

# Strategic evaluation of Austrian Development Cooperation's engagement in Mozambique 1992-2018

*Terms of Reference*

*April 2019*

## 1. Background

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### Mozambique's development context

Mozambique has undergone major socio-political and economic changes during the past decades, supported by large amounts of aid from the international donor community but also private sector investments, especially in large natural resources projects<sup>1</sup>. While it more than doubled its score on the human development index between 1990 and 2017<sup>2</sup>, Mozambique is still among the 10 lowest ranking countries in the world in 2017.

Shortly after its independence from Portugal in 1975, Mozambique was ravaged by a civil war between the largely Marxist influenced "Frente de Libertação de Moçambique" (Frelimo) and the Resistencia Nacional Moçambicana (Renamo). The war lasted until 1992 and destroyed the social and economic infrastructures of the country. In the aftermath, Mozambique became one of the most popular recipients of official development aid (ODA): ODA increased from an average of 930 million USD in the 1980s to an average of 1.6 billion USD in the 1990s to 1.9 billion USD in the 2000s and to over 2 billion USD in 2014.<sup>3</sup> Poverty reduction has been a key priority for the Government of Mozambique, which has issued three poverty reduction strategies since 2001<sup>4</sup> and included poverty reduction in the current five-year Government Plan 2015-2019. Development assistance became increasingly coordinated (also in the light of international agreements like the Paris Declaration in 2005) and Mozambique was also a testing ground for mechanisms like general budget support, sectoral support and joint programming<sup>5</sup>.

Since the end of the war in 1992, Mozambique could show significant improvements: increase in gross national income (GNI), decrease of the poverty rate, increase of enrollment in primary education, a drop in the illiteracy rate and several other positive developments of socio-

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<sup>1</sup> See for example: Baez Ramirez, Javier Eduardo; Caruso, German Daniel; Niu, Chiyu; Myers, Cara Ann. 2018. Mozambique Poverty Assessment: Strong But Not Broadly Shared Growth: Overview (English). Washington, D.C.: World Bank Group.

<http://documents.worldbank.org/curated/en/377881540320229995/Overview>

<sup>2</sup> as measured by the United Nations Development Programme (UNDP), see: <http://hdr.undp.org/en/countries/profiles/MOZ>

<sup>3</sup> OECD (2016): Development Aid at a glance. Statistics by Region. 2. Africa. 2016 edition.

<sup>4</sup> The Absolute Poverty Reduction Action Plan (PARPA) I (2001-2005) and II (2006-2009), and the Poverty Reduction Action Plan (PARP) 2011-2014.

<sup>5</sup> See for example DANIDA (2017): Evaluation of the Danish Engagement in Mozambique 1992-2016.

economic indicators<sup>6</sup>. Furthermore, the private sector has become increasingly prominent and Mozambique has managed to attract large private sector investments, mainly in the natural resource sector<sup>7</sup>.

Challenges remain and among them are: still high rates of poverty, especially in rural areas<sup>8</sup>, inequality, lack of infrastructures, high HIV infection rates, corruption, resurging political tensions between the Frelimo and Renamo parties<sup>9</sup> as well as vulnerability to climate change and natural disasters. Only in March 2019, a devastating cyclone destroyed large parts of Beira and surrounding areas with severe consequences for infrastructure and food supply<sup>10</sup>.

### **ADC's engagement in Mozambique**

Austrian Development Cooperation (ADC) became active in Mozambique already shortly after the country's independence in 1975 and has been a development partner throughout its post-colonial history.

In the light of the civil war ongoing in the country at that time, activities were initially implemented through individual projects and focused on providing food aid, flood prevention and supporting the rehabilitation of the railroad of the Beira corridor (linking the port to neighboring countries).

In 1992, ADC selected Mozambique as one of its priority countries and supported the first democratic election. As part of ADC's preparations for a systematic country engagement, Sofala Province, a stronghold of the Renamo, was selected as a focus area and ADC opened a coordination office in Beira in 1995, the provincial capital. Sofala was hit particularly badly by the civil war and at the same time ADC saw potential for economic development (agro-industries, transportation through Beira Corridor, harbor). ADC's engagement was also a recognition of the need to foster the political dialogue between the former war enemies and to support decentralization. Sofala Province was to remain ADC's geographical focus in Mozambique up until today.

ADC's first country programme (1996-1998) focused on four sector programmes: democratization, water, agriculture and small and medium enterprise (SME) development. Among the principles of engagement outlined, were gender orientation as well as participation. In the first year, the budget was planned to be ATS 30 million and going to rise to ATS 50 million in 1998 (excluding support like demining, food aid or debt relief)<sup>11</sup>.

The second country programme (1999 – 2001) was mainly a continuation of the previous one with a stronger focus on decentralization and sustainable economic development as opposed

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<sup>6</sup> See World Bank data <https://data.worldbank.org/country/mozambique> and UNDP data <http://www.hdr.undp.org/en/countries/profiles/MOZ>

<sup>7</sup> See for example: ICG (2018): Mozambique's private sector in the context of conflict.

<sup>8</sup> For 2014/2015 the share of Mozambicans living beneath the poverty line is 48.4 percent. See: Baez Ramirez, Javier Eduardo; Caruso, German Daniel; Niu, Chiyu; Myers, Cara Ann. 2018. Mozambique Poverty Assessment : Strong But Not Broadly Shared Growth : Overview (English). Washington, D.C.: World Bank Group.

<sup>9</sup> See Baez Ramirez, Javier Eduardo; Caruso, German Daniel; Niu, Chiyu; Myers, Cara Ann. 2018

<sup>10</sup> See for example: [https://www.washingtonpost.com/world/africa/over-1000-feared-dead-after-cyclone-slams-into-mozambique/2019/03/18/4598ad2c-49eb-11e9-8cfc-2c5d0999c21e\\_story.html?utm\\_term=.19e508bb0f28](https://www.washingtonpost.com/world/africa/over-1000-feared-dead-after-cyclone-slams-into-mozambique/2019/03/18/4598ad2c-49eb-11e9-8cfc-2c5d0999c21e_story.html?utm_term=.19e508bb0f28)

<sup>11</sup> This equals to approximately EUR 2,2 million and EUR 3,6 million respectively

to mainly securing peace and rehabilitation. ADC's third country programme (2002-2004) narrowed the focus to two sectors: decentralisation and rural development. Agriculture, water and SME development did not disappear but were subsumed in the rural development sector. This third programme was evaluated in 2004 and led to several important recommendations. Among them was to "increase ADC's aid budget for Mozambique to increase significance as well as visibility and to strengthen the ADC position", to continue focusing on Sofala, to showing stronger presence in Maputo and concentrating on larger projects.

After ADA's creation in 2004, its engagement in the country did not diminish but country programmes were not an accurate format for bilaterally shared documents anymore. Country strategies which outline Austria's engagement with partner countries were introduced. The first strategy was only adopted for 2010-2013, followed by another gap until the current strategy (2019-2024)<sup>12</sup>. ADC increasingly channeled funds through other aid modalities, also in response to the evaluation.

In 2005, for the first time, it joined a sectoral programme - ProAgri, in the agricultural sector. Another milestone was the start of the participation in the donor group that coordinates general budget support (GBS) in 2007. Mozambique was the only country where ADC provided GBS. In the context of the country strategy for 2010 to 2013, ADC planned to give EUR 3.2 million annually to GBS, compared to EUR 1.85 million for supporting the key sectors water and sanitation and agriculture. In October 2010, the office in Beira was closed. From now on the office in Maputo which had been established in 1997 as liaison office, would be the only ADC Coordination office.

In 2016, following the revelation that the Mozambican Government had not declared debts of more than USD 2 billion, ADC and the group of GBS donors decided to suspend GBS payments to Mozambique. Like others, ADC has not resumed GBS after that.

While there were initiatives by ADC to develop a follow up country strategy for a long time, this did not materialize until recently, with the finalization of a new Country Strategy for 2019-2024 in early 2019. The current Strategy pursues an "inter-sectoral approach through an extended nexus between food security, water usage, and sustainable energy solutions"<sup>13</sup>. Two priority sectors are explicitly mentioned: Sustainable Agriculture and Rural Water and Sanitation. Apart from support to the national level in these two sectors, the geographical focus remained the Sofala Province, while "gender equality as well as environmental protection and climate change shall be the overarching and key cross-cutting focus areas." In line with ADC's Three-Year Programme 2019-2021, the Strategy also foresees that Austria reviews and decides on its future engagement with Mozambique by the end of 2021.

In the context of the recent cyclone, Austria pledged EUR 3 million to the World Food Programme, EUR 2.6 million for a call for proposals from Austrian NGOs (Enhancing Food Security and Water Management through Innovative and Systemic Approaches) and EUR 500,000 for immediate emergency relief through its Foreign Disaster Fund. In addition, an amount of

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<sup>12</sup> ADC (2019): Country Strategy Mozambique 2019–2024

<sup>13</sup> *ibid.*

EUR 1 million were re-allocated for an ongoing programme to respond directly to the emergency needs.

## The evaluation

The strategic evaluation of ADC's engagement in Mozambique 1992-2018 ("the evaluation") is part of ADC's strategic evaluation plan 2019/2020, which is developed jointly by the Austrian Ministry of Foreign Affairs (MFA) and the Austrian Development Agency (ADA)<sup>14</sup>. It is being commissioned by ADA's Evaluation Unit<sup>15</sup> (EVAL) and will be undertaken by a team of external consultants. The evaluation results should be available in the second quarter of 2020 and will provide an input into the decision-making process regarding ADC's future engagement in Mozambique.

These Terms of Reference (ToR) constitute the main planning document that describes the purpose, scope and key evaluation questions. They also represent the reference document for the submission of Proposals through consulting firms or teams of individuals.

## 2. Evaluation purpose and objectives

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The evaluation's main purpose is to provide evidence that will feed into the decision regarding ADC's future engagement which may involve a change in intensity and modalities of cooperation with Mozambique.

More specifically the evaluation will:

- assess the continuous relevance of ADC's engagement in Mozambique
- assess the past and current effectiveness (relating to the achievement of results and management) of ADC's engagement in Mozambique
- assess ADC's past and current value added in the country
- provide options for ADC's future engagement in Mozambique

Primary users of the evaluation results are the MFA and ADA programme management and the Austrian coordination office in Maputo.

## 3. Evaluation scope

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The evaluation will cover the overall timeframe of ADC's past engagement from 1992 to 2018 and as such also the evolution of ADC's work in the country. Since a Country Programme evaluation was conducted in 2004, the focus of the primary data collection and analysis will be the time after that. The current Country Strategy (2019-2024) will be reviewed in the context of ADC's continuous relevance. During the inception phase, the evaluation team will further divide the timeframe into phases (that characterize ADC's engagement in Mozambique and its drivers) and define which aspects it will focus on for each phase.

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<sup>14</sup> The Austrian Development Agency (ADA) was founded in 2004 as the operational unit of Austrian Development Cooperation.

<sup>15</sup> A subgroup of ADA's Executive Unit of Evaluation and Statistics.

Existing evaluative evidence (for example on General Budget Support) will be used by the evaluation to the extent possible and therefore certain aspects will be covered mostly through secondary data.

The evaluation will not be able to assess the performance of the whole portfolio and will not compare all targets with achieved results. As it covers a longer period, it will rather assess ADC's overall strategic direction, the choices it made (and why) and identify development outcomes to which Austria's earlier engagements have contributed to.

With regards to the effectiveness of Austria's more recent engagement, the assessment of ADC's contribution to the achievement of outcomes and impacts, will focus on the two sectors that have been supported most consistently: agriculture and rural water/sanitation.

In line with ADC's continued focus on Sofala Province, the evaluation should focus on the outcomes and impacts in this geographical region first. However, given ADC's continued support to the national level in the most relevant sectors (agriculture and rural water and sanitation), the assessment of ADC's contribution to outcomes and impacts at this level will also be considered.

The evaluation should seek stakeholder perceptions of both, upstream and downstream partners (other Austrian representations like the Austrian Embassy in Pretoria, the Austrian Economic Chamber, Government partners at national, provincial and district level, bi- and multilateral development partners in Mozambique as well as implementing partners like NGOs) and assess ADC's relevance and achievement of results from the perspective of Austria as well as Mozambique.

#### **4. Key evaluation questions**

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The key evaluation questions to be answered by the evaluation are:

##### **Relevance**

1. To what extent has ADC continuously pursued strategies and priorities that were relevant in the context of Mozambique's and Sofala's changing development demands, other development partners' engagement and its own capacities? What were the drivers for these strategies and priorities?
2. To what extent has ADC implemented a coherent set of interventions which have been supportive of those strategies and priorities? Did the lack of a country strategy over certain period affect the quality of ADC's support in this respect?

##### **Effectiveness (including management for results)**

3. What have been the main outcomes and impacts (intended and unintended) that ADC has (directly or indirectly) contributed to since 1992?

4. To what extent have ADC's more recent interventions in the agriculture and rural water/sanitation sector in Sofala and at the national level contributed to outcomes and impacts? What factors have contributed to or hindered these outcomes?
5. To what extent has ADC's local management set up been favourable for its effectiveness?
6. To what extent has ADC effectively planned and coordinated its work with its partners (including both Austrian and Mozambican Government, bilateral and multilateral donors, implementation partners)?

### **Sustainability**

7. To what extent have outcomes and impacts achieved since 1992 been sustained?

### **ADC's value added**

8. Based on the assessment of its overall relevance and effectiveness, what has been ADC's value added in Mozambique?

### **ADC's future in Mozambique**

9. Based on the evaluation's findings and considering ADC's visibility and recognition as partner as well as the national and subnational context, what are the preferred options for ADC's future engagement in Mozambique?
10. What do these options entail, both for ADC and for Mozambique? What consequences would a potential phasing over have on Mozambique and Sofala, especially on its agriculture and rural water/sanitation sector?

Questions can be refined and restructured during the inception phase by the evaluation team, in consultation with EVAL. In that case, changes need to be explained and adequately reflect the overall purpose and scope of the evaluation.

## **5. Approach and methods**

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The evaluation is non-experimental and mostly summative in that it seeks to provide evidence of ADC's continuous relevance and achievement of results. However, there is also an ex-ante element included which will, based on the summative assessment and a thorough context analysis, assess options for the future engagement of Austria and the value added of ADC's engagement in Mozambique.

The evaluation will employ a Mixed-Methods approach<sup>16</sup> to data collection and data analysis, including both quantitative and qualitative methods. A Mixed-Methods design will be used to

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<sup>16</sup> See for example Bamberger, Michael/Rao, Vijayendra, Woolcock, Michael (2010), Using Mixed Methods in Monitoring and Evaluation, Policy Research Working Paper, The World Bank Development Research Group, Poverty and Inequality Team.

draw from the strengths of both qualitative and quantitative methods and to improve the internal validity of results through data and method triangulation<sup>17</sup>.

As such, the evaluation will draw on a range of data sources and data collection methods to ensure the reliability of results, promote impartiality, reduce bias, and ensure that the findings are based on the most comprehensive and relevant information possible. The methods are likely to include the following:

**Context analysis:** As described in the background section, Mozambique has undergone tremendous change. The evaluation will conduct an analysis of the context in which ADC has been operating. Key aspects will be the analysis of:

- development priorities of Mozambique and Sofala Province in particular,
- strategies and interventions of other bilateral and multilateral actors.

**Portfolio analysis** (based on preparatory work and supported by EVAL): The portfolio analysis will include the analysis of quantitative and qualitative data and will help to assess the evolution of ADC's portfolio over time against the country's changing context. It will also be used for in-depth analysis using supplementary information on relevant meso- and macro level (socio-economic) indicators.

**Document review:** The document review will include a review of strategic documents (ADC and country level), project and programme level reports, reports on ADC operations (by the coordination office), back-to-office mission reports, and other relevant documents.

**Evaluation synthesis:** At the beginning of the evaluation the team will conduct a stocktaking of available evaluative evidence. This will include evaluations and strategic reviews of ADC's overall engagement, context studies, evaluations of projects and programmes and evaluations of general budget support and joint programming to which ADC contributed. Findings of these evaluations will be systematically synthesized.

**Key informant interviews:** Key informants will include current and former MFA and ADA staff at Headquarters and Coordination Office (CO), government partners, other implementing partners and development partners. Key informants should be selected via purposive (not via convenient) sampling to ensure that they adequately cover different stakeholder groups. The evaluation team should also organize at least one panel discussion with local development experts in Mozambique.

**Methods to assess ADC's contribution to outcomes and impacts:** The evaluation covers a long period and numerous projects and it will not be feasible to trace each intended outcome. Methods like outcome harvesting<sup>18</sup> or most significant change<sup>19</sup> could be used to inductively identify outcomes and sustainability of ADC's earlier activities. As for ADC's contribution to outcomes and impact of more recent activities in the Sofala Province and at the national level, we propose the analysis of socio-economic data, and/or a theory-based impact evaluation

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<sup>17</sup> See for example, Flick, U. (2004): *Triangulation. Eine Einführung*: Springer.

<sup>18</sup> See for example: Wilson Grau, R. Britt, H. 2012, *Outcome Harvesting*, MENA Office, Ford Foundation.

<sup>19</sup> See for example: Davies, R. and Dart, J. (2005) *The 'Most Significant Change' Technique - A Guide to Its Use*

approach and/or contribution analysis.<sup>20</sup> By using it for the priority sectors agriculture and rural water/sanitation it should be possible to establish causal linkages.

The evaluation team will build up its work on the relevant standards for evaluations of the OECD DAC<sup>21</sup> and those of the ADC, where applicable.

Methodological rigor will be weighted significantly in the assessment of proposals. Bidders are therefore invited to question the methodology presented in these ToR and improve on it, or propose an approach that is deemed more appropriate.

## 6. Evaluation process and main deliverables

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The evaluation will be divided into three phases with specific deliverables. Their timely delivery is the responsibility of the evaluation team.

### **Inception Phase (August-September 2019)**

The evaluation team will work in close cooperation with EVAL in that phase. The evaluation's scope, focus, approaches and methods will be refined during the inception phase. The evaluation questions will be elaborated and prioritized.

#### ⇒ ***Attendance of Kick off meeting in Vienna***

A kick off meeting will be organized with the Evaluation Reference Group and the evaluation team (participants from Mozambique will likely be connected through tele-conference system). The aim is to be on the same page regarding the purpose and scope of the evaluation and to allow the evaluation team to better understand the specific information demands from the key stakeholders.

#### ⇒ ***Inception Report***

The inception report must contain an evaluation matrix and/or analytical framework, a detailed work plan including roles and responsibilities within the team, and a draft list of interview partners. It should not comprise more than 20 pages (excluding annexes).

### **Inquiry Phase (October 2019 – February 2020)**

The inquiry phase will follow the evaluation plan as specified in the inception report. It will focus on collecting data, information and views as per the evaluation design. During the inquiry phase the evaluation team will conduct data collection mission(s) to Mozambique.

The evaluation team will analyze the evidence systematically and formulate preliminary findings which will be validated.

#### ⇒ ***Presentation of Preliminary findings***

#### ⇒ ***Extended report outline***

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<sup>20</sup> See for example Stern, E., Stame, N., Mayne, J., Forss, K., Davies, R., & Befani, B. Department for International Development, (2012). Broadening the range of designs and options for impact evaluations (Working Paper 38).

<sup>21</sup> Organization for Economic Cooperation and Development/OECD (1992), Development assistance manual: DAC Principles for effective aid, Paris.

## Reporting Phase (March – May 2020)

The reporting phase includes several feedback loops to ensure that key stakeholders can comment on findings and recommendations. All evaluation products, including the reports shall be written and delivered in English. The Executive Summary of the final Evaluation Report shall be translated into German and Portuguese.

### ⇒ **Draft Report**

The draft report must contain the analytical framework, protocols, a pseudonymized list of interview partners. The codified interview protocols must be submitted together with the draft report.

### ⇒ **Presentation of Final Draft Report in Vienna**

The final draft report will be presented to the Evaluation Reference Group and possibly a large audience (to be decided).

### ⇒ **Final Report**

The final report must contain an executive summary and a list of recommendations made by the evaluation. It should not comprise more than 50 pages (excluding annexes). The executive summary should summarize key findings and recommendations (three to five pages) and needs to be submitted as part of the final report.

## 7. Timetable

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The Evaluation should start in August 2019. The inception report is to be finalized by the end of September 2019. The draft evaluation report is to be submitted to ADA in March 2020 and the final report the latest in May 2020.

Phase	Timeframe	Main tasks	Estimated working days <sup>22</sup>
<b>Inception Phase</b>	Aug 2019 - Sep 2019	<ul style="list-style-type: none"> <li>- Review of background documentation</li> <li>- Initial portfolio review (together with EVAL)</li> <li>- Presentation at Kick off meeting in Vienna</li> <li>- Exploratory interviews in Vienna</li> <li>- Development of an analytical framework for the evaluation and methodology</li> <li>- Refinement of the evaluation questions</li> <li>- Identification of key informants and preliminary list of interviewees</li> <li>- Detailed specification of the evaluation timetable, including distribution of tasks among the evaluation team</li> </ul>	20
<b>Inquiry Phase</b>	Oct 2019- Feb 2020	<ul style="list-style-type: none"> <li>- Completion of portfolio review</li> <li>- Review of documentation</li> <li>- Synthesis of evaluative evidence</li> </ul>	50

<sup>22</sup> These estimates are for the main team (excluding any additional support staff)

		<ul style="list-style-type: none"> <li>- Data collection through interviews and visits of programme sites in Mozambique</li> <li>- Virtual interviews with key informants</li> <li>- Data analysis und preparation of triangulation matrix</li> <li>- Presentation of preliminary findings (virtually) to ERG</li> <li>- Submission of extended outline of report</li> </ul>	
<b>Reporting Phase</b>	Mar 2020- May 2020	<ul style="list-style-type: none"> <li>- Submission of first draft to EVAL</li> <li>- Incorporation of the feedback received from EVAL</li> <li>- Presentation of the final draft report to the ERG plus other stakeholders in Vienna</li> <li>- Incorporation of feedback</li> <li>- Submission of final report</li> </ul>	20

## 8. Management of the evaluation and responsibilities

**Evaluation Unit:** The evaluation will be managed by an Evaluation Manager at EVAL. EVAL will conduct quality assurance of all deliverables and will approve payments for the inception report, the extended report outline and final report. In addition to the management of the evaluation, EVAL will contribute to the data collection, depending on resources available. The specific contributions of EVAL will be defined jointly with the evaluation team during the inception phase.

**Evaluation Reference Group (ERG):** A Reference Group, co-facilitated by the MFA and ADA Evaluation Units and composed of inter alia representatives from the MFA, the ADA and the Mozambican Ministério dos Negócios Estrangeiros e Cooperação (MINEC) will be established to act as a sounding board, to create ownership and to facilitate and review the work of the evaluation. They will also serve as an independent validation of facts and findings. The Reference Group will provide inputs and feedback at all stages of the drafting, i.e. ToR, inception report, and draft report. Also, the evaluation team will meet the ERG for a kick-off meeting and the presentation of the final draft report.

**External Peer Review:** The strategic evaluation is accompanied by one or two external peer reviewer(s) who will comment in writing on the evaluation's ToR, the inception report, the survey questionnaire, interview guidelines and the draft evaluation report.

**Evaluation team:** The evaluation team will be responsible for submitting the deliverables outlined above timely. The team is responsible to guarantee independence throughout the evaluation process. It has final responsibility for the evaluation report and all findings and recommendations, subject to adherence to accepted quality standards. The evaluation team will be responsible for its own logistical arrangements and shall arrange the necessary meetings independently. Where needed and adequate ADA will provide support regarding the coordination of meetings.

**Coordination office Mozambique:** The coordination office in Maputo will facilitate the evaluation team's mission and will assist with establishing contacts with key informants. However, no financial burden should be put on the coordination office. Transport, costs for meetings, etc. must be covered by the evaluation team.

## 9. Evaluation team composition

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The strategic evaluation should be conducted by a team of at least two experts, including at least one national expert from Mozambique. Team members can include other support staff. Gender balance of the team is an asset.

The team composition should be detailed in the technical offer, together with a clear division of tasks among all team members. Experience and in-depth knowledge of the Mozambican development context are key requirements.

The **team leader** should cover the following qualifications:

- Track record in leading strategic evaluations during the last 5 years (at least three strategic evaluations conducted), including at least two of which country evaluations, proven by at least one publication to be annexed to the offer.
- Expertise of Mozambique and the Mozambican development context
- Expertise in rural development is an asset
- Excellent knowledge of English and Portuguese
- German is an asset

The **other team member(s)** should cover the following qualifications:

- Experience in development evaluation
- Proven work experience in development cooperation in Mozambique
- Expertise in qualitative data collection (interviews, surveys)
- Expertise in data science and analysis
- Expertise in agriculture and/or water/sanitation
- Excellent knowledge of two of the following languages: German, English and Portuguese

***The consultants must not have been involved in the design, implementation or monitoring of any of ADC's activities in Mozambique since 1992.***

## 10. Selection process

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The evaluation will be commissioned through a direct contract, no public tender process will be necessary. The ToR will be published in relevant professional networks and companies might be contacted directly and invited to submit a proposal (maximum length: 10 pages without annexes).

Financial offers exceeding EUR 80,000 (excl. VAT) will be excluded from the selection process.

The **technical offer** should include:

- Brief description of the understanding of the assignment;
- Presentation of a proposed approach and methodology, particularly regarding methods used, possible challenges and how to address them;
- Presentation of a detailed work plan including time schedule and division of tasks;

- Detailed CVs and references of similar assignments of the team leader, the other evaluator(s) - as annex
- Detailed references of similar assignments the consulting firm (if applicable) - as annex

The **financial offer** should show (in EUR):

- Personnel costs: name of evaluators and support staff, if applicable, estimated number of working days per evaluation phase, fee rate per working day, total amount;
- Travel costs (Kick off in Vienna, Field visit(s) to Maputo and Sofala Province, Final presentation in Vienna): travel, accommodation, other costs, if applicable;
- Other costs (for communications, meeting facilities, etc.);
- VAT (if applicable). Please note that ADA does not hold a value-added tax identification number.

Criteria that will be used to assess the proposals include:

- Expertise, relevant experience and suitability of evaluation team
- Relevant experience and capacity of consulting firm (if applicable)
- Quality and coherence of the proposal, including methodology, timeline and work plan
- Methodological rigor and approach that is fit for the evaluation purpose
- Coherence of financial and technical proposal; efficient use of resources.

*Please note that personal data included in the proposals (like CVs) will be stored and used by ADA internally during the review of the Proposals.*

Proposals must be submitted by email **by 15 May 2019** to Sophie Zimm, Evaluation Advisor at ADA: [sophie.zimm@ada.gv.at](mailto:sophie.zimm@ada.gv.at)