

# International Consultant (Evaluation Expert-Team Leader)

<b>Location :</b>	UNDP/LOTFA-SPM, Kabul, AFGHANISTAN
<b>Application Deadline :</b>	20-Sep-17 ( <b>Midnight New York, USA</b> )
<b>Type of Contract :</b>	Individual Contract
<b>Post Level :</b>	International Consultant
<b>Languages Required :</b>	English
<b>Duration of Initial Contract :</b>	4 weeks (with maximum 20 Working days)

## 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 for Afghanistan (LOTFA), which supports the Government in developing and maintaining the national Police force and in efforts to stabilize the internal security environment. Major demobilizations, disarmaments and rehabilitations 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

#### Law and Order Trust Fund for Afghanistan (LOTFA)

The new LOTFA consists of two Projects. One Project, the Support to Payroll Management Project (SPM), provides exclusively for full MOIA payroll management until December 2016. The second LOTFA Project, MOIA and Police Development Project (MPD), is centered on developing national capacity for self-sustained reform and improvement of the MOIA as an institution, and the police services as instruments for citizen safety and maintenance of the rule of law. The two new Projects were jointly developed by GIROA, MOIA, UNDP, donors and other partners.

#### Support to Payroll Management Project (SPM)

The SPM is a dedicated payroll management project with approximately 40 national staff and 3 international staff working closely together with MOIA staff from the Budget & Finance, HR and ICT departments to ensure timely payment of Salaries and incentives to the Afghan National Police (ANP) and Central Prison Department (CPD) officers.

The expected outcome of the SPM project is GIROA's (i.e. MOIA) ability to independently manage all non-fiduciary aspects of payroll for the ANP and CPD, including producing relevant reports for donors in their specified formats. MOIA should also be able to manage the full range of functions related to payroll, i.e. human resources, accounting, and information and communication technology in a seamless manner.

The project is divided into 6 outputs as follows:

- Output 1 entails having in place updated legislative, policy and regulatory framework and business processes, implemented and functional in support of independent MOIA payroll management.
- Output 2 entails MOIA personnel (in Payroll, Human Resources (HR), Finance and Budget as appropriate) being able to independently undertake all payroll inputs, processing and validation tasks to agreed and measurable standards, using the reliability, accuracy and timeliness of personnel data and payroll to support improved evidence-based planning, prioritization and decisions.
- Output 3 covers MOIA's payroll systems which should electronically be linked with HR systems, implemented and operational nationwide, and covers all pertinent and validated personnel. Three interconnected activity results are to be achieved for the overall achievement of this Output.
- Output 4 covers the provisions of the necessary infrastructures to support the full functionality of MOIA payroll systems during and after the SPM project.
- Output 5 is the core function of the SPM project as it entails the transfer of funds, on a timely and regular basis, to MOF for Police Pay.
- Output 6 is the SPM Project management component which is to ensure that the rest of the outputs get implemented in accordance with the project document and in a timely, efficient, accountable and effective manner.

### **Objective of the Assignment**

As per the UNDP project management cycle, a mid-term evaluation of the project is to be conducted. The main purpose of the evaluation is to evaluate the project achievements from the inception (i.e. 01 July 2015) till now, and to help guide the project's implementation from now till end of the project to realize its objective. The MTE is also meant to synthesize lessons to help improve the project design and implementation of project activities.

The findings and recommendations will be insightful for UNDP as it works to improve the planning, design and management of the SPM, and for the international community to continue their support to LOTFA. In the evaluation of SPM, the effectiveness, efficiency, relevance, impact and sustainability of UNDP's involvement and its added value will be considered. The evaluation will examine UNDP's technical support and oversight mechanism and assess whether and where UNDP was successful in fulfilling this function and whether certain aspects could have been done better and how.

### **Duties and Responsibilities**

**Scope of Work and Deliverables:**

The specific deliverables of this assignment are as follows:

As per the UNDP project management cycle, a midterm evaluation of the project is to be conducted. The main purpose of this evaluation is to assess the effectiveness and impact of SPM against its objectives set out in the project document 01 July 2015 – 31 December 2017.

The findings and recommendations will be insightful for UNDP as it works to improve the planning, design and management of the project and for the international community to continue their support to SPM.

In the mid-term evaluation of SPM, the effectiveness, efficiency, relevance, impact and sustainability of UNDP's involvement and its added value will be considered. The evaluation will examine UNDP's technical support and oversight mechanism and assess whether and where UNDP was successful in fulfilling this function and whether certain areas could have been done better and how.

**Evaluation Scope and objectives:**

The evaluation will cover all outputs of SPM and results achieved under each output. The evaluation team will analyze the design, implementation, outputs, outcome, impact, and sustainability dimensions of SPM. In looking at the sustainability dimensions of SPM, the evaluation team should identify the gaps between the medium and long-term needs of MoIA and SPM support. The team should also review the effectiveness, efficiency, relevance and sustainability of the project.

Each of these aspects will be assessed through following evaluation questions as follows:

**Effectiveness:** Provide a comprehensive analysis of the effectiveness of implementation of SPM, with regards to the relation between the inputs, outputs, and activities, analyzing whether these are logical and commensurate with the needs and resources allocated to the project. Analyze the quality of program design. Analyze whether activities are achieving satisfactory results in relation to stated objectives short and long term. The evaluation should review all outputs of SPM and respond to the below questions:

- Has SPM successfully delivered on the results as identified under each of the project outputs? What were the major factors that influenced the achievement or non-achievement of the objectives;
- Did the ANP and GDPDC personnel funded through SPM received their monthly remunerations in a timely and effectively manner in all 34 provinces;
- How has sustained salary payment of ANP led to increased presence of ANP across the country? Is there a logical correlation between the amount of funding towards salary payment and growth of the police force over time;
- Has the Web-enabled Electronic Payroll System (WEPS) and Electronic Funds Transfer (EFT) contributed towards accountability and transparency in police salary payment at police payroll stations (PHQs, ANCOP, ABP and CPD);
- How effective was the governance arrangement of the project? To what extent has there been collaboration and communication among UNDP, donors and MOIA at the central level? How effective have the capacity development initiatives undertaken by SPM been? Have the initiatives been adequate and resulted in sustainable capacity in the target MOIA departments at the central, provincial and regional offices;
- How effective has SPM been in addressing the challenges in salary payments through different mechanisms i.e. WEPS, Trusted agent and mobile money;
- Has the capacity development support of SPM to the ANP led to an increased public financial management capabilities within MOIA;

- How effective and efficient were the lines of reporting between UNDP and MOIA, and how clear was the division of responsibilities and accountability of various functions and activities between the government and UNDP;
- How was the overall project designing process? Was it designed through a consultative process with MOIA counterparts, donors and other stakeholders;
- Was the oversight role provided by the UNDP country office effective? Were there oversight control mechanisms in place and was UNDP successful in fulfilling this function;
- How effective was the international partners' role in SPM including funding, implementation of activities, communication and overall coordination.

**Efficiency:**

- To what extent are funding, staff, and other resources used to achieving the expected results of the project;
- Based on cost-benefit analysis what conclusions can be drawn regarding 'value for money' and cost related efficiencies or inefficiencies in implementing SPM;
- What was the quality and timeliness of the implementation of activities and the responsiveness of the project to adapt and respond to changes and challenges;
- What were the risks and how effective was expectation management;
- Were the organizational structures, management, planning and implementation processes effective and efficient;
- Did the project/intervention use the resources in the most economical manner to achieve its objectives? Have the resources invested led to the achievement of the intended results? What lessons can be taken going forward on how to increase the efficiency of SPM;
- How effective and efficient was UNDP's support in each of the various areas where UNDP was involved (UNDP support at the central, provincial, operational and technical level).

**Sustainability:**

The evaluation should have an in-depth review of SPM sustainability and provide recommendations for future improvements in terms of sustainability, both financially and substantively:

- What is the sustainability of the results achieved, with focus on capacities built and ability of the institutions to operate with reduced international technical assistance in the future;
- How predictably and regularly have resources been supplied to SPM? What can be done to improve the predictability and sustainability/efficiency of fund raising;
- To what extent are SPM capacity building initiatives/trainings sustainable in MOIA to operate with reduced international technical assistance in the future;
- To what extent is the GIROA taking measures for the fiscal sustainability of the ANP;
- What is the possible scope of future support including exit strategy and recommendations on how best the project can maximize the transfer of project activities and resources to MOIA in a systemic manner? What are other resources (both human and financial) to be used to sustain the program;
- What is needed for the programme/intervention to be adapted/replicated further? What are people's resources, motivation and ability to continue these activities in the future.

**Impact:**

Take stock of overall SPM impact and respond to the questions below:

- What are the results of intervention in terms of changes in the lives of beneficiaries against set indicators;

- To what extent has SPM impacted the wider objective of re-building the ANP? What changes, both positive and negative, both intended and unintended, can be attributed to the interventions;
- What is the estimated impact of the SPM funding on overall security in the country;
- What were the intended and unintended aspects of the program related to the political, security and developmental dimensions;
- What would be key recommendations (at both operational and strategic level) in regard to the future of SPM;
- What has been the impact of the chosen modality National Implementation Modality (NIM) of project implementation on MOIA capacity building.

**Relevance / National Ownership:**

UNDP weighs national ownership as the highest priority and it is no different in SPM. All activities were nationally led and owned for sustainable results' delivery. Hence, the evaluation should give this aspect specific consideration and respond to the questions below:

- What is the value/relevance of the intervention in relation to the national and international partners' policies and priorities;
- How effective was SPM in garnering national ownership of the activities;
- What were good practices? Where was the project not able to deliver on enhancing national ownership and why;
- How much support did the Government provide to SPM's efforts to garner national ownership;
- Provide a comprehensive analysis of the overall national ownership building efforts and identify strengths and weaknesses.

**Methodology:**

One International (Team Lead) and one National Consultant will be hired to engage in a consultative process with the relevant GIROA institutions, International Community, LOTFA Project Board members, UNDP Country Office (CO), and to assess the challenges and processes and provide recommendations for the future.

The team leader will propose an evaluation methodology and agree on a detailed plan for the assignment as part of the evaluation inception report. The national consultant will assist the team leader with research (for example revising documents in Dari and Pashtu), facilitate meetings with national counterparts and provide translation services. The methodology will include:

- **Desk study:** The evaluation team should examine all relevant SPM documents (including project design, work plans, progress, quarterly and annual progress reports, assessments, board documents, monitoring reports, etc.). These documents will be provided by UNDP;
- **Development and finalization of methodology:** The evaluation team will have a kick-off meeting with relevant counterparts and will finalize the tools for collection and analysis of data. This will be done in close consultation and discussion with UNDP CO, SPM project management, National Director for the project, MOIA and MOF staff and donors;
- **Field visits:** The team should study the work of SPM in two representative provinces. The team should also interview with the Provincial Chief of Police, interested civil society organizations, women's groups, UN relevant agencies, and donors;
- **Interviewing line ministries and stakeholders:** The evaluator should also hold interviews with line ministries' officials at central and sub-national level of MOIA, and MOF. The team will also interview local communities, men and women. Furthermore, senior management and other key focal points in SPM, senior management and other key focal points in UNDP, key managerial

and advisory staff in LOTFA, and representatives of all donor partners contributing to SPM need to be interviewed (key informant interviews, focus group discussions, as appropriate);

- **Review and finalization of report:** The draft of the evaluation report will be shared with all stakeholders for feedback/ comments and inputs incorporated as applicable in the final report.

### **Evaluation Reference Guidelines**

#### **Evaluation Product (Deliverables)**

The deliverables of the evaluation are comprised of:

- **Evaluation Work Plan:** A work plan specifying the start and end date of the evaluation to identify how and when the evaluation team is going to conduct the evaluation;
- **Evaluation Inception Report:** An inception report should be prepared by the evaluation team before going into the full-fledged data collection exercise. It should detail the evaluation team's understanding of what is being evaluated and why, showing how each evaluation question will be answered by way of: proposed methods, proposed sources of data and data collection and analysis procedures. The inception report should include a proposed schedule of tasks, activities and deliverables, designating a team member with the lead responsibility for each task or product. Prior to preparing the report, a detailed report format should be submitted for UNDP's approval;
- Presentations of preliminary findings;
- **Draft Evaluation Report:** A draft report for review and inputs from all project partners;
- **Workshop:** A half-day workshop for all relevant stakeholders at central level where the evaluation team presents and seeks consultation on its findings and recommendations;
- **Final Evaluation Report:** A final report of no more than 40 pages plus annexes to be submitted to UNDP.

#### **Evaluation Team Composition and Required Competencies**

- The evaluation team will be comprised of a team of two persons: one international consultant (team leader) with one national assistant;
- The international Expert must have solid understanding of research methods and a minimum of 8 years of work experience in the relevant areas as specified below:
- Security sector or police reform, institutional strengthening and capacity building of which at least five years should be experience of working for, or closely partnering with, international organizations working in a developing country context;
- Experience in conducting first hand project evaluations in the UN context utilising a variety of methodologies;
- Advanced degree in financial management, business administration, law, public affairs or international developments studies;
- Experience in evaluation of law enforcement and capacity building projects;
- Extensive experience in conflict countries, institution and state building initiatives;
- Knowledge of Afghanistan country context and the state's institutional framework;
- Experience in undertaking evaluation reviews/studies and impact assessments of development projects; knowledge of management and implementation of trust funds will be an advantage;
- Ability to present information in transparent and comprehensive manner;
- Written and spoken fluency in English, knowledge of local languages is an asset.

#### **Evaluation Ethics**

The evaluation will be conducted in accordance with the principles outlined in the Ethical Guidelines for Evaluation (UNEG 2008) and the evaluation team must take measures to ensure compliance with the evaluator code of conduct (e.g. measures to safeguard the rights and confidentiality of their sources, provisions to collect and report data, particularly permissions needed to interview or obtain information about children and young people, provisions to store and maintain security of collected information; and protocols to ensure anonymity and confidentiality). The evaluation will also be in line with the UNEG and UNDP Evaluation Norms and Standards.

#### **Expected Outputs and Deliverables; Estimated Duration to Complete; Payment:**

The estimated time for the consultant to conduct this evaluation is 20 working days over a period of one month and is scheduled to start in October 2017. A tentative time table is outlined below that could be amended in consultation with UNDP.

1. Desk review (3 days) **10%**
2. Support finalization of the evaluation design and methods and preparing the detailed inception report (3 days) **10%**
3. In-country evaluation mission (visits to the field, interviews, questionnaires) – (7 days) **20 %**
4. Analysis of the information collected and preparing the draft report (3 days) **10%**
5. Stakeholder meeting and presentation of the preliminary findings (1 day) **10%**
6. Incorporating comments **and submission and acceptance of final evaluation report** (3 days) **40%**

#### **Contract extension – 1<sup>st</sup> Amendment**

By current contract end date (14 December 2017), the consultant will have utilized all 20 workdays under the current contract to complete deliverables, #1, #2 and #3. Deliverables #4, #5, and #6 are revised and remain to be completed. Thus, the contract duration will be extended to end **on 31 January 2018 with additional 12 working days (home based)** to be added to the contract to complete the remaining deliverables.

4. Analysis of the information collected and preparing the draft report (3 + 7 days) **10%**
5. Incorporating comments and submission and acceptance of final evaluation report (3 + 3 days = 6 days) **10%**
6. [new] Incorporating SPM mid-term evaluation report and findings into overall LOTFA evaluation report – consultant to work closely with MPD evaluation team (2 days) **40%**

#### **Payment Modality**

Payments under the contract shall be delivery based and be made on receipt of the specific milestone reports indicated above, and including a timesheet according to UNDP procurement formats for individual contractors. These shall be as indicated in the table above, and shall be made upon approval by Head of Rule of Law & Human Security Unit. Upon receipt of final comments, the consultant shall finalize the report for formal acceptance by UNDP at which point the final payment shall be released.

#### **Competencies**

##### **Competencies**

- Demonstrates integrity by modelling the UN's values and ethical standards;
- Promotes the vision, mission, and strategic goals of UNDP;
- Displays cultural, gender, religion, race, nationality and age sensitivity and adaptability;

- Treats all people fairly without favouritism.

#### **Special skills requirements**

- Proven knowledge of evaluation methods;
- Seeks and applies knowledge, information, and best practices from within and outside of UNDP.

#### **Management and Leadership:**

- Builds strong relationships with clients, focuses on impact and result for the client and responds positively to feedback;
- Consistently approaches work with energy and a positive, constructive attitude;
- Demonstrates openness to change and ability to manage complexities;
- Ability to lead effectively, mentoring as well as conflict resolution skills;
- Demonstrates strong oral and written communication skills;
- Remains calm, in control and good humoured even under pressure;
- Proven networking, team-building, organizational and communication skills.

## **Required Skills and Experience**

#### **Academic Qualifications:**

- Advanced university degree in relevant disciplines (e.g., public administration, business administration, international relations, peace and conflict studies, political science, social science, Law and related fields).

#### **Years of experience:**

- The team leader must have a minimum of of work experience in the areas of Law, Police reform, Security sector programme management, community recovery, reconciliation, and institutional strengthening;
- Experience in organizational management, structures and systems, operations, capacity development, reporting, and monitoring is desired but not essential;
- Experience in working internationally at the national and sub national human security sphere.

#### **Language:**

- Excellent written and oral English skills a necessary requirement;
- Competence in Dari and/or Pashtu is an asset.

#### **Work Arrangements**

##### **Institutional Arrangements**

- The International Consultant (IC) will work under the overall supervision of the Head of Rule of Law & Human Security Unit. The Consultant shall work in close collaboration with LOTFA SPM;
- UNDP office will provide office space and internet facility, logistical and other support service including transport and security applicable to UNDP international personnel. The Consultant however is expected to bring his/her own laptop and mobile phone and meet local communications costs (LOTFA/SPM will provide a local pre-paid SIM card). Costs to arrange meetings, workshops, travel costs to and DSA during field visits (if any), etc. shall be covered by LOTFA/SPM project.

##### **Duration of the Work**

- The performance under the contract shall take place over total contract duration of 20 working days over 4 weeks period, excluding joining and repatriation travel days. The target date for the



start of work will be around October 2017 depending on the availability of the appropriate Consultant.

#### **Duty Station**

- The duty station for the contractor is Kabul, Afghanistan for the entire duration of the contract. Some field visits outside Kabul are envisaged under the contract and therefore the IC will undergo a 3 days SSAFE training. The Contractor will be required to report regularly and be present at LOTFA/SPM project office (MOIA and/or UNOCA) during the working hours, security conditions permitting. The contractor will follow the working hours and weekends as applicable to LOTFA/SPM staff. Contractor's movement for meetings and consultations shall be coordinated by LOTFA/SPM project office. The contractor is at all times required to observe UNDP security rules and regulations.

#### **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 professional fee, local communication cost and insurance (inclusive of medical health and medical evacuation). The number of working days for which the daily fee shall be payable under the contract is **20 working days**;
- Living Allowance (LA) – The contractor shall propose a LA at the Kabul applicable rate of **USD 162 per night** for his/her stay at the duty station. The number of nights for which the LA shall be payable under the contract is **28 nights**. The contractor is **NOT** allowed to stay in a place of his/her choice other than the UNDP approved places. UNDP will provide MORSS compliant accommodation in UNOCA to the contractor. The payment of accommodation shall be made directly to 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 lump sum 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.

#### **Evaluation Method and Criteria**

##### **Individual consultants will be evaluated based on the following methodology:**

##### **Cumulative analysis:**

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

- Responsive/compliant/acceptable, and;
- 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 – Maximum 70 points:**

Technical Proposal (30 marks)

- Technical Approach & Methodology (20 marks) – This 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;

- 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 (10 marks);
- Experience relevant to the assignment (25 marks);
- Experience of working for projects funded by UNDP (5 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 past 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 work plan as indicated above.