

**TERMS OF REFERENCE FOR THE EVALUATION
OF THE
PROJECT #00053674“:
Institutional Strengthening and Support to the Ministry of Local Government”**

Background

The United Nations Development Programme (UNDP) in Trinidad and Tobago supported the Government of the Republic of Trinidad and Tobago in creating a functional and legal framework to facilitate the effective and efficient operations of the Local Government Structure and Systems in Trinidad. In this regard, a consulting firm was hired to facilitate the process and technical personnel in the form of United Nations Volunteers were deployed to the Ministry to provide required support. The final project activity, the UNV modality, recently ended and in this regard it is an opportune time to conduct the final technical evaluation of the project.

The main objective of the project was to facilitate Institutional Strengthening of the Ministry of Local Government and in so doing enable the Ministry to contribute to the achievement of Vision 2020. Attainment of this objective will also facilitate the achievement of UNDP’s strategic goal to create an enabling environment for sustainable human development with focus on the strategic areas of supporting decentralized development and local governance for the local good.

The project (according to the project document) was scheduled to end in March 2009 however some of the stated project activities were not implemented resulting in some level of stagnation and subsequent re-focusing by the Ministry of its decentralization processes. More precisely, the consultant provided required reports and recommendations including an implementation plan however some of the recommendations and the implementation plan were not accepted by the Government of the Republic of Trinidad and Tobago. In this regard there was some re-focusing of the decentralization process.

Given the re-focusing of the Ministry the project activities undertaken were limited to the implementation of the UNV modality for the past two years.

Stated outputs of the project:

1. *The creation of a functional and legal framework for effective and efficient local governance structure and systems. This will be achieved by:*
 - a. The identification of current roles, functions and responsibilities of Local Government Bodies

- b. Determining which Central Government functions and responsibilities will be decentralized to Local Government Bodies within the scope of the Draft White Paper of 2006
 - c. Effecting corporate restructuring of the Ministry and Municipal Corporations
 - d. Establishment of new governance structures and systems
 - e. The development of legislative framework and the drafting of both primary and secondary legislation
 - f. Development of strategies to increase participation at the community level
 - g. Development of an implementation strategy including time table and contingency plans
2. *The strengthening of the technical efficiency within the Ministry of Local Government through the provision of United Nations Volunteers (UNVs) and other technical experts as change agents.*

The UNVs will serve to ensure a smooth transitory process into the newly established framework whilst transferring to the existing staff the knowledge and skills required to function effectively in the new environment.

- a. Project Management
- b. Property Taxation Administration and Assessment
- c. Information Technology

Objective of the evaluation

The evaluation is being conducted to assess the extent to which intended project results were achieved. In this regard the exercise is also expected to reveal the accomplishments of the project and the challenges to implementation, and to propose recommendations through the identification of lessons learned. The evaluation of this project should be results-based, meaning that special attention should be given to the actual outputs and outcomes of the project as far as it is possible. Annex I provides details for the evaluation exercise.

Duration

4 weeks

Qualifications and Experience

The team should consist of qualified individuals with experience in conducting evaluations of this nature. There must also be expertise which includes:

- Post Graduate degree from a recognized university in the field of political science, development studies, governance and democratization or other comparable fields.
- Qualifications and at least eight years of experience in the area of decentralization programmes, preferably with focus on local government. Experience and familiarity with the socio-political environment of Trinidad and Tobago.
- Experience in conducting participatory evaluations
- Ability to speak and report in the English Language

ANNEX I

TECHNICAL FINAL EVALUATION

Scope of the evaluation

The evaluation will cover the life of the project up to May 2010, the implementation of its activities and the delivery of the expected outputs. In addition, the evaluation will measure any indirect effects of the project on decision making at the levels of the Ministry.

Methodology

1. Review of Documentation

A review should be undertaken of (but not be limited to) the following documents:

- The Project Document
- Draft White Paper on Local Government Reform
- Terms of Reference for Consultancies and UNVs
- Project reports
- Any other documents

2. Assessment of management of Project

- Staff recruitment process and policy
- Project Monitoring and Reporting Systems
- Any other management related processes

3. Interviews/Field Visits/Questionnaires:

The following stakeholders can be approached to provide relevant information:

- Representatives of the UNDP;
- Representatives of the Ministry of Local Government
- Consultants to the Project
- UNVs

4. Evaluate the overall effectiveness of the strategy employed in the implementation of this programme, paying particular attention to, but not limited to the following expected outputs:

- Establishment of a functional and legal framework
- Identification of roles functions and responsibilities of Local Government
- Strengthening of the technical efficiency within the Ministry of Local Government

5. Evaluate the extent to which project activities may influence intended outcome of the

project using the following indicators as a guide in assessment:

- Improved service delivery by Local Government Bodies.
- Increased community involvement, participation and awareness within municipalities through the development of a clear vision and strategic direction based on community needs.
- Strengthened institutional structures, mechanisms and systems within Local Government agencies through, for example, the improvement of project management systems, accounting and auditing systems, manpower planning and human resource management and the creation of asset management systems .

Outputs

The following outputs are expected

1. A work plan for the evaluation activity
2. An initial draft evaluation report for review,
3. A final evaluation report (including an executive summary)

The final report should be comprehensive and provide details of the findings of activities 1 to 5 with an assessment of the project management activities by the Decentralization Unit The report shall highlight but not be limited to the following:

- The reasons for the discrepancy between actual and expected results (if any);
- The responsibility for the discrepancy between actual and expected results (if any);

In addition, the report shall make recommendations based on the findings on how the performance of the organisation could be improved, should a further similar programme be undertaken by the organisation in the future. The recommendations shall be drafted in a separate *lessons learned* document