



# **Programme ‘Stronger Stakeholder Capacity for the 2018/2019 Electoral Process in Mozambique’**

**Terms of Reference**

for the

**Independent External Final Impact Evaluation**

Maputo, September 2020

## BRIEF BACKGROUND

The Swedish International Development Cooperation Agency (Sida), represented by the Embassy of Sweden in Mozambique (EoS), and the Electoral Institute for Sustainable Democracy in Africa (EISA), signed a Grant Agreement in October 2016 in support of a programme titled ‘Stronger Stakeholder Capacity for the 2018/2019 Electoral Process in Mozambique’, under the terms agreed in the Grant Agreement.

The above-mentioned programme runs from 1 November 2016 to 30 April 2020, with the final narrative and audited financial report due on 30 June 2020. The programme provides for three outcomes, namely (I) Political parties play a more effective role in governance and election monitoring in the 2016/2019 governance and electoral cycle; (II) Management of the 2018/2019 electoral process improved; and (III) Civic engagement in the 2018/2019 electoral process strengthened.

For the 2019 general (presidential and legislative) and provincial (provincial assemblies and provincial governors) elections, a new financial partner – Norwegian Ministry for Foreign Affairs (NMFA) - joined the programme with a one year grant in support of a programme titled ‘Safeguarding the Integrity and Transparency of the of the 2019 Elections in Mozambique’ –, specifically contributing to Outcome III - *civic engagement in the 2018/2019 electoral process strengthened*.

Both Sida and NMFA, during the first quarter of 2020, have provided a cost extension to EISA, with activities running up to 31<sup>st</sup> December 2020. For 2020, both entities are jointly supporting EISA based on the EISA Annual Work Plan and budget submitted by EISA for their consideration.

In terms of the Sida Grant Agreement, to which NMFA contributes, an independent external final impact evaluation, focusing on evaluating **positive and negative, primary and secondary long-term effects produced by the programme, directly or indirectly, intended or unintended** is to be conducted. The evaluation should also present the overall findings about the main lessons learnt during the implementation of the programme.

## PURPOSE AND OBJECTIVES OF THE EVALUATION

The intended impact of the 42-months Sida supported programme, originally running from November 2016 and ending 30 April 2020, extended to (31<sup>st</sup> December 2020), is a “more credible 2018-2019 electoral process”, through “improved and responsible engagement of electoral stakeholders in the process”. The impact is to be achieved by “an effective role played by political parties in governance and election monitoring”, “an improved management of elections”, and “stronger civic engagement in the electoral process”.

As per the Grant Agreement, the independent external final impact evaluation would be informed by the programme’s theory of change and logical framework (“logframe”). However, in 2018 it was mutually agreed by Sida and EISA that the logframe would no longer be a formal programme document against which EISA would report<sup>1</sup>. As such, this evaluation will use the programme description and theory of change as the basis of its assessment.

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<sup>1</sup> As per EoS and EISA notes on the Nov 2016 to December 2017 report, dated November 2018.

In terms of the Grant Agreement, EISA is commissioning an end of programme evaluation (Independent External Final Impact Evaluation), covering the period 1 November 2016 to 30 September 2020.

The ***overall objective*** of the evaluation is **to consider the programme's theory of change and support towards strengthening stakeholder capacity in the 2018-2019 electoral process.**

The ***specific objectives*** of the evaluation are to assess the following, in terms of programme's effectiveness, efficiency, relevance and sustainability of the achieved results:

1. The programme's contribution to the 2016-2020 governance cycle and, in particular, the 2018-2019 electoral process;
2. The quality of support provided through the programme to parliamentary political parties for them to better engage in electoral governance processes and the electoral cycle over the 2016-2020 period;
3. The programme's contribution to the EMBs and judiciary of the 2018-2019 electoral process;
4. The programme's role in promoting civic engagement (including media) in the electoral process, in order to increase the credibility of the 2018-2019 electoral process;
5. The approach, strategies and techniques used by the programme for gender mainstreaming in all its actions, considering elements like planning, implementation and reporting.

The overall and specific objectives should also consider:

1. *Those factors which facilitated or hindered the achievement of results* both in terms of the external environment and those internal to EISA and document lessons learnt. These should include but not limited to assessing the strengths and weaknesses in programme design, management, coordination, and allocation of human and financial resources.
2. *The strengths and weaknesses* in the strategies/approaches taken in the planning, implementation, management and monitoring of the programme. Describe problems and solutions to these sought by the programme.
3. *The key lessons learned and recommendations for future interventions.* The evaluation must provide recommendations on what can be done differently, if necessary, for Sida to increase the relevance of its support to a further programme.

Also covering the non-electoral activities undertaken in 2020, the evaluation should provide findings, conclusions and recommendations with respect to the specific development interventions, under the programme under evaluation, and also elaborate on strategies considered and/or policies addressed/influenced in order to draw lessons for future programme design and implementation.

## METHODOLOGY

Based on OECD DAC Quality Standards for Development Evaluation, the consultant will develop a suitable evaluation methodology that considers the relevance, efficiency, effectiveness, impact and sustainability of the programme, involving selected relevant stakeholders into the analysis.

As part of the aforementioned aim of presenting the overall findings, in particular the lessons learnt during the implementation of the programme, focus has to be provided to positive and negative, primary and secondary long-term effects produced by the programme, **directly or indirectly, intended or unintended** results, having into consideration concepts and/or principles like the following:

- Effectiveness** – The extent to which the targets of the development contribution have been achieved, or are expected to be achieved, with respect to their relative importance;
- Cost-efficiency** – A measure of how economic resources/inputs (capital, know-how, time etc.) are converted into results;
- Impact** – Intended or unintended change caused by an intervention, direct or indirect;
- Relevance** – The extent to which a development contribution is compatible with the target groups' demands, the country's needs, global priorities and the policies of partners and donors;
- Sustainability** – A development contribution's ability to sustain the production of utilities after the finalisation of the development support.

Considering the overall context of dynamism and fluidity that characterises the programme's operating environment, the analysis must also extend to the programme's sensitivity, adaptiveness and flexibility in response to the changing political, economic and social landscape during the programme lifespan.

The consultant/s is expected to draw upon the following for data collection and analysis:

- Desktop research: the original programme document; annual reports and workplans; management and financial reports; and monitoring and evaluation documentation and internal evaluation reports (This information will be provided by EISA);
- Training materials, research reports and publications produced as part of the programme's outputs (This information will be provided by EISA);
- Key informant interviews with a sample of the programme beneficiaries (EISA will provide a list of beneficiaries) and relevant stakeholders in Mozambique;
- Interviews with key EISA programme staff based in Mozambique and EISA Head Office staff supporting the programme based in Johannesburg, including staff that worked in the project/programme and left the organisation;
- Interviews with the relevant donor staff assigned to the programme.

## **DELIVERABLES**

- **Inception Report:** This must present the evaluation framework and methodology, including setting out a work plan and timeline and must be submitted within 5 days of signing the contract;
- **Draft Report:** To be submitted within 30 days of the approval of the inception report; and
- **Final Report:** To be submitted within 15 of receipt of comments on the draft evaluation report.

The evaluation products will be written in English.

## **SKILLS AND QUALIFICATIONS**

The independent external final impact evaluation will be undertaken by a consultant(s) to be identified by EISA. An open tender will be undertaken, through the mainstream Mozambican newspapers and placed on the EISA website.

The consultant should have:

1. Disciplinary knowledge and expertise in programme evaluation, with subject matter knowledge in the fields of democracy, governance and electoral processes in sub-Saharan Africa;
2. A post-graduate degree in a relevant field with at least 10 to 15 years of experience in evaluation programmes in the areas of governance, democratisation and electoral democracy in Sub-Saharan Africa;
3. Knowledge and experience in developing and using theories of change; mixed-method evaluation design; and ideally, developmental evaluation;
4. Proven expertise in use and analysis of qualitative and quantitative data;
5. Sound evaluation record, including knowledge of international evaluation standards and research ethics.

## **TIMEFRAME AND MANAGEMENT**

The evaluation should be completed within six weeks commencing on the date of signing the contract, allowing for a maximum of 25 working days. The consultant will be under the direction of the EISA Mozambique's Country Director, Mr. Ericino de Salema, and be conducted in Mozambique. Field visits may be required, costs of which will be covered by EISA and logistical arrangements made by EISA.

## **APPLICATIONS AND CLOSING DATE**

Interested consultants are invited to request the ToR, through the below e-mails. The potential consultants will be required to submit an evaluation proposal, including their fee, describing the methodology they think is the most suitable for the evaluation, accompanied by a CV with at least

two relevant references. Applications should be submitted to Ms. Anissa Izidine by e-mail ([anissa@eisa.org](mailto:anissa@eisa.org)), with a copy sent to [francisco@eisa.org](mailto:francisco@eisa.org). Closing date is 9 October 2020, 17h30.

## **ABOUT EISA**

EISA is a non-partisan international non-governmental organisation established in 1996 focused on electoral services and political processes. Its core business is to provide technical assistance for sustainable capacity building of electoral management bodies, political parties, parliaments and civil society organisations operating in the democracy and governance fields in Africa. EISA also provides expert advice to its pan-African, regional and national partners throughout the continent, thus helping build solid institutional foundations for democracy. EISA has had and has field offices in 17 African countries. EISA established its office in Maputo, Mozambique in 2004.