



UNITED NATIONS DEVELOPMENT PROGRAMME

INDIVIDUAL CONSULTANT PROCUREMENT NOTICE/TERMS OF REFERENCE

Title of Individual Consultant: International Consultant (Midterm Evaluation)

Project title: Local Governance Project – Afghanistan (LoGo)

Duration of assignment: 7 weeks (with Maximum 35 working days)

Duty station: Kabul, AFGHANISTAN

BACKGROUND

UNDP Global Mission Statement:

UNDP is the UN's global development network, an organization advocating for change and connecting countries to knowledge, experience and resources to help people build a better life. We are on the ground in 166 countries, working with national counterparts on their own solutions to global and national development challenges.

UNDP Afghanistan Mission Statement:

UNDP supports stabilization, state-building, governance and development priorities in Afghanistan. UNDP support, in partnership with the Government, the United Nations system, the donor community and other development stakeholders, has contributed to institutional development efforts leading to positive impact on the lives of Afghan citizens. Over the years UNDP support has spanned such milestone efforts as the adoption of the Constitution; Presidential, Parliamentary and Provincial Council elections; institutional development through capacity-building to the legislative, the judicial and executive arms of the state, and key ministries, Government agencies and commissions at the national and subnational levels. UNDP has played a key role in the management of the Law and Order Trust Fund, which supports the Government in developing and maintaining the national police force and in efforts to stabilize the internal security environment. Major demobilization, disarmament and rehabilitation and area-based livelihoods and reconstruction programmes have taken place nationwide. UNDP Programmes in Afghanistan have benefited from the very active support of donors. UNDP Afghanistan is committed to the highest standards of transparency and accountability and works in close coordination with the United Nations Assistance Mission in Afghanistan and the UN system as a whole to maximize the impact of its development efforts on the ground.

Organizational context:

Local Governance Project-Afghanistan (LoGo) is a new project (October 2015 – September 2020), building upon the lessons from UNDP's Afghanistan Sub-National Governance Programme (ASGP). Through LoGo project, the Independent Directorate of Local Governance (IDLG) and UNDP will jointly address the top three priorities of IDLG which are: 1) service delivery; 2) accountability; and 3) clear

functions and mandates. The project builds on a theory of change aimed at improving service delivery by enhancing the accountability and transparency of the local governments to the women and men of Afghanistan and building the capacity of the local governments to plan, budget and monitor service delivery effectively with the ultimate aim of increasing the legitimacy of the government and the trust between the state and society.

The GIRoA, with UNDP support, will focus on the following areas:

- a) Capacity of PGOs and Provincial Councils has improved for accountability and transparent service delivery;
- b) Municipalities with improved revenue generation are able to deliver services in an accountable and participatory manner;
- c) Civil Society has improved oversight capacity of local governance;
- d) IDLG is able to develop policies to improve local government accountability and service delivery.

In accordance with the project document, UNDP should conduct a Midterm Evaluation of the project to provide a comprehensive independent assessment of project performance and governance arrangements and provide recommendations for improvement including on additional monitoring and oversight measures and modalities for outputs 2, 3, and 4 and assess the progress made in transitioning the NTA position to IDLG. The outcome of the evaluation is expected to lead into i) substantive revision of the project ii) alignment of the project scope with the emerging priorities and ii) revision of project human resources and management arrangements.

With that background, UNDP is hiring an independent consultant to carry on the midterm evaluation of the project which will be conducted through a consultative process with UNDP, IDLG, Project donors and beneficiaries.

Scope and Objectives of Mid Term Evaluation (MTE):

The Mid Term Evaluation will assess progress towards the achievement of the project objectives and outcomes as specified in the Project Document, and assess early signs of success or failure with the goals of the identifying the necessary changes to be made in order to set the project on-track to achieve its intended results. The MTE will also review the project strategy, modality of implementation, management arrangement and its risk to sustainability. Besides, it will cover a review of the provision of National Technical Assistance (NTA) to IDLG.

Approach and methodology:

The Evaluation must provide evidence based information that is credible, reliable and useful. The consultant will review all relevant sources of information. The consultant is expected to follow a collaborative and participatory approach ensuring close engagement of all stakeholders.

The consultant will produce an inception report based on a review of all relevant documents and present it to the UNDP Governance Unit and other stakeholders to explain the objectives and methods adopted for the midterm Evaluation.

The consultant will work under the overall guidance of the Head of Governance Unit and direct supervision of the portfolio manager, the consultant will conduct the evaluation based on bellow

principle:

1. **Impartiality:** Impartiality is the absence of bias in due process, methodological rigor, consideration and presentation of achievements and challenges. It also implies that the views of all stakeholders are taken into account. In the event that interested parties have different views, these are to be reflected in the evaluation analysis and reporting;
2. **Independence:** The evaluation function has to be located independently from the other management functions so that it is free from undue influence and that unbiased and transparent reporting is ensured. It needs to have full discretion in submitting directly its reports for consideration at the appropriate level of decision-making pertaining to the subject of evaluation;
3. **Transparency and Consultation:** Transparency and consultation with the major stakeholders are essential features in all stages of the evaluation process. This improves the credibility and quality of the evaluation. It can facilitate consensus building and ownership of the findings, conclusions and recommendations;

Areas of Assessment:

1. Overall assessment of the project (context and rationale) Relevance.

- To what extent are the project logic, concept and approaches appropriate and relevant to achieving the governments' policies and objectives?
- To what extent has the project managed to implement project activities across the targeted project locations?
- What are the intended results and if the project is on track meeting its targets?
- What are the changes, new priorities, and emerging opportunities the project should align its scope to?

2. Attainment of the projects objective; Effectiveness /Efficiency:

- Were necessary measures taken to ensure the effectiveness and efficiency of the project?
- To what extent has the project achieved its intended objectives to date?
- Has the project set baselines for the set indicators and targets?
- Have the resources been mobilized and utilized efficiently?
- What are the immediate changes brought about by the project? Any specific evidence documented?
- What are the potential challenges/risks that may prevent the projects from producing the intended results?

3. Impacts (long-term effects):

- What are the potential impacts of the project?
- To what extent can the project expect to achieve the positive impacts based on project results observed at the moment?

4. Sustainability:

- To what extent are the project interventions sustainable?
- Does the project have an exit strategy?

- Is there evidence of government ownership over completed tasks (Provincial Development Plans (DPs), Provincial Strategic Plans (PSPs), Citizen/Customer Service Centers (CSCs))

5. Partnership/ cooperation:

- Level of satisfaction of the Government counterparts, Donors and Beneficiaries;
- Effectiveness of coordination mechanisms with project stakeholders;

6. Management Arrangement:

- Is there an appropriate mechanism in place to monitor and assess the overall progress of the project?
- Is there a need for revision of project staffing and management structure?
- How effectively are NTAs used, was NTA exit strategy implemented? What are the issues and possible solutions?
- To what extent the project implementation modality and arrangements been effective and efficient in achieving the overall objectives?
- Is resource allocation across outputs are effective? Or there is a need for re-alignment of project resources?

Evaluation Target Groups and sources of information:

The consultant should strive to reach as many people as possible as well as to review existing reports and data for an enriched evaluation.

A provisional list of stakeholder groups that should be consulted during the evaluation is given below and will be updated once the consultant is on board:

1. Government of Afghanistan: IDLG and its various departments at the centre and provinces if needed, Ministry of Finance, Ministry of Economy, Provincial and District Governor Offices, Provincial Councils and Municipalities.
2. Beneficiaries: Direct and indirect beneficiaries of projects Like Municipalities, CSOs, Government Staff and users of Service centers.
3. International Organizations: USAID ISLA and SHAHAR Projects, UN-Habitat.
4. Donors: EU, SDC, SIDA, Italy
5. UNDP Country Office
6. LOGO project staff

Documents for Review:

1. Project Document and RRF
2. Periodic project reports
3. Partner reports like government and donor's periodic reports
4. Sub-national Governance Policy and National Priority Programme
5. Afghanistan National Peace and Development Framework (ANPDF)

Evaluation Products/ Deliverables; Estimated duration to complete and Payment percentage:

Final Deliverable:

<p>The key Deliverables of the consultancy are:</p> <ul style="list-style-type: none"> • Inception Report with detailed Evaluation plan, evolution questionnaire, outline of the report and list of key informants. • Submission of Evaluation Matrix based on the format provided by Governance unit • Completion of Field work and consultations with stakeholders which should lead to: <ul style="list-style-type: none"> - Summary of key findings through the first draft of the report; - Presentation of key finding in a de-briefing session with key stakeholders; - Presentation of work plan for pending work and information required • Final report submitted and accepted by UNDP including the following: <ul style="list-style-type: none"> - Output by output evaluation of the project based on the evaluation criterias - Complete report addressing comments and suggestions of UNDP and other stakeholder - A details presentation of key finding and recommendation for presentation at the project board - All annexes of the report like list of key informants, documents reviewed, pictures an other data collected during the assignment 	<ul style="list-style-type: none"> • first week of the assignment (20 % of the total daily professional fee) • Second, Third, fourth and sixth weeks of the assignment (50% of the Total daily professional Fee) • End of Assignments but not later than 10 days from the completion of the consultations (30% of the total daily professional fee)
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The inception report should outline a clear overview of the mid-term review approach, including:

- The purpose, objective, and scope of the review
- The approach should include a summary of the data collection method, and the criteria on which the methodologies were adopted
- A proposed work plan including a schedule of tasks, activities, and deliverables
- A mid-term evaluation matrix, specifying the main review criteria and the indicators or benchmarks against which the criteria will be assessed
- Any limitations for the mid-term review

Working Arrangements:

The Consultant will work under the overall guidance of the Head of Governance Unit and direct supervision of the portfolio manager in close collaboration with LoGo project manager and project team.

Duration of the Work

- The whole assignment is foreseen for a period of seven weeks with maximum of 35 working days (5 days a week).

Duty Station

- The consultant is expected to be in Kabul for a period of 5 weeks and two weeks home based for desk review, report writing and editing before and after the field work.

Evaluation Competencies and Ethics: The evaluator should be sensitive to beliefs, manners and customs and act with integrity and honesty in their relationships with all stakeholders.

PRICE PROPOSAL AND SCHEDULE OF PAYMENTS**The contractor shall submit a price proposal as below:**

- **Daily Fee** – The contractor shall propose a daily fee which should be inclusive of his/her professional fee, local communication cost and insurance (inclusive of medical evacuation). The number of working days for which the daily fee shall be payable under the contract is **35 Working days**.
- **Living Allowance, LA** - The contractor shall propose a LA at the Kabul applicable rate of **USD 162 per night** for his stay at the duty station. The maximum number of days for which the LA shall be payable under the contract is **35 nights**. The contractor is **NOT** allowed to stay in a place of his choice other than the UNDSS approved places. UNDP will provide MORSS compliant accommodation in UNOCA complex. The payment of accommodation shall be made directly by the contractor.
- **Travel & Visa** – The contractor shall propose an estimated lump sum for home-Kabul-home travel and Afghanistan visa expenses.

The total professional fee, shall be converted into a lumpsum contract and payments under the contract shall be made on submission and acceptance of deliverables under the contract in accordance with the abovementioned schedule of payment.

REQUIREMENTS FOR EXPERIENCE AND QUALIFICATIONS:**Academic Qualifications:**

- Master's Degree or equivalent, in, Political Science, Governance, Development studies or related disciplines.

Experience:

- At least 10 years of working experience in evaluation and/or social research, with at least 5 years working with developing countries and a demonstrated understanding of the challenges and opportunities faced by post conflict countries;
- Strong analytical and research skills with sufficient understanding of survey design, quantitative/qualitative methods and data analysis;
- Experience reviewing projects/programmes of UN agencies (preferably UNDP).
- Familiarity with UN (preferably UNDP) evaluation guidelines and processes is a plus.
- Experience working with the UN and with multi-stakeholders: governments, NGOs, the UN/ multilateral/bilateral institutions and donor entities;
- Public admin reform experience in a post-conflict setting is preferred;

Language:

- Fluency in written and spoken English is a requirement. Knowledge of Dari, Pashto is an advantage.

Competencies:

Corporate Competencies:

- Demonstrates integrity by modeling the UN’s values and ethical standards;
- Promotes the vision, mission, and strategic goals of UNDP;
- Maturity combined with tact and diplomacy;
- Displays cultural, gender, religion, race, nationality and age sensitivity and adaptability;
- Treats all people fairly without favoritism.

Special skills requirements

- Shows ability to communicate and to exercise advocacy skills in front of a diverse set of audience
- Focuses on impact and result for the client and responds positively to feedback;
- Demonstrates openness to change and ability to manage complexities;
- Consistently approaches work with energy and a positive, constructive attitude;
- Ability to work collaboratively with colleagues in a multi-cultural and multiethnic environment;
- Builds strong relationships with clients and external actors;
- Ability to work independently with strong sense of initiative, discipline and self-motivation.

Evaluation Method and Criteria:

The award of the contract shall be made to the individual consultant whose offer has been evaluated and determined as:

- 1) Responsive/compliant/acceptable; and
- 2) 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%.

Only candidates obtaining a minimum of 49 points (70% of the total technical points) would be considered for the Financial Evaluation.

Technical Criteria 70 points

Technical Proposal (30 marks)

- 3) Technical Approach & Methodology (20 marks) – Explain the understanding of the objectives of the assignment, approach to the services, methodology for carrying out the activities and obtaining the expected output, and the degree of detail of such output. The Applicant should also explain the methodologies proposed to adopt and highlight the compatibility of those methodologies with the proposed approach.
- 4) Work Plan (10 marks) – The Applicant should propose the main activities of the assignment, their content and duration, phasing and interrelations, milestones (including interim approvals by the Client), and delivery dates. The proposed work plan should be consistent with the technical approach and methodology, showing understanding of the TOR and ability to translate them into a feasible working plan.

Qualification and Experience (40 marks) [evaluation of CV]:

- General Qualification (15 marks);
- Experience relevant to the assignment (25 marks);

Documents to be included when submitting the proposals:

Interested individual consultants must submit the following documents/information to demonstrate their qualifications in one single PDF document:

- Duly accomplished confirmation of Interest and Submission of Financial Proposal Template using the template provided by UNDP (Annex II);
- Personal CV or P11, indicating all experience from similar projects, as well as the contact details (email and telephone number) of the Candidate and at least three (3) professional references.

Technical Proposal:

- Brief description of why the individual considers him/herself as the most suitable for the assignment;
- A methodology, on how they will approach and complete the assignment and;
- A work plan for the whole period of the assignment and linked with the methodology.