languages of communication throughout the assignment will be English and Kiswahili where necessary.

5. Deliverables

The evaluator will produce:

- Evaluation Inception Report;
- Draft Evaluation Report
- Draft evaluation brief for presentation to validation workshop;
- Final Evaluation report;
- Evaluation Brief for presentation to stakeholders.

The timeline and the content of the deliverables are expected to be as follows:

- **Inception Report:**
 - The Inception Report will be due in 2 days after the briefing with UNDP and ZAECA, and this report will provide the refined methodological approach to the assignment, outline the evaluation questions, the Work Plan and any issues related to the ToRs that may require discussions and adjustments;
 - The inception report should not exceed 5 pages.
- **Draft Evaluation Report and draft Evaluation Brief:**
 - The draft evaluation report and the draft evaluation brief must be finalized within 10 days inception report is accepted by UNDP and ZAECA. The report should include the preliminary major findings, best practices, lessons learned conclusions and recommendations. The draft report will be reviewed by UNDP and ZAECA. It will be presented to selected key stakeholders at validation workshop;
 - The report shall not to exceed 25 pages.
- **Final Evaluation Report and final Evaluation Brief:**
 - The final evaluation report and final evaluation brief will be finalized within 3 days after the submission of the preliminary report. The report should reflect review by UNDP and ZAECA as well as consolidated comments from stakeholders' validation workshop.
- **Evaluation Final Report Outline**
 - As a minimum, the Evaluation Report (draft and final) shall include the following components (the exact structure of the report may be influenced by the project components and components of the Evaluation TOR):
 - I. Executive Summary (maximum 4 pages);
 - II. Introduction and Background (project description);
 - III. Evaluation Purpose and Objective;
 - IV. Evaluation Methodology;
 - V. Major Findings;
 - VI. Best practices;
 - VII. Lessons Learned;
 - VIII. Concept note with concrete and clear recommendations on the design and content of future UNDP anti-corruption support.
 - IX. Summary of Constraining Factors;

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<p>X. Recommendations and Conclusions; XI. Annexes. E.g</p>	<p>a. List of people interviewed/consulted/in focus groups b. List of acronyms c. Evaluation work plan and TOR d. List of key reference documents</p>
<p>6. Qualifications of the Successful Individual Contractor</p>	
<p>Qualifications:</p>	<p>The evaluation will be conducted by an international consultant: supported by a national consultant. The national consultant must be experienced in the field of governance project/program evaluation and have a good knowledge of the anti – corruption related issues. Specific experience with evaluation of UNDP/United Nations funded governance projects/programs would be an advantage.</p> <p>Profile of the International Expert</p> <ul style="list-style-type: none"> • Master’s Degree in Law, Political Science or similar. • At least 5 years of relevant experience, out of which at least 3 in the area of anti-corruption; • Substantial previous experience with evaluation, preferably of anti-corruption interventions; • Experience in project formulation; • Strong communication and interpersonal skills; • Good understanding of human rights based approach to development and gender mainstreaming; • Full proficiency in English; • Excellent writing skills and proven ability to produce quality documents at speed
<p>7. Competencies</p>	
<p>Corporate Competencies</p> <ul style="list-style-type: none"> • Displays cultural gender, religion, race, nationality, and age sensitivity and adaptability • Demonstrates diplomacy and tact in dealing with sensitive and complex situations <p>Professionalism:</p> <ul style="list-style-type: none"> • Demonstrates professional competence and mastery of subject matter; • Demonstrated ability to negotiate and apply good judgment; • Shows pride in work and in achievements; • Is conscientious and efficient in meeting commitments, observing deadlines and achieving results; <p>Planning & Organizing:</p> <ul style="list-style-type: none"> • Organises and accurately completes multiple tasks by establishing priorities while taking into consideration special assignments, frequent interruptions, deadlines, available resources and multiple reporting relationships. • Plans, coordinates and organises workload while remaining aware of changing priorities and competing deadlines. • Establishes, builds and maintains effective working relationships with staff and clients to 	

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achieve the planned results.

The evaluator must not have had any involvement in the design or implementation or consultation contracts for this Support to Anti-Corruption Initiatives project have no present affiliation with UNDP, its funding partners or other key project stakeholder organizations that in any way could jeopardize their objectivity in relation to the assignment.

Contract will be output-based and payment issued only upon delivery of satisfactory outputs.

8. Institutional arrangements

The contractor will work full time, based in the UN Sub-office in Zanzibar. Office space and limited administrative and logistical support will be provided. The contractor will use their own laptop and cell phone.

The contractor will report to the UNDP Country Director (or his designate), who will review progress on a weekly basis, and will certify delivery of outputs.

9. How to apply

Please submit the following documents:

I. Technical proposal comprising of the following:

1. Letter of Confirmation of Interest and Availability using the template provided by UNDP.
2. Personal CV or P11, indicating all past experience from similar projects, as well as the contact details (email and telephone number) of the Candidate and three (3) professional references.
3. Brief description (max. ½ page) of why you consider yourself as the most suitable for the assignment, and a methodology (max. 1 page) for how you will approach and complete the assignment.

II. Financial Proposal: that indicates the all-inclusive fixed total contract price, supported by a breakdown of costs, as per template provided below.

10. Financial Proposal

The financial proposal must be expressed as an all-inclusive lump sum amount in TZS, presented in the following template:

	Unit cost (TZS)	No.	Total
a) Professional fee:			
b) Daily living allowance:			
c) Other costs (specify):			
Total (lump sum):			

Notes:

1. The information in the breakdown of the offered lump sum amount provided by the Offeror will be used as the basis for determining best value for money, and as reference for any amendments of the contract.
2. The agreed contract amount will remain fixed regardless of any factors causing an increase in the cost of any of the components in the breakdown that are not directly attributable to UNDP.
3. Approved local travel related to this assignment will be arranged & paid by UNDP Tanzania.
4. The Contractor is responsible for arranging and meeting the cost of their vaccinations and medical/life insurance.

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11. Criteria for Selection of the Best Offer

Offers received will be evaluated using a Combined Scoring method, where the qualifications and proposed methodology will be weighted 70%, and combined with the price offer, which will be weighted 30%.

Criteria to be used for rating the qualifications and methodology:

Technical evaluation criteria (total 70 points):

- Experience with anti-corruption, in particular related to development of anti-corruption strategies, capacity building and awareness raising [25 marks].
- Experience in evaluation, preferably related to anti-corruption and/or UNDP interventions [25 marks].
- Proposed methodology [20 marks].

Only candidates obtaining a minimum of 49 points in the Technical Evaluation will be considered for the Financial Evaluation.

Financial evaluation (total 30 points):

All technically qualified proposals will be scored out 30 based on the formula provided below. The maximum points (30) will be assigned to the lowest financial proposal. All other proposals receive points according to the following formula:

$$p = y (\mu/z)$$

where:

- p = points for the financial proposal being evaluated
- y = maximum number of points for the financial proposal
- μ = price of the lowest priced proposal
- z = price of the proposal being evaluated.

Approval

This TOR is approved by:

Signature: _____

Name: Amon Manyama

Designation: Officer in Charge, UNDP Tanzania

Date: _____

13/4/2016

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