

AMICAALL UGANDA PROGRAMME

Terms of Reference for End of Project Evaluation “Strengthening Democratic Governance in Five Urban Authorities “

Evaluation Summary

Programme/Project	Strengthening Democratic Governance in Five Urban Authorities
Period being evaluated	March 2019 to September 2020
Evaluation Type	End of Project Evaluation
Evaluation Start and End Dates	2 nd /November – 20 th November 2020
Anticipated Evaluation Report Release Date	4 th /December/2020

1.0 BACKGROUND

The Alliance of Mayors and Municipal Leaders’ Initiative for Community Action on Health and HIV at the Local Level (AMICAALL) is a continental Association of Urban Authorities, Mayors and other Urban Leaders committed to support sustainable solutions to local urban health challenges. Under the auspices of UNAIDS and UNDP, the urban leaders signed the “Abidjan Declaration of Commitment” forming AMICAALL Africa during the International Conference on AIDS and Sexually Transmitted Diseases in Africa (ICASA) in 1997 in Abidjan, Cote d’Ivoire.

AMICAALL Uganda Chapter was launched by the “Kampala Declaration of Commitment” at the Kampala, City Council Mayor’s Parlor on 28th November 2000. As an Association of Urban Authorities (City, Municipalities and Town Councils), AMICAALL Uganda is registered and operates as a Non-Governmental Organization (NGO). The Mission is “To support the building of an effective and coordinated urban health and HIV&AIDS response and the Goal is “To strengthen the capacity of urban authorities for an effective and sustainable health and HIV&AIDS response. AMICAALL Uganda (2016/17-2020/21) Strategic Plan is geared towards Strengthening Leadership and Governance for improved and sustainable health and HIV&AIDS outcomes in urban areas and among the major objectives is to enhance the leadership capacity for effective community engagement, advocacy and social mobilization.

AMICAALL Uganda in 2019 secured funding from the Democratic Governance Facility (DGF) to implement an 18-months “Strengthening Democratic Governance within Five Urban Authorities” Project. The project was implemented in five urban authorities of Lubaga City Division, Nansana and Iganga Municipalities and Namayumba and Nauyo-Bugema Town Councils. The project primary beneficiaries included elected leaders (Mayors, Chairpersons, Speakers and Councilors) and technical leaders (Town Clerks, Clerks to Council, Heads of Departments) and citizens (Women, Men, Youth).

Having implemented the project for 18 months, AMICAALL is planning to conduct an end of project evaluation whose purpose is to assess the progress made towards achieving the project goal and impact based on the project design and strategy (Relevance, Effectiveness,

Efficiency, Impact and Sustainability) and to come out with recommendations to guide future programming.

2.0 JUSTIFICATION

AMICAALL implemented an 18 months project aimed at Strengthening Democratic Governance in 5 urban authorities. Among the interventions were mentorships, trainings, radio talk shows and community meetings aimed at strengthening accountability through knowledge empowerment, improved information sharing and management, and increased citizen participation in local governance processes and demand for improved service delivery by Urban Authorities.

AMICAALL therefore needs to document evidence of its performance and results both intended and unintended, document emerging issues affecting service delivery in the five Urban Authorities and add to the body of knowledge regarding information on governance and management of Urban Authorities.

The end of project evaluation is therefore intended to assess the performance and contribution of this project to the Governance of Urban Authorities. It will be the basis to inform AMICAALL's future programming drawings from the lessons learnt and best practices documented in the evaluation as well as rendering accountability to donors and other stakeholders.

3.0 OBJECTIVES OF THE EVALUATION

The overall objective of the evaluation is to assess the progress made towards achieving the project goal and impact based on the project design and strategy (Relevance, Effectiveness, Efficiency, Impact and Sustainability) and to make recommendations to guide future programming.

3.1 Specific objectives

- 1) Assess the Project design in terms of delivering on its goals and objectives
- 2) Assess overall Project performance in terms of its relevancy, efficiency and effectiveness and sustainability of interventions in the urban authorities.
- 3) Document best practices, lessons learned and adaptations
- 4) Identify recommendations for improving future programming.

4.0 SCOPE OF THE ASSIGNMENT

The evaluation will take place in the five implementing Urban Authorities of Lubaga Division, Iganga & Nansana Municipalities and Namayumba & Nauyo-Bugema Town Councils. It will take into consideration aspects of the Project design, relevance, effectiveness, efficiency, impact and sustainability of project interventions as well as the project implementation modalities and recommendations for future programming.

The evaluation is intended to be comprehensive and participatory covering the following aspects:

Relevance: Assess the relevance of the project in terms of addressing governance/leadership issues, the target beneficiaries covered by the project as well as the emerging institutional, governance/leadership and policy issues;

Effectiveness: Examine the extent to which the project achieved its immediate objectives and produced outputs; review and assess the implementation, coordination arrangements and decision-making mechanisms during the implementation;

Efficiency: The evaluation will also assess the appropriateness of the operational strategies adopted by the project to achieve the set of objectives and make recommendations in the light of strengths and weaknesses identified. In addition, the evaluation will assess timeliness of inputs provided and quality and quantity of outputs and results produced; and examine cost effectiveness of the project in relation to the planned objectives and outputs.

Lessons learned: Identify possible changes in terms of knowledge, attitude, practice and behavior that could have occurred as a result of project interventions. The positive and negative, intended and unintended, changes produced by the project will also be captured. Best practices, lessons learned and adaptations in terms of product and processes will be documented to inform future programming of AMICAALL interventions in urban areas.

Sustainability of project interventions: The evaluation will assess the likelihood that any positive changes may be sustained in the short, medium and long term. The capacity of Urban Authorities to contribute to sustaining the positive changes will be assessed. The major factors which influenced the achievement or non-achievement of sustainability of the project will also be identified.

5.0 EVALUATION METHODOLOGY

The Consultant(s) will propose an appropriate methodology with a clear sampling approach showing how they intend to collect and analyze information from the different stakeholders. The choice of method must consider the capacities of the different target groups and stakeholders. The consultant is expected to use a mix of methodologies. A participatory approach should be adopted to ensure full participation of the stakeholders. A detailed methodology and data collection methods must be included in the technical proposal.

6.0 EVALUATION TARGET AUDIENCES

The targeted audience for the evaluation will include Urban Authority elected leaders, technical staff, Local Coordinators, members of statutory bodies, Ministry of Local Government, Ministry of Justice and Constitutional Affairs, Kampala Capital City Authority staff and AMICAALL staff.

7.0 LESSONS LEARNED

The lessons learnt by the entire evaluation team shall be documented and shared with the Project team to be taken into consideration for future programming. The documentation of these lessons will be vital for reflection, growth and continued improvement.

8.0 ROLES AND RESPONSIBILITIES FOR EACH PARTY

8.1 The consultant will have the following roles & responsibilities:

- ❖ Review of the relevant project documents
- ❖ Establish contacts with the various Urban Authority officials.
- ❖ Prepare and submit to AMICAALL an evaluation proposal and the inception report including methodology to be used, work plans and schedules for the assignment for review and feedback and approval by AMICAALL.
- ❖ Conduct field visits
- ❖ Submit an inception report (with detailed methodology, research tools and timeline/logistics) for further discussion.
- ❖ Develop data collection tools.
- ❖ Interview selected respondents during the evaluation
- ❖ Hire and train the data collection team
- ❖ Lead and supervise the data collection
- ❖ Leading the data entry and analysis
- ❖ Take lead in the validation meetings in the UAs.
- ❖ Submit a draft evaluation report and final evaluation report based on the stakeholders' feedback

8.2 AMICAALL will have the following roles & responsibilities:

- ❖ Briefing the evaluator about the project and the evaluation exercise
- ❖ Review and approve the evaluation tools and methodology to be used during the evaluation
- ❖ Provide all the necessary documents and support to the consultant to ensure timely completion
- ❖ Avail all the required facilitation and coordination
- ❖ Prepare and effect payment for the consultant according to the terms in the contract

9.0 Expected Deliverables

The end of project evaluation is expected to produce the following outputs;

9.1 An Inception Report from the consultant within one week of signing of the contract which must be approved by the Country Director. This report is expected to provide the consultant's understanding of the assignment, detail out the methodology and approach to be adopted by the consultant, questions to be answered and detailed work plan for the entire exercise. Draft questionnaires, interview guides and other detailed tools to be used for data collection tools will be submitted to AMICAALL for review and approval before data collection starts. As part of the inception report, the consultant must provide a data analysis

plan showing the questions and analysis for each of the project indicators.

9.2 A Draft Evaluation Report for presentation to AMICAALL Management. The report should highlight key achievements, challenges and the extent to which objectives of the project were met as well as the impact of the project on the targeted Urban Authorities. In addition, the Report should highlight any good practices and lessons learned based on the implementation of the project. Appropriate recommendations should be provided by the Consultant to guide future programming of AMICAALL interventions.

9.3 Final Evaluation report will be submitted detailing the evaluation methodology, findings, lessons learned, adaptations and recommendations. The report shall incorporate specific simple and achievable recommendations, including the most appropriate strategies that can be used to address the issues identified. The final report should address the issues and correspond to the evaluation objectives set out above. It should take into account the concerns raised by the stakeholders.

Final process report that highlights the processes undertaken, key deliverables as well as any challenges encountered in execution of the assignment.

A template for the report will be provided. The report should contain (but not limited to) the following:

- ❖ Executive Summary presenting the major findings and recommendations.
- ❖ Evaluation aims, objectives, and scope.
- ❖ Assessment of the project's impact.
- ❖ Description of the methodology used.
- ❖ Limitations/challenges encountered.
- ❖ Description of the assessment process including its constraints and challenges.
- ❖ Detailed findings related to the objectives.
- ❖ Recommendations for future programming.
- ❖ Lessons learned.
- ❖ Conclusions.

The annexes of the report should contain (but not be limited to):

- ❖ The evaluation Terms of Reference.
- ❖ Inception report.
- ❖ List of people interviewed.
- ❖ Raw data collected and the data base.
- ❖ Data collection tools.

10.0 Budget

The consultant will develop a detailed budget and work plan based on the details in the TOR

11.0 Consultant selection criteria

11.1 The proposals will be evaluated according to the following criteria

Technical proposal (40%): This should detail their understanding of the work to be done and a general outline on approach the assignment and a list of previous related work done. A detailed methodology and data collection tools should be included in the technical proposal. It would be important to include a capability statement of the individual consultant/firm.

Financial proposal (30%): This should detail the cost of the proposed work.

Relevant experience (30%): This should include the experience and activities related to Project Evaluations undertaken before.

11.2 Expertise required for the evaluation

- ❖ Previous experience in project evaluation preferably in governance.
- ❖ Clear understanding of governance, the local laws and Urban Authorities in general.
- ❖ The consultant must also have a good understanding of the National Strategic Plan.
- ❖ Must be able to understand and speak at least Luganda, Lugisu or Lusoga.
- ❖ Must have excellent skills in research and monitoring & evaluation in governance or any other field.
- ❖ Ability to conduct quality evaluation within the stipulate time and respond to requests in a timely manner.
- ❖ Excellent probing, analytical, facilitation, written and communication skills.
- ❖ Strong analytical and conceptual skills to clearly synthesize and present findings, draw practical conclusions, make recommendations and to prepare well-written reports in a timely manner.
- ❖ Highly motivated and committed to the values of transparency and integrity.
- ❖ The consultant must be a well-grounded Social Science, Governance, and any other related field with a minimum of Master's Degree in Social Sciences, Governance, Development Studies or any other relevant field from a recognized University

12.0 Reporting.

The Consultant shall report to the Acting Country Director AMICAALL or her designate on all matters pertaining to this assignment.

13.0 Deadline for submitting proposals.

Proposals with CVs attached for all interested bidders should be routed to: The Acting Country Director; AMICAALL Uganda Programme, P.O. Box 16614; Kampala, Plot 1658 Clovis Road, Kazinga Kiwatule. Attention: The Country Director

E-mail applications can be sent to the following email: procurement@amicaalluganda.org

All proposals of interested candidates should be received not later than 4th /November/ 2020 before 5 PM