

## **Individual Contract (IC) – Terms of Reference**

**Title: National Consultant for the Mid-Term Project Evaluation**

**Project/Sector: Local Integrated Development (LID) Project / Rural and Regional Development Sector**

**Reporting to: Sector Leader (Rural and Regional Development Sector)**

**Duty Station: Bosnia and Herzegovina**

**Duration: May-June 2017 (up to 15 days)**

### **BACKGROUND**

#### **a) Purpose**

The purpose of the Mid-Term Evaluation (MTE) is to provide an impartial view of the Local Integrated Development (LID) Project's approach, strategy and performance for the first year and a half of the Project implementation. It will assess the Project's operational aspects, such as Project management and quality of implementation, as well as the extent to which the Project objectives or targets are being fulfilled. By looking at corrective actions needed for the Project to achieve impact, the MTE is to provide guidance for UNDP Project management and stakeholders on how to consolidate the Project delivery for the remaining Project duration, including its sustainability and scaling up perspectives. For this purpose, a National Mid-Term Evaluation Consultant will be recruited.

#### **b) Objective**

Specifically, the MTE is intended to assess Project relevance, effectiveness, efficiency, impact and sustainability, as well as to identify lessons learned from implementation to date in order to provide an objective assessment for the Project implementer and the Project Board. To this end, the evaluation is expected to:

- Enhance the likelihood of achievement of Project objectives by analyzing strengths and weaknesses and suggesting measures for improvement;
- Strengthen the adaptive management and monitoring function of the Project;
- Enable informed decision-making;
- Enhance organizational and development learning;
- Set the foundations for the Project's sustainability or scaling-up.

**The evaluation emphasis should be placed on the current Project results and the possibility to achieve all objectives in the given timeframe, with the available resources and considering the current pace at which the Project is proceeding.**

#### **c) Background information**

**The LID Project** is financed by the European Union (EU) and implemented by UNDP in Bosnia and Herzegovina (BiH) in partnership with the BiH Ministry of Human Right and Refugees, the Ministry for Development, Entrepreneurship and Crafts of the Federation of Bosnia and Herzegovina, the Ministry of Administration and Local Self-Governance of Republika Srpska, as well as both entity Associations of Municipalities and Cities. It is designed as an integrated intervention, comprising two main pillars –

governance and economic development, inter-linked to achieve development results and objectives, where income generation / job opportunities and improved access to and quality of public services in economically challenged and flood-affected areas are the main “connecting threads” among specific activities.

The overall objective of the Project is to raise standards of living and social cohesion in BiH through inclusive sustainable socio-economic development. In that light, the specific objective is to stimulate good governance and economic activity, and promote social inclusion at the local level through integrated local development in the areas primarily affected by floods and areas with a large percentage of returnees / internally displaced persons (IDPs). The Project has two main pillars: (i) governance pillar and (ii) economic development and job creation pillar and three inter-related results:

- 1) Local partnerships are capable of defining and steering effective local socio-economic development as per local needs;
- 2) Investment needs in target localities are addressed to deal with long-term consequences of the 2014-floods and achieve objectives of local integrated development strategies/action plans; and
- 3) Job creation and income generation needs of local communities are addressed, in particular for returnees and IDPs, households affected by the 2014-floods and other vulnerable groups.

The Project aids a diverse set of target groups – i.e. local governments, micro, small and medium enterprises (MSMEs), agricultural farms, non-governmental socio-economic actors, as well as higher government level institutions.

The intervention has embraced an area-based approach and formed 4 geographic clusters covering 21 local governments<sup>1</sup>, and subsequently tailored its assistance to the specific circumstances within the selected localities, both from the viewpoint of governance, development of local infrastructure and services, as well as economic competitiveness, through focus on value chain development. The Project keeps a strong vertical policy linkage with relevant sectoral institutions at higher government levels, to top-up local resources and enable a country-wide multiplier effect.

It is estimated that at least 100,000 citizens within target localities will, by the end of the Project duration, indirectly benefit from improved local services and economic opportunities. Furthermore, at least 5,000 members of socially excluded and vulnerable groups (returnees, IDPs, long-term unemployed, minority groups, etc.) will voice their priorities in local policy-making and development, as well as benefit from improved access to and quality of public services, and employment and income generation opportunities. At least 50 long-term as well as 300 temporary new jobs for the “hard-to-employ” will be created in target localities through income generation and private sector support activities.

The Project duration is 36 months, including a 4-month inception phase. The Project is an integral part of the UNDP Rural and Regional Development Sector.

## SCOPE OF WORK

### a) Main evaluation criteria of the Mid-Term Project Evaluation

The Mid-Term Project Evaluation will answer the following questions:

- Are the Project’s objectives and outputs **relevant to the needs of the country**? What changes could be made to make this intervention more relevant?
- Which are the Project **highlight achievements** so far? To what extent has the Project **achieved its intended results**, as envisioned by the Annual Work plan as well as Results and Resource Framework? What are the gaps left to achieve the set targets and is the current performance pace sufficient to do so? What are the underlying causes of eventual underperformance / delays and the key drivers of success?

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<sup>1</sup> Foča (RS), Goražde, Konjic, Mostar, Vareš, Doboj, Maglaj, Srebrenik, Tuzla, Žepče, Živinice, Bijeljina, Modriča, Odžak, Orašje, Šamac, Banja Luka, Čelinac, Gradiška, Novi Grad and Prijedor.

- To what extent **gender equality and human rights** are respected and mainstreamed within the Project implementation?
- Are the Project's actions to achieve the outputs of the requisite **quality** and are they **effective and efficient**?
- To what extent has the Project approach (intervention strategy) managed to create **ownership and meaningful participation of the key stakeholders in Project implementation**? What are, in this regard, challenges to be overcome or potentials to be unlocked?
- What are the positive or negative, **intended or unintended, changes** brought about by the Project interventions so far? This may, inter alia, include an overview of the number of beneficiaries benefiting from improved service delivery or income generation streams, number of new jobs created/retained etc.
- How effective is the **Project's interaction with other local level interventions** in BiH, within UNDP but also with external interventions financed by the EU, to trigger synergies maximizing development results?
- To what extent are key **stakeholders/final beneficiaries satisfied** with the Project implementation so far, specifically in terms of the partnership support and what are specific expectations for the remaining duration of the Project? Which are the main benefits - in qualitative and quantitative terms – for final Project beneficiaries?
- At this stage of Project implementation, what could be possible **after-Project priority interventions and general recommendations**, which could further ensure sustainability and scaling up of Project's achievements?
- Has the media coverage and outreach of the Project in partner local governments (LGs) been satisfactory?
- What are the key **lessons** to be drawn at this point of the Project implementation? What are the main **recommendations for the remaining duration** of the Project?

### c) Methodology

The methodology to be used is based on the UNDP Evaluation Policy available at: [http://web.undp.org/evaluation/documents/policy/2016/Evaluation\\_policy\\_EN\\_2016.pdf](http://web.undp.org/evaluation/documents/policy/2016/Evaluation_policy_EN_2016.pdf)

The proposed methodology consists of a preliminary desk review, key informant interviews followed by field visits and the report write up. Focus groups will serve the purpose of collecting the feedback of end beneficiaries.

The consultant is required to review the LID Project Document, the inception report, progress and annual reports, key Project deliverables, Project budget revisions, monitoring tools, national and strategic documents and other relevant documents that the team considers relevant for this evidence-based review. The briefing kit will be prepared by the LID Project.

The consultant is expected to meet UNDP Country Office management for an initial briefing and the debriefing at the end of the assignment. S/he is expected to interview the LID project team, partners as well as other stakeholders as needed. To assess project approach and modalities, the consultant will meet representatives of the BiH Ministry of Human Right and Refugees, the Ministry for Development, Entrepreneurship and Crafts of the Federation of Bosnia and Herzegovina, the Ministry of Administration and Local Self-Governance of Republika Srpska, as well as both entity Associations of Municipalities and Cities and the relevant staff in the EU Delegation in BiH. S/he will also meet with representatives of other agencies active in the field of local governance and economic development to assess their cooperation with LID Project, if needed.

Additionally, to assess Project performance, approach and modalities the Consultant is expected to conduct at least 4 field missions, where the Consultant will meet representatives from partner local governments, Local Development Partnerships and beneficiaries, so as to obtain critical feedback and

information on the Project activities and results at the local level and assess the Project performance and its approach and modalities. During these meetings, it would be important to record and accumulate inputs necessary not only for the Project MTE, but for potential follow-up intervention in the relevant field. Once collected, this data will be analysed in a systematic process that involves organizing, summarizing, tabulating and comparing the results with other appropriate information to extract useful information that responds to the evaluation questions and fulfils the purpose of evaluation. This will involve deciphering facts from a body of collected evidence, by systematically coding and collating the data collected, ensuring its accuracy, conducting statistical analysis and translating the data into usable formats or units of analysis related to each evaluation question.

As a part of the overall MTE methodology, the Consultant will assess the extent to which the Project has addressed the issues of social and gender inclusion of vulnerable groups. Data need to be disaggregated by relevant criteria of vulnerability in order to assess whether benefits and contributions were fairly distributed by the intervention being evaluated.

The work plan and timetable will be prepared by the Consultant but will need to be approved by the LID Project prior to initiation of field visits. The Consultant is expected to prepare a report highlighting in particular recommendations for improving the project approach and set-up and strengthening its overall performance.

The expected duration of the assignment is up to 15 days, with the consultancy period to take place in May-June 2017.

## **Tasks**

The consultancy is divided into 3 principle tasks, as follows:

### **Task 1 – Desk review**

Following the initial meetings with the Project management, the Consultant will conduct a detailed review of all relevant Project documents produced during its implementation. Documentation includes, but is not limited to: Project document; Inception report, Project annual work plans; Project reports; Steering and Project Board presentation and minutes, conceptual papers and analyses; Quality Assurance Assessment report, data on implementation of grant-funded Projects supported by the intervention and all other relevant documents and reports prepared by the Project staff.

Upon review of the documentation, the Consultant will submit an adjusted MTE methodology and a detailed work plan for the MTE process, including: a list of interlocutors; tentative dates and locations of visits planned; interview questions and dates for the briefing session. During the desk review, the Consultant will focus on evaluating the Project baseline, indicators and targets, as well as the relevance, quality and adequacy of Project approach versus its objectives and the output. Additionally, the Consultant will also submit the proposed structure of the MTE report for review and approval.

### **Task 2 – Evaluation**

Upon the approval of the work plan and the structure of the MTE report by UNDP, the Consultant is expected to carry out the Project MTE based on the approved methodology. UNDP will provide support to the Consultant in organization of meetings and interviews.

As previously mentioned, LID Project is operational in 21 local governments and the interventions are thus grouped in 4 geographical clusters, broadly covering 3 result groups, as per the needs of the relevant LGs. Field visits are envisaged to cover each geographical cluster, including all relevant activities in the selected LG – enabling data collection through meetings with municipality representatives, project beneficiaries (through focus group mechanisms) and partners.

Once all data has been collected, the Consultant will conduct data analysis in order to give insight into the Project progress, efficiency and adequacy, as previously explained, focusing on the process and level of success of partnership building and ownership over Project products and results. Consideration will also be given to the quality of Project deliverables and the level of mainstreaming of the concept of functional and financial analysis into local strategies, as well as the extent to which local economic

development has been fostered in the selected partner municipalities. Particular attention will be paid to the potential sustainability of the Project achievements beyond the lifespan of the Project.

The draft MTE report will be submitted to the UNDP team for initial review. The minimum structure of the evaluation report (to be written in English language) is the following:

1. Executive summary;
2. Introduction;
3. Methodological approach;
4. Evaluation findings against the main evaluation criteria; including relevance, key achievements, performance, progress against set targets, efficiency, effectiveness, mainstreaming of gender equality and human rights principles and gaps/delays (if any) etc.
5. Main conclusions and recommendations;
6. Lessons learnt;
7. *Annex I – Summary of Project evaluation (template is herewith enclosed)*

A briefing session will be organized with representatives of UNDP and relevant stakeholders, so as to present the preliminary findings and recommendations of the Mid-term Evaluation Report.

### **Task 3 – Submission of Mid-Term Project Evaluation Report**

Following the briefing session, the Consultant is expected to prepare a mid-term Project evaluation report, capturing findings and recommendations on both the Project approach and performance. Suggestions and comments gathered during the briefing session will be taken into consideration. Also, any observations that may arise from the evaluation will be incorporated into the final report.

## **DELIVERABLES AND TIMELINESS**

The following deliverables are expected:

<b>Deliverables</b>	<b>Timeliness and level of effort</b>
<b><u>Task 1: Desk review</u></b> <ul style="list-style-type: none"> <li>Initial meeting with the Project owners organized;</li> <li>Performed desk review of documentation and the Consultant fully aware of the Project;</li> <li>The detailed methodology, MTE work-plan and structure of the MTE report is submitted by the Consultant to UNDP.</li> </ul>	(up to 2 days)
<b><u>Task 2 – Evaluation</u></b> <ul style="list-style-type: none"> <li>Interviews/meetings held with stakeholders and Project beneficiaries, including at least 4 field visits in each cluster (selecting relevant partner local governments, Project beneficiaries, partner ministries etc.) conducted and qualitative, as well as quantitative information collected by the Consultant as main inputs for the Mid-Term Project Evaluation;</li> <li>Briefing and validation session with Project owners conducted.</li> <li>Prepared draft Mid-Term Project Evaluation Report.</li> </ul>	(up to 10 days)
<b><u>Task 3 – Submission of Mid-Term Project Evaluation Report</u></b> <ul style="list-style-type: none"> <li>Recommendations provided on the Evaluation by the Project owners embedded and the Mid-Term Evaluation Report submitted to UNDP</li> </ul>	(3 days)

## COMPETENCIES

### Core values

- Demonstrates integrity and fairness by modelling UN values and ethical standards;
- Displays cultural, gender, religion, race, nationality and age sensitivity and adaptability.

### Functional values

- Demonstrates professional competence to meet responsibilities and post requirements and is conscientious and efficient in meeting commitments, observing deadlines and achieving results;
- Results-Orientation: Plans and produces quality results to meet established goals, generates innovative, practical solutions to challenging situations;
- Communication: Excellent communication skills, including the ability to convey complex concepts and recommendations, both orally and in writing, in a clear and persuasive style tailored to match different audiences;
- Team work: Ability to interact, establish and maintain effective working relations with a culturally diverse team;
- Client orientation: Ability to establish and maintain productive partnerships with national partners and stakeholders and pro-activeness in identifying of beneficiaries and partners' needs, and matching them to appropriate solutions.

### Qualifications

<b>Education:</b>	<ul style="list-style-type: none"><li>• Advanced university degree in social sciences, political sciences, public administration or related field</li></ul>
<b>Experience:</b>	<ul style="list-style-type: none"><li>• At least 5 years of Project/programme evaluation expertise and experience, where evaluations in the area of local governance and economic development in BiH are considered to be an asset;</li><li>• Sound knowledge of results-based management systems, and gender-sensitive monitoring and evaluation methodologies;</li><li>• Knowledge and experience in the area of local governance and local economic development is considered an asset;</li><li>• General understanding and knowledge of the political and administrative context in BiH is necessary;</li><li>• Proven analytical skills and ability to conceptualize and write concisely and clearly;</li><li>• Proven communication skills and ability to interact with multiple actors including government representatives, donors and other stakeholders.</li></ul>
<b>Language requirements:</b>	<ul style="list-style-type: none"><li>• Fluency in English language and languages of BiH people.</li></ul>
<b>Other:</b>	<ul style="list-style-type: none"><li>• Excellent computer skills (MS Office applications and SPSS/STATA) and ability to use information technologies as a tool and resource.</li></ul>

## EVALUATION

Individual consultants will be evaluated based on the following methodology:

### 1. Cumulative analysis

When using this weighted scoring method, the award of the contract should be made to the individual consultant whose offer has been evaluated and determined as:

- a) responsive/compliant/acceptable, and
- b) Having received the highest score out of a pre-determined set of weighted technical and financial criteria specific to the solicitation.

- \* Technical Criteria weight-70%
- \* Financial Criteria weight- 30%

Applicants are required to submit an application including:

- Completed and signed UNDP Personal History Form (downloadable from [http://www.ba.undp.org/content/bosnia\\_and\\_herzegovina/en/home/operations/jobs.html](http://www.ba.undp.org/content/bosnia_and_herzegovina/en/home/operations/jobs.html));
- Financial proposal indicating your consultancy fee (in BAM) as a lump sum (including travel expenses and all other applicable costs related to the nature and complexity of the assignment).

#### **Note:**

- For an assignment requiring travel, consultants of 62 years or more require full medical examination and statement of fitness to work to engage in the consultancy.
- Due to large number of potential applicants, only competitively selected candidates will be contacted for remaining steps of the service procurement process.

***Only candidates obtaining a minimum of 49 points for technical criteria assessment would be considered for the Financial Evaluation.***