

Final evaluation of UK Overseas Territories Project Terms of Reference

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| Job title: | Consultant for the final evaluation of the PAC and Audit assistance provided in UK Overseas Territories through 2016-2019 |
| Contract type: | Consultant |
| Contract duration: | December – March 2020 |

Job description:

1. Background

The UK Overseas Territories Project (UKOTP) is a consortium led by the Commonwealth Parliamentary Association UK (CPA UK) in partnership with the UK National Audit Office (NAO) and Government Internal Audit Agency (GIAA). It is funded by the UK Government's Foreign & Commonwealth Office from the Conflict Security & Stability Fund (CSSF). Since 2016, the project has been supporting good practices and priorities in the oversight of public finances in the UK Overseas Territories (UK OTs). The project provides technical assistance, training and mentoring to audit officials, public accounts committee (PAC) members and clerks across the territories to support and encourage effective public financial management and governance practices. The project was due to conclude in March 2019, but was extended for a further year.

At the beginning of the project, partnership agreements were drawn up in consultation with key stakeholders, outlining needs for each territory and listing proposed activities. Partnership agreements were signed with the following nine territories:

- Anguilla
- Bermuda
- British Virgin Islands
- Cayman Islands
- Falkland Islands
- Gibraltar
- Montserrat
- Turks & Caicos Islands
- St Helena, Ascension and Tristan Da Cunha.

The UKOT Project identified the following outcomes for its programming:

Outcome 1. UK Overseas Territory PACs have increased capacity to perform their oversight and scrutiny functions

Outcome 2. External Audit Institutions across the UK Overseas Territories have strengthened capacity to perform their external audit role

Outcome 3. Participating UK Overseas Territories Internal Audit units have improved capacity to perform their internal audit work including with audit and risk committees

2. Objectives

The main purpose of the final evaluation is to assess the overall achievements of the project at the outcome level. The specific objectives of the final evaluation are:

- Determine the effectiveness of the project in achieving results
- Assess the relevance of the project with regards to consistency, ownership, quality of the technical assistance and complementarity with other initiatives
- Assess the sustainability of the project and assess measures taken to ensure changes implemented as part of the project are sustained after the project's closure
- Derive lessons and areas of improvement
- Provide recommendations and identify best practices which may be used in future programming
- Inform future programming

3. Scope of work and expected output

The expected output is to provide a holistic, impartial and credible review of the project scope, structure and activities implemented during the project 2016-2020. In order to achieve this, the consultant will have the following responsibilities:

- a. Inception phase
 - Desk review of project documentation after initial briefing by UKOTP Team
 - Draft inception report including evaluation questionnaire, proposed methodology, and work plan with timeline agreed for deliverables
 - Provide final inception report incorporating relevant feedback
- b. Data collection and Analysis
 - Carry out interviews with internal and external stakeholders and project beneficiaries
 - Conduct an analysis covering the following topics:
 - Assess project's effectiveness in achieving its objectives

- Assess complementary of activities and synergies between partners
- Determine the effectiveness of the project in the achievement of results, highlighting reasons for achievements and non-achievements and contributing factors
- Evaluate the overall impact of the project
- Evaluate the efficiency of project implementation and assess performance in relation to: timeline, scope, costs of experts, project structure, quantify and cost effectiveness of activities undertaken, equipment, training etc.
- Review the responsibilities of project stakeholders, clarity of roles, and level of coordination between project team and stakeholders including implementing partners
- Evaluate the project's risk management and any mitigation measures taken by the project team
- Assess the prospects of the sustainability of the project outcomes with a specific focus on beneficiary ownership
- Review the results framework
- Identify gaps in scope
- Derive lessons learned and suggestions for improvements for future programming

c. Report writing

- Develop and present first draft with concrete findings and recommendations
- Convene a debrief on preliminary findings, main recommendations and lessons learned
- Finalise final evaluation report and present to Project board

4. Methodology

The evaluation will be based on findings and factual statements from the review of relevant documents (including project documents, progress reports, annual project review) in addition to technical reports produced by the project and different publications. The consultant is also expected to use face to face and telephone interviews to collect relevant data and ensure participatory methods are used to ensure the data quality, validity and reliability and responsiveness to gender equality and human rights. The following criteria should be considered:

- Effectiveness
- Cost efficiency
- Impact
- Relevance
- Sustainability

The consultant will take every measure to safeguard the rights and confidentiality of key information providers in the collection of data in line with GDPR requirements.

5. As part of the evaluation, the evaluator should particularly consider the following questions:

- What are the most effective tools and methods for building the capacity of PACs, External Audit Offices and Internal Audit Offices?
- How much impact do improvements in capacity and skills have on financial oversight?
- What is the added value/increased effectiveness by supporting all three strands (PAC, External Audit and Internal Audit) in the same project?
- How can CPA UK, the UK NAO and GIAA best support the efforts to continue improving financial oversight and governance in UK Overseas Territories?

Fee Structure:

50% of fee payable upon signature of contract and 50% of fee payable upon completion of evaluation and submission of invoice.

We expect this review to comprise of 20-25 days of work.

Submission of proposals:

CV and outline of methodology (with cost estimates) via email to Mariam El-Azm, Head of International Partnerships, CPA UK on elazmm@parliament.uk by 2359 on Monday 25th November.