



UNITED NATIONS DEVELOPMENT PROGRAMME

INDIVIDUAL CONSULTANT PROCUREMENT NOTICE/TERMS OF REFERENCE

Title of Individual Consultant: International Consultant (UNDP CPD 2015-2019 Midterm Review)

Project title:

Duration of assignment: **Two months** (with maximum 40 working days- 30 days in Kabul and 10 days home based assignment).

Duty station : Kabul, AFGHANISTAN

BACKGROUND

The Government of the Islamic Republic of Afghanistan (GIROA) in collaboration with the United Nations Country Team (UNCT) formulated the Afghanistan UNDAF 2015-2019 which outlines the combined United Nations planned support to achieving national priorities. The UNDAF is also a cooperation framework for coordinated development assistance where the UN has comparative advantage.

The UNDAF has five priority outcomes that intend to contribute to national priorities over a medium- to longer-term perspective: (1) equitable economic development with reduced dependence on the illicit economy; (2) provision of quality and sustainable basic social services on an equitable basis; (3) securing social equity and investing in human capital especially for women, youth and vulnerable minorities; (4) justice and accessible rule of law for all; and (5) inclusive and accountable governance.

In line with this, the UNDP Afghanistan Country Programme Document has identified four outcomes, listed below, to contribute to Afghan national priorities:

CPD Outcome 1: Improved legitimate, transparent and inclusive governance at all levels that enables progressive realization of human rights

- **CPD Output 1.** Political processes are more inclusive and representative institutions are enabled to hold government more accountable at all levels
- **CPD Output 2.** Capacity of state and non-state institutions strengthened to advance peacebuilding
- **CPD Output 3.** Capacities of national and local institutions strengthened through improved assessment, planning and budgeting to respond to development priorities, especially of the most vulnerable and women.

CPD Outcome 2: Trust in and access to fair, effective, and accountable rule of law services is increased in accordance with applicable international human rights standards and the Government's legal obligations.

- **CPD Output 4.** National institutions enabled for strengthened justice and police governance
- **CPD Output 5.** Capacity of justice and rule of law institutions strengthened for improved access to justice and police services delivery

CPD Outcome 3: Economic growth is accelerated to reduce vulnerabilities and poverty, strengthen the resilience of the licit economy and reduce the illicit economy in its multiple dimensions

- **CPD Output 6.** Improved economic livelihoods, especially for vulnerable populations and women

- ❓ **CPD Output 7.** Vulnerable and marginalized populations, especially women, have increased and equitable access to natural resources and affordable energy, including through improved environmental governance
- ❓ **CPD Output 8.** Increased community resilience to climate change and disasters, thereby reducing vulnerability and sustaining economic gains

CPD Outcome 4: Social equity of women, youth and minorities and vulnerable populations is increased through improved and consistent application by Government of principles of inclusion in implementing existing and creating new policies and legislation.

- ❓ **CPD Output 9.** Government enabled to implement national and international commitments impacting women
- ❓ **CPD Output 10.** Enhanced government and civil society capacity to monitor and report on national and international commitments affecting women
- ❓ **CPD Output 11.** Formal and informal systems and mechanisms operational for effective enforcement of laws and policies to eliminate gender-based discrimination and violence against women

The UNDP Afghanistan Country Office has undergone several internal alignment and strategic review exercises during the first 3 years of the CPD and is closely participating in the UNDAF MTR discussions and analyses currently ongoing in order to strengthen the United Nations' "delivering as one" in the context of new and updated national priorities (Afghanistan National Peace and Development Framework (ANPDF), National Priority Programmes (NPPs)) and the SDGs and 2030 development agenda.

The UNDP Afghanistan Country Office is seeking a consultant to conduct the UNDP CPD midterm review to assess how UNDP is currently contributing to the national priorities of the country and consider questions of efficiency, effectiveness, sustainability, relevance and coherence of its activities and results, in light of the broader context of the country. It is also intended to align, where possible, with the new UNDP Strategic Plan 2018-2021.

Through such analyses, the MTR will identify and support any necessary mid-term adjustments to the current UNDP CPD so that it remains relevant to the national context and responds to changed circumstances; revisit the theory of change underlying the CPD; ensure improvements in performance and results in the remaining period of the Country Programme cycle by identifying implementation challenges and ways to overcome them; and to provide lessons learned which can support the preparation of the next CPD.

SCOPE OF WORK AND DELIVERABLES

The UNDP Afghanistan Country Office has decided to undertake a MTR of the current Country Programme in 2017. The review is made timely now by a number of significant and parallel developments that have taken place in the programming environment mentioned above.

The Review will also contribute to analysing and consolidating results of several internal review processes that have already identified several weaknesses, gaps and opportunities, including a review of the original CPD assumptions against the change in circumstances that have occurred since their drafting and a review of the CPD Results Matrix and M&E framework, analysis of existing contributions and gaps in light of the

SDGs and key themes which may not have been reflected in the CPD.

The MTR will provide an overall assessment of progress and achievements made against the planned results so far, as well as assess and document constraints, challenges and lessons learnt over the past first two and a half years of the CPD cycle.

The expected outcome will be consensus on the findings of the review and agreement on the options suggested for reinforcing efficiencies and effectiveness of development results including deliberations on new and emerging challenges beyond the current CPD. This is expected to result in recommendations regarding possible areas for closer collaboration and programming and a refined CPD Results Matrix, if applicable, in line with the UNDAF revised Results Framework following the UNDAF MTR analyses and conclusions, as well as, where possible, the new draft UNDP Strategic Plan 2018-2021.

The MTR will also determine the adequacy of the existing systems, structures and business processes for implementing the country programme with a view of improving UNDP's "fitness for purpose" to realize the CPD goals in line with gender and human rights considerations.

Expected Outputs and Deliverables:

3.a. In light of the above, the main objectives of the MTR are to answer the following:

- *What have we achieved so far? What is our value added?* Assess the achievements and progress made against planned results, as well as assess challenges, opportunities and lessons learnt over the past two and a half years of the Country Programme.
- *How well are we working?* Assess the relevance, effectiveness, efficiency, sustainability and coherence in the delivery of the overall UNDP programme and recommend ways in which UNDP may increase its effectiveness of programme delivery in the remaining period of the current cycle.
- *Are we missing anything?* Assess how the emerging issues and changing context not reflected in the current CPD impact on outcomes and make recommendations to realign to these new priorities and achieve greater development impact (NPPs, ANPDF, SDGs, Citizens Charter, migration, etc).
- *Where do we want to go and why?* In light of the findings, develop an updated **Theory of Change** for the Country Programme Outcomes and overall, identifying a common vision for UNDP support to Afghanistan.

3.b. In specific terms, the MTR should answer the following:

Specific questions to which answers are sought are listed below. For many of these questions, background documents and/or preliminary answers are already available but require systematic documentation.

Relevance:

- The extent to which the current UNDP Country Programme is compatible with national development priorities (existing and response to emerging). Identify within all the key sectors what areas of intervention may have been overlooked or where UNDP is not the best actor to make a meaningful contribution.
- Are human rights and gender equality adequately addressed throughout the Country Programme?
- To what extent is UNDP ensuring that the most vulnerable populations are reached?
- Update the UNDP CPD Results Matrix in light of the substantive analyses (Results statements, indicators, baselines, targets) as well as the results of the UNDAF MTr, adopting as much as possible

national indicators and targets emanating from the SDG nationalisation process.

- Cross-cutting issues such as gender, human rights, youth, capacity building, conflict sensitivity and do-no-harm to be better reflected across Outcomes.

Effectiveness (the management processes and their appropriateness in supporting delivery)

- What have been the achievements/progress towards attainment of results and their contribution to national priority outcomes? Reflect on how UNDP projects have contributed to the UNDP CPD results.
- What are the key lessons learnt since the Country Programme cycle commenced in 2015; Identify UNDP contributions, gaps and/or opportunities for further progress, to the country's development priorities as identified in the CPD results and M&E framework?
- What are the major bottlenecks hampering the achievements? What modifications are required to address those?
- Identify areas in which in fact the UNDP was engaged but which weren't adequately reflected in the CPD results matrix and adjust these accordingly, if applicable.
- Suggest the direction for future programming taking into consideration emerging development situations in the country and lessons learnt for implementation (part of this can be taken from UNDP's 2016 Strategic Review Mission report).
- Reach consensus between the UN and key stakeholders on the suggested strategies for programme implementation, partnerships and resource mobilization.

Efficiency

- Were adequate financial resources mobilised for the CPD (was the planned budget realised)? What are the structural barriers preventing more effective resource mobilization?

Sustainability (indications of sustainability of systems and institutions)

- To what extent are the results achieved and strategies used by the Programmes and projects sustainable as a contribution to national development?
- To what extent and in what ways have national capacities been enhanced in government, civil society and NGOs through UNDP support?
- What percentage of the UNDP supported projects/activities are likely to continue when UNDP support is withdrawn?
- To what extent have strategies or intervention models been scaled-up by the government so far?

Deliverables

- Inception Reports; 5 working days; 10%
- Thematic analyses and draft MTR Report document, and Presentations (to UNDP Senior management and partners): 25 working days; 60%
- Validation workshop of MTR, Final MTR report and revised CPD Results Framework 10 working days; 30%

WORKING ARRANGEMENTS

Institutional Arrangements:

The MTR is an **independent review** of the Country Programme and will cover the period from January 2015 to August 2017. The MTR will be conducted in close collaboration with the Government.

The approach will include the following:

- Desk review of existing information sources (some of which are specified below) including project evaluations, strategic reviews, UNDAF reviews and UNDAF MTR and government documentations
- Mid-term CPD evaluation
- Stakeholder consultations and interviews on some of the key topics identified: This may include interviews with key stakeholders and partners and focus group discussions, which may include UNDP staff, UN heads of agencies, UNDAF Working Groups/Pillar groups, relevant government officials at both national and sub-national levels, development partners, and civil society/youth/women representatives (if/where deemed relevant).

The MTR will be conducted based on UNDG, UNEG and UNDP Norms and Standards and Evaluation and Ethical standards, as well as OECD/DAC evaluation principles

Existing information sources

Information sources already existing to inform the MTR process include, but are not limited to:

- UNDP Existing and upcoming project research and evaluations
- UNDP Project quarterly and annual progress reports
- Government reports and data, MDG progress reports and data, NRVA, DHS, SDS, sectoral data, etc
- UNDAF Review of Assumptions conducted in February 2016, UNDAF Review of SDGs and data gaps (September 2016 UNCT Retreat) AND UNCT Retreat Report (February 2017)
- UNDAF MTR draft, UNCT Papers on delivering as one
- Original *and revised* versions of indicators/baselines/targets per UNDAF Pillar and UNDP Projects (where applicable)
- Relevant Government Policies

Research/analysis to be conducted: (to be further refined/selected in the inception phase)

Some of the research questions could be answered through secondary research; where no information available if necessary primary research *may* need to be conducted:

- UNDP mid-term evaluation (in line with UN Evaluation Norms and Standards)
- Conflict analysis and conflict sensitivity
- Funding Scenarios in light of changes in donor environment
- Migration (internal/external) and impacts on Afghanistan (start with desk review of available reports)
- The impact of the top-down approach to Women's empowerment and Gender equality
- Humanitarian-Development Nexus, including how to deepen development in Afghanistan
- Economic Outlook update

Duration of the Work:

The total duration of the MTR will be approximately 40 days over a period of three months starting on 1 October 2017.

Duty Station:

The total duration of this assignment will be 2 months with maximum 40 working days (in Kabul 30 working days and home based 10 working days, which can be adjusted based on inception discussions). Whilst in Kabul, consultant will be required to report regularly and be present at UNDP Country Office during the working hours. The contractor will follow the working hours and weekends as applicable to UNDP staff. Contractor's movement for meetings and consultations shall be coordinated by the UNDP office. The contractor is at all times required to observe UNDP security rules and regulations.

REQUIREMENTS FOR EXPERIENCE AND QUALIFICATIONSAcademic Qualifications:

- Master's Degree or equivalent in International Relations, Political Science, Economics, Sociology, or any other related field; knowledge of current development issues, evaluation discipline is a must.

Years of experience:

- Minimum 7 years relevant experience
- Proven recent experience with result-based management and evaluation methodologies required, preferably in a UN context
- Experience in undertaking Mid-Term Reviews for the UN required
- Proven experience in conducting Evaluations in line with UNDG and UNEG Evaluation Norms and Standards and Ethical standards, as well as OECD/DAC evaluation principles
- Experience working in Afghanistan or other conflict/post-conflict environment an asset
- Strong analytical capacities (quantitative and qualitative) and strong ability to communicate and summarize this analysis in writing.

Competencies:

- Excellent communication (oral and written) skills; fluency in English required.
- Experience applying SMART indicators and reconstructing or validating

baseline scenarios. Special skills requirements

- Competence in policy analysis and conflict analysis
- Demonstrated understanding of issues related to gender and experience in gender sensitive evaluation and analysis.