



ANNEX I

TERMS OF REFERENCE

1. BACKGROUND

UNDP/PAPP in partnership with the Ministry of Education and Higher Education (MoEHE) and Jerusalem Directorate of Education (JDoE) has been currently implementing the Right to Education project with a total value of NOK 22,912,150.00, aiming to address the critical challenges facing the education sector in East Jerusalem.

The Right to Education Project intended to provide new framework of assistance and medium-term approach to support the Education Sector in East Jerusalem through the provision of classrooms and improving the quality of education utilizing alternative effective instruments for complex settings, providing a Geo-comprehensive analysis of the existing situation to better plan, implement and monitor future national interventions, reinforce the capacity of the Jerusalem Directorate of Education through enhancing the capacity of the supervision and councillors services to reach additional schools, primarily private schools with low quality education service; thus, focusing on increasing student achievement's, reducing drop-out rates and other related issues and finally establish an effective technical coordination mechanism to reduce sector fragmentation at all levels and strengthen JDoE capacity on outreach and advocacy.

2. OBJECTIVES OF THE ASSIGNMENT:

Within this scope, UNDP is intending to outsource technical capacity to produce an assessment report containing a detailed list of lessons learned. The evaluation report will review the stages of the project implementation, measuring to what extend the objective/output/activities have been achieved against the results and resources framework, and identifying what have hindered or facilitated the success of the project. The lessons learned section is aimed at capturing key lessons to assess what adaptation approaches/measures where effective in various areas.

3. SCOPE OF WORK:

The Right to Education Project will be evaluated using the following criteria: relevance, effectiveness, efficiency, timeliness and sustainability. The final evaluation will focus on the following aspects: A) project objective/outputs; B) processes; C) monitoring and evaluation; and D) conclusions and lessons learned. For each aspect, a wide array of factors will be considered, including but not limited to:

- A) Project Objective/Output
 - i. Objective, Output, Activities
 - Effectiveness and Efficiency of project activities



- Progress in the achievement of outcomes/Outputs, measured against the baselines and indicators set at the outset of the project.
- B) Processes
- i. Institutional arrangement
 - Formulation and implementation stages
 - Consultative processes
 - Capacity Building initiatives
 - Project related complementary activities
 - Assumptions and risks
 - ii. Partnerships
 - Assessment of national level involvement and perception of partners
 - Assessment of local partnerships and their involvement
 - iii. Processes and Administration
 - Project administration procedures
 - Key decisions and outputs
 - Project oversight and active engagement by UNDP and stakeholders
 - Coordination between UNDP and Jerusalem Directorate of Education
 - iv. Coordination mechanisms
 - Appropriateness and efficiency of coordinating mechanisms and approaches between implementing partners and oversight bodies
 - Proposed improved coordination mechanisms and approaches
- C) Monitoring and Evaluation
- Identify problems/constraints, which impacted on successful delivery of the project identified at the project design stage
 - Identify threats/ risks to project success that emerged during implementation and strategies implemented to overcome these threats/ risks
 - Assess the extent, appropriateness and effectiveness of adaptive management at all levels of the project implementation
- D) Conclusions, Lessons Learned
- Identify key lessons emerging
 - Identify effective approaches/measures
 - Identify elements hindering or promoting success



4. RESPONSIBILITIES:

UNDP will coordinate with the national counterparts, contractor and all concerned parties to provide to the Individual consultant all the necessary facilitation and documentation needed for a successful completion of the tasks.

The consultant will be expected to produce:

1. An inception plan: The plan should outline the overall strategies, actions and timeline of the evaluation
2. An evaluation report: The report should not be more than 30 pages. It should include a detailed lessons learned and the list of all people interviewed
3. A draft of the inception plan should be submitted within one week after the contract is issued. A draft of the evaluation report should be submitted within 2 weeks of the end of the evaluator's mission, and a final copy within one week after receiving written comments on the drafts. The draft and the evaluations of the products should be submitted to UNDP.

5. DELIVERABLES:

Deliverables	Target Date	Level of input
1. Review of documentation	27.10.17	1 week(5 working days)
2. Interviews with key stakeholders	10.11.17	2weeks(10 working days)
3. Follow up inquired and development of draft products	17.11.17	1 week (5 working days)
4. Stakeholders to review the drafts and submit comments to the evaluator	01.12.17	2 weeks(10 working days)
5. Finalise an evaluation report and a lessons learned document that reflect comments	08.12.17	1 week (5 working days)
Total duration		7 weeks