

## AMENDED TOR

### Consultant - Evaluation of Project Saemaul Initiative towards Inclusive and Sustainable New Communities (ISNC) covering period 2015-2017

<b>Location:</b>	Home-based
<b>Type of Contract:</b>	Individual Contract
<b>Post Level:</b>	International Consultant
<b>Languages Required:</b>	English
<b>Starting Date:</b> (date when the selected candidate is expected to start)	1 August 2018
<b>Duration of Initial Contract:</b>	1 August – 3 October 2018 (43 working days)
<b>Expected Duration of Assignment:</b>	1 August – 3 October 2018 (43 working days)

#### Background

##### Overview

UNDP is conducting an evaluation of the 2015-2017 Saemaul Initiative towards Inclusive and Sustainable New Communities (ISNC). The evaluation will provide accountability to both internal and external stakeholders related to the planning, implementation and results of the ISNC initiative as well as a learning opportunity for the preparation of a proposal for Phase II.

UNDP is seeking the services of a consultant to undertake the evaluation of its project: Saemaul Initiative towards Inclusive and Sustainable New Communities (ISNC) covering the period of 2015-2017.

##### Project Background

In 2014, the Ministry of Foreign Affairs of the Republic of Korea (ROK) and United Nations Development Programme (UNDP) launched a global initiative called “Saemaul Initiative towards Inclusive and Sustainable New Communities (ISNC)”. The initiative focused on scaling up local development solutions for sustainable livelihoods, drawing on the experiences of ROK’s SMU – New Village Movement – which was a rural development programme implemented in the early 1970s that significantly reduced rural poverty by increasing household incomes, improving basic infrastructure and services, revitalizing local communities and empowering women. The key principles of Saemaul Undong approach are: self-reliance, cooperation and can-do spirit.

The ISNC programme aimed to update, integrate and scale up elements of the Saemaul Undong (SMU) and its application into an exemplary systematic approach and effective platform for development cooperation and to create a critical mass of support to localizing the Sustainable Development Goals (SDGs). It was intended to:

- identify proven approaches and policy options for inclusive and sustainable local development, drawing on the expertise of SMU and other relevant solutions from development partners, including those from the South;
- achieve impact of the integrated local development approaches known as Inclusive and Sustainable New Communities at both the local and national policy levels through its application to an initial set of countries; and
- facilitate South-South and Triangular cooperation and knowledge exchange through support to centres of excellence to disseminate evidence-based results and experiences from the initial applications, with the aim of achieving impact at the regional and global levels.

Overall, this programme aimed at demonstrating how various development cooperation modalities, Official Development Assistance (ODA), domestic resource mobilization, South-South and Triangular cooperation (SSC and TrC) can complement effectively within one development initiative and support the implementation of the 2030 development agenda.

In March 2015, ROK selected six countries to roll-out the ISNC based on field visits and research findings conducted by UNDP. Bolivia, Lao PDR and Uganda were selected as **Type A** countries and Myanmar, Rwanda and Viet Nam were selected as **Type B** countries focusing on different ways of adapting and scaling up the model.

**Type A** focuses on local level implementation while setting up linkages with national policies and programmes. Such implementation of ISNC is expected to produce impact at the local level and in creating national-local linkages that will have the potential in impacting policies at the national level based on the country's policy environment. Converging entry points will not only help in selecting critical sites, but also in creating policy impact and ownership at the national level that will be sustainable in the long-run. Furthermore, this type of implementation may contribute to the improvement of relevant national policies, taking into account the lessons learnt from ISNC implementation.

**Type B** implementation focuses on policy advices and contribute knowledge to the centres of excellence. These are countries where numerous local development programmes have been conducted or being planned for already. Given the small-scale investment from the ISNC programme, targeted village level implementation will not likely add critical value to the country. Instead, building on existing programmes to develop policy advices, contributing knowledge to the model through centres of excellence, and promoting South-South Cooperation (SSC), will be comparative advantages of these countries. Additionally, UNDP, together with ROK and in collaboration with other development partners, will support to identify the scalable elements and solutions of previous and current applications of SMU projects in the countries, as well as to learn from the different local development projects by UNDP and partners, and package them for application, scaling up, and dissemination of knowledge and lessons learned regionally and globally.

### **Project Description**

UNDP is conducting an evaluation of the 2015-2017 Saemaul Initiative towards Inclusive and Sustainable New Communities (ISNC). The evaluation will provide accountability to both internal and external

stakeholders related to the planning, implementation and results of the ISNC initiative as well as a learning opportunity for the preparation of a proposal for a Phase II.

### **Duties and Responsibilities**

#### **A brief summary of the project:**

##### **Project Title**

Evaluation of the Implementation of the 2015-2017 Saemaul Initiative towards Inclusive and Sustainable New Communities (ISNC)

##### **Project Objectives**

The primary objectives of the evaluation are to:

- Assess the performance and results achieved or expected results by 2015-2017 Saemaul Initiative towards Inclusive and Sustainable New Communities (ISNC);
- Assess the use of the Strategic Framework as a tool for guiding UNDP work and delivering on its mandate;
- Assess the learning from the ISNC experience during the implementation period;
- Specifically, around planning and implementation processes;
- Provide actionable recommendations in regard to the overall UNDP strategy and strategic planning process.

##### **Expected Project Output/Outcome**

The expected outcomes are clearly identified findings, lessons learned and actionable recommendations related to the relevance, effectiveness, efficiency and sustainability of the ISNC Framework and Implementation mechanisms. This should occur through the following deliverables:

- Inception Report
- Data Collection and Analysis including field visits
- Debriefing of initial findings, conclusions and recommendations
- Draft Report
- Final Report

See Deliverables section for further details

##### **Scope of Services, Expected Outputs and Target Completion**

The evaluation will focus on the ISNC initiative and the associated implementation mechanisms. The evaluation will cover both programmatic outcomes as well as the institutional effectiveness results with the intent to validate the identified theories of change in the targeted communities: i.e. self-reliance, cooperation and can-do spirit.

## **Quality Standards and Assurance**

The evaluation must adhere to, reflect and assess UNDP quality standards for programming as follows:

### **Strategic:**

Programming priorities and results are consistent with the UNDP Strategic Plan and aligned with the United Nations Development Assistance Framework (UNDAF). Programmes and projects are based on clear analysis backed by evidence and theories of change, justifying why the defined approach is most appropriate and will most likely achieve, or contribute to, the desired development results along with partner contributions. The role of UNDP vis-à-vis partners has been deliberately considered. New opportunities and changes in the development context are regularly re-assessed with any relevant adjustments made and actions taken, as appropriate.

### **Relevant:**

Programming objectives and results are consistent with national needs and priorities, as well as with feedback obtained through the engagement of targeted excluded and/or marginalized groups as relevant. Programming strategies consider interconnections between development challenges and results. A gender analysis is integrated to fully consider the different needs, roles, and access to/control over resources of women and men and appropriate measures taken to address these when relevant. Programmes and projects regularly capture and review knowledge and lessons learned to inform design, adapt and change plans and actions as appropriate, and plan for scaling up.

### **Social and environmental standards:**

Social and environmental sustainability are systematically addressed throughout UNDP's programming in an integrated way. All programming applies the core principles of human rights, gender equality, and environmental sustainability. Potential harm to people and the environment is avoided wherever possible and otherwise minimized, mitigated and managed. The complete Social and Environmental Standards can be found [here](#).

### **Management and monitoring:**

Outcomes and outputs are defined at an appropriate level, are consistent with the theory of change, and have SMART, results-oriented indicators with specified baselines and targets and identified data sources. Gender sensitive, sex-disaggregated indicators are used when appropriate. Relevant indicators from the Strategic Plan's Integrated Results and Resources Framework (IRRF) have been adopted into the programme or project's results framework. Comprehensive, costed monitoring and evaluation plans are in place and implemented to support evidence-based management, monitoring, and evaluation. Risks and opportunities are identified, with appropriate plans and actions taken to mitigate and manage risks. Governance of programmes and projects are defined with clear roles and responsibilities and function as intended to provide active and regular oversight to inform decision-making.

### **Efficient:**

Programming budgets are justifiable and valid, and programming design and implementation includes measures to ensure efficient use of resources. The size and scope of programmes and projects are consistent with resources available and planned to be mobilized. Plans include consideration of scaling up and links with other relevant initiatives to achieve greater impact, and procurement planning is done

early and is regularly reviewed. Monitoring and management include analysis of and actions to improve efficiency in delivering desired outputs with the required quality and timeliness, such as CO support to National Implementation (NIM). Costs are fully recovered (see Cost Recovery Policy.)

**Effective:**

Programming design and implementation is informed by relevant knowledge, evaluation and lessons learned to develop strategy and inform course corrections. Targeted groups are systematically identified and engaged, prioritizing the marginalized and excluded. Results consistently respond to gender analysis and is accurately rated by the gender marker. Managers use data from monitoring in decision making to maximize achievement of desired results. South-South and Triangular Cooperation is used to achieve results, when relevant, and these aspects of results delivery are captured in the results framework. The required implementing partner assessments have been conducted and the implementation modality chosen is consistent with the results of the assessment.

**Sustainability and national ownership:**

Programming is accomplished in consultation with relevant stakeholders and national partners, who are engaged throughout the programming cycle in decision-making, implementation, and monitoring. Programming includes assessing and strengthening the capacity and sustainability of national institutions. A strategy for use of national systems is defined and implemented, if relevant, and monitoring includes use of relevant national data sources, where possible. Sustainability of results is accomplished through tracking of capacity indicators and implementation of transition and scale up plans.

**Evaluation Period Scope:**

To address both the accountability and learning needs related to the strategic framework the scope of the evaluation will cover the full period of the programme, 2015 to 2017.

The ISNC was operationalized through a series of targeted interventions with the support of UNDP global programmes aligned with the priority areas. The evaluation of the ISNC will address the role of these strategies and programmes as an implementation mechanism for the ISNC.

With the exception of Uganda, no mid-term review of the ISNC was undertaken but each of the six individual initiatives reported annually on progress. The findings from these periodic reviews should also be assessed and included in the evaluation. The final scope of the evaluation including the specific components and corporate implementation strategies will be determined through a consultative process between identified stakeholders and the consultant. A final detailed scope will be included in the final inception report.

**Evaluation Criteria and Questions**

The specific scope and evaluation questions will be determined following consultations with management. In general, the evaluation will address the results achieved or expected to be achieved by the strategic framework. To provide the most benefit to the organization, the evaluation will also attempt to understand what worked and what didn't work regarding planning, implementation and processes related to the ISNC. The final evaluation questions will be determined as part of a consultation process during the development of the inception report. Below are draft questions based

on the current scope and purpose of the evaluation. As draft questions, it is expected that they will change/be refined during the consultation process for the inception report.

**Some examples are proposed below:**

Relevance:

- How relevant are the Saemaul Undong articulated theories of change to the expected outcomes and mandate of UNDP within the context of the ISNC?
- How relevant are the implementation mechanisms and processes for achieving the ISNC outcomes and institutional effectiveness results in each of the six countries?
- To what extent does the ISNC position UNDP to respond to the 2030 Agenda and the new development landscape – especially within the context of localizing the Sustainable Development Goals?

Efficiency:

- To what extent have UNDP and KOICA resources been used efficiently in contributing to the outcomes and results outlined in the ISNC project document?
- How efficient is the coordination and collaboration, specifically management arrangements at the global, regional and country levels, in supporting the implementation and results achievements of the ISNC?

Effectiveness:

- How effective has UNDP been in achieving the expected results of the ISNC?
- How effective have the implementation mechanisms and corporate strategies been in supporting achievement of the ISNC outcomes and results?
- To what extent can UNDP be expected to contribute to development impacts at the country level through the achievement of the ISNC outcomes?

Sustainability:

- Are the results of the ISNC programme in the individual countries likely to be sustained?
- Has a clear exit strategy been formulated?

**Evaluation Approach**

The evaluation will take a utilization focused approach and therefore be consultative and participatory in nature. The evaluation will be conducted in accordance with the UNDP Evaluation Policy<sup>[1]</sup> and the United Nations Evaluation Group (UNEG) Norms and Standards for Evaluation in the UN System<sup>[2]</sup>, as they apply to UNDP.

The evaluation should be independent, transparent, inclusive, participatory and utilization focused. The evaluation will seek broad engagement from relevant stakeholders during all stages. This will allow for the full range of information and experience to be captured and will also help to ensure the relevance and utilization of evaluation findings and recommendations. To support a participatory approach, the

evaluation will include, as part of the inception phase, a thorough stakeholder analysis as well as a plan to involve relevant stakeholders in the evaluation.

The specific methodology will be determined by the consultant with full consultation of relevant stakeholders during the inception phase. However, given the complexity of the evaluation, the methodology will need to consider a variety of types of evaluation and complementary methodologies including elements of organizational, process and programmatic evaluations.

### **Core Stakeholders**

The evaluation will include activities to identify and ensure relevant internal and external stakeholders are consulted. In order to identify and ensure all relevant and appropriate stakeholders are included, the consultant will carry out a thorough stakeholder analysis to be included in the inception report. For the purposes of this evaluation, stakeholders are defined as those individuals, groups, or entities which are directly involved in carrying out the work of the ISNC and/or support UNDP to carry out this work. In addition, relevant stakeholders also include those individuals, groups or entities which benefit from the work of UNDP and the ISNC and would therefore have a stake in the success of UNDP in carrying out and achieving the results outline in the ISNC. Currently identified core stakeholders of the evaluation include, but are not limited to:

- Member States, including host country, programme countries and donor countries
- UNDP staff and management, including those at HQ, Regional Offices and Field Units (mission and non-mission)
- Local Authorities
- UNDP
- Partner organizations of the UN system (i.e. UNCDF)
- Civil Society Organizations
- Media

### **Consultation Process**

A stakeholder mechanism for participation will be developed to ensure appropriate consultation throughout the evaluation and at appropriate process points. The evaluation will commence with a thorough consultation process during the inception period. In addition, UNDP, in collaboration with stakeholders, will gather the relevant reference documents for the evaluation. *Based on inputs received during the consultation meeting and a preliminary review of the reference documents, evaluation ToR and Inception Report may be further revised.*

Debriefings of the draft report, and other processes as necessary, will be provided to larger stakeholder groups including staff and management at HQ, ROs and FUs to the extent possible. Debriefings with external stakeholders, including UNDP partners may also occur, dependent on the time and resource availability.

To the extent possible and appropriate, the evaluation will leverage existing opportunities for consultations with both external and internal stakeholders. The consultations with the identified

stakeholders will contribute significantly to the evaluation. These consultations will assist the consultant in answering the identified evaluation questions and providing relevant and useful recommendations.

### **Methodology and Data Sources**

The consultant will conduct the evaluation using various data collection methods including a desk review, group interviews/focus groups, individual interviews and case studies. The methods used will ensure an unbiased and objective approach and will validate collected data. The consultant will ensure that all data is valid, through the use of triangulation of both source and method. The evaluation will use a mixed-methods approach, inclusive of both quantitative and qualitative methods. Data collection methods will use both primary and secondary data to the extent available and will be implemented through the following processes:

**Desk review: Relevant reference documents and project information will be compiled, summarized and analysed. The review will include, but not be limited to the following:**

- Guidance documents and agreements relevant to the planning and implementation of the ISNC. i.e. Project Documents, MOUs and agreements with UNDP COs;
- Annual ISNC progress reviews and the minutes from annual board meetings at global level.
- Corporate strategies supporting the implementation of the ISNC;
- Programme and project planning, design, monitoring and reporting information and documents, including Global Programme documents, Annual project progress reports (APPRs) and output documents;
- General background information related to UNDP, the previous strategic planning processes and current strategies;
- Quarterly progress reviews and the minutes from the annual board meetings at country office level;
- Any other relevant documents.

**Stakeholder consultations and interviews:** Based on the results of the stakeholder analysis, the consultant will conduct consultation meetings and carry out extensive interviews with relevant stakeholders (in person and/or by phone). Interview questionnaires will be prepared based on the evaluation questions and on the design matrix and will be included in the inception report.

**Case studies:** Case studies will be developed and presented in the evaluation as appropriate. The case studies will be based on specific themes, innovative practices and/or country programmes and/or projects selected from UNDP activities. The goal will be twofold; to show clear good practices which could be replicated and to provide concrete, practical examples of implementation and progress of the ISNC. The final case studies will be identified in the inception report.

**Field Visits:** The evaluation consultant will work with UNDP staff and management to identify specific project sites in the six programme countries to visit. To the extent possible, the evaluation consultant will leverage these opportunities to meet directly with national project stakeholders, including partners and beneficiaries. These field visits should represent the variety of work and activities related to each



country intervention for both Type A (Bolivia, Lao PDR and Uganda) and Type B countries (Myanmar, Rwanda and Viet Nam). Final field visit locations will be determined during the inception phase.

A draft evaluation design matrix has been developed to link the evaluation's questions to indicators/measures and data sources (see draft version in Annex 1 to this Terms of Reference). These questions and the matrix will further evolve during the evaluation process.

The fulfilment of the purpose of the evaluation and the successful implementation of the evaluation work plan will depend on several factors, including the timely availability and accuracy of data on activities, performance and results and most importantly participation by stakeholders in the evaluation process. Any limitations encountered will be discussed in the final report.

### **Evaluation Consultant**

The evaluation consultant (ET) will be responsible for undertaking the evaluation, including conducting consultations with relevant stakeholders, data collection, including field visits, and debriefing meetings.

Members of the ET should have no previous direct involvement in the formulation, implementation or backstopping of the ISNC. To the extent possible, the ET should collectively possess expertise in the following areas:

- Evaluation management and methodology;
- Local, community-led development with multi-stakeholder engagement.

The ET will be responsible for conducting the evaluation in accordance with UNDP/Independent Evaluation Office (IEO) and UNEG standards as they apply to UNDP, and for the preparation of the inception report, evaluation report and other identified deliverables. See Annex 2 for additional details and qualifications related to the evaluation consultant.

### **Evaluation Report**

The major deliverable of the evaluation is the evaluation report. It will be drafted according to the UNDP evaluation report template. It will meet all of the criteria within the UNEG Quality Checklist for Evaluation Reports<sup>[3]</sup>. In particular, the report will illustrate the main findings based on analysis and triangulation of data and on the evidence found with regard to the evaluation issues, questions and criteria listed in this ToR. It will also contain conclusions and recommendations addressed to a hypothetical Phase II of the ISNC (if the ET recommends a Phase II). Supporting material (e.g. project data, survey results) will be annexed to the report or provided in an additional information document.

### **Tentative Schedule of Activities - Activity / Timeframe/deadline:**

- Consultant recruited - **Start Date 1 August 2018**
- Evaluation design and inception report finalized
- Consultations with stakeholders, Data collection including field visits Analysis and Synthesis
- Draft Report circulated internally for feedback
- UNDP Feedback to consultant **26 September 2018**

- Final report submitted to UNDP management **27 September 2018 – 3 October 2018**
- Contract end-date 3 October 2018

[1] <http://web.undp.org/evaluation/policy.shtml>

[2] <http://uneval.org/document/foundation-documents>

[3] <http://www.unevaluation.org/document/detail/607>

[4] <http://web.undp.org/evaluation/evaluations/handbook/english/documents/pme-handbook.pdf>

**Specific deliverables include the following: Description / Estimated working days and travel / Tentative Due date**

No.	Deliverable	Description	Timeframe/Deadline
1.	<b>Submit final draft Inception Report</b>	Inception report, including stakeholder analysis, plan for stakeholder consultation and draft data collection tools delivered. See additional description in ToR	<b>14 August - DRAFT</b> <b>17 August - Final</b>
2.	<b>Conduct Data Collection and Analysis</b>	Data collection and initial analysis undertaken including both qualitative and quantitative methods.	<b>22-31 August</b>
3.	<b>Data Quality Assurance</b>	Skype or email follow-up on responses which (i) have interesting observations; (ii) are unclear, or (iii) are insufficiently filled.	<b>3-7 September</b>
4.	<b>Data Synthesis and Analysis</b>	Analysis and Synthesis and Debriefing with UNDP HQ and identified stakeholders (via Skype).	<b>5-12 September</b> <b>(Overlap with the above)</b>
5.	<b>Draft Evaluation Report</b>	The draft evaluation report should be structured and presented using the UNDP evaluation report template and UNEG quality checklist;  Should include recommendations for a Phase II of the ISNC, circulated for stakeholder comments and feedback.	<b>13- 19 September</b>
6.	<b>UNDP to provide comments</b>		<b>20-26 September</b>
7.	<b>Final Evaluation Report and knowledge products (presentations)</b>	The final evaluation report should include an issue log identifying how stakeholder feedback was addressed;  All recommendations included in the final evaluation should be actionable and relevant to the work of UNDP and specifically to the extent possible future strategic planning efforts of UNDP	<b>27 September - 3 October</b>

## **Institutional Arrangement**

- The evaluation will be managed by the Development Impact Group;
- The UNDP South-South Cooperation Advisor will be responsible for coordinating the evaluation in accordance with agreed timelines and ensuring the quality of the various deliverables. The UNDP South-South Cooperation Advisor will also ensure alignment of all evaluation processes and deliverables with UNDP/IEO and UNEG standards as they apply to UNDP. The UNDP South-South Cooperation Advisor will also act as liaison between the ET and UNDP.

## **Duration of the Work**

The evaluation will be undertaken within 43 working days over the period **(1 August 2018 – 3 October 2018)**. Major deliverables, specifically the inception report and draft evaluation report will provide a minimum of two weeks review period for identified stakeholders to include at least the Evaluation Specialist and IEPT.

## **Location of Work**

See Deliverables table above for expected travel and home-based work.

## **Evaluation experience of the consultant**

The consultant should have extensive evaluation experience, specifically within the international context and ideally with the United Nations. Knowledge and experience in strategic planning and organizational management are imperative and understanding of the role of volunteerism is also required.

## **Impartiality**

The consultant must not have been involved in the preparation, implementation or supervision of the UNDP Saemaul Initiative towards Inclusive and Sustainable New Communities (ISNC) or its implementing processes, including the Global Programmes.

## **Competencies**

### **Competencies**

The assignment requires extensive expertise in the area of complex project and programme evaluation; with specific experience in evaluation of strategic planning efforts. The following is a list of the required qualifications.

- Strong leadership and coordination in team settings;
- Extensive knowledge and experience in evaluation and evaluation methodologies, including theory of change;
- Excellent ability to engage and communicate with a variety of stakeholders.

## Education

- Minimum requirement of an advanced university degree (Masters' degree equivalent or above) **in programme and project evaluation**, social sciences, public administration/management. (Higher points to be given for applicants having a degree related to project management and evaluation)

## Experience

- Minimum of 10 years of demonstrated experience undertaking programme and project evaluations of community-driven development initiatives;
- Knowledge of and experience working with UN Organizations;
- Experience with UNDP country offices managing SSC projects will be considered an asset;
- Demonstrated experience in setting strong relationships with clients, focusing on impacts and results for clients, and responding positively to feedback;.
- Experience in assessing and reviewing programme results and performance in complex organizations;
- Experience and knowledge of evaluation culture and implementation of results reporting, specifically results based management;

## Language requirements

- Professional written and spoken English is required;
- Spanish will be an advantage for the Bolivian portion of the Evaluation.

## How to apply

Application is a two-step process:

### STEP 1

Qualified applicants are requested to apply online via this website. Interested individual consultants must submit the following documents/information to demonstrate their qualifications (note: all documents must be compiled into one file to be uploaded as part of the online application):

- **Cover letter** explaining why the candidate is the most suitable for the assignment; and
- Personal **CV or P11**, indicating all past experience from similar projects and specifying the relevant assignment period (from/to), as well as the email and telephone contacts of at least three (3) professional references.
- **Approach and Proposed Methodology** (maximum 2 pages). Applicants are expected to provide a brief methodology on how they plan to approach this time sensitive and complex evaluation process actively engaging stakeholders from countries programmes, demonstrating clearly the approach to be applied (for example: utilization-focused, evidence-based, and in accordance with Results Based Management (RBM) principles, etc.). The applicants are expected to demonstrate how the information will be gathered from a variety of sources and how different

methods of evaluation will be used. In addition, the applicants are expected to list the recommended data source to be used for this evaluation process.

## **STEP 2**

### **Financial Proposal.**

After review of applications, shortlisted candidates (ONLY) will be contacted by UNDP and requested to submit a Financial Proposal:

- The financial proposal should specify an all-inclusive daily rate and the **lumpsum fee** based on deliverables for 43 working days;
- The financial proposal must be all-inclusive and take into account various expenses that will be incurred during the contract, including: the daily professional fee; cost of travel from the home base to the duty station and vice versa, where required; living allowances at the duty station; communications, utilities and consumables; life, health and any other insurance; risks and inconveniences related to work under hardship and hazardous conditions (e.g., personal security needs, etc.), when applicable; and any other relevant expenses related to the performance of services under the contract.
- If the Offeror is employed by an organization/company/institution, and he/she expects his/her employer to charge a management fee in the process of releasing him/her to UNDP under a Reimbursable Loan Agreement (RLA), the Offeror must indicate at this point, and ensure that all such costs are duly incorporated in the financial proposal submitted to UNDP.

The Financial Proposal is to be submitted by email as per the instruction in the separate email that will be sent to shortlisted candidates.

Incomplete applications will not be considered, so please make sure you have provided all requested materials.

Qualified women are encouraged to apply.

Due to the large number of applications we receive, we are able to inform only the successful candidate(s) about the outcome or status of the selection process.

### **Criteria for Selection of the Best Offer**

The consultant's offer will be evaluated based on the following criteria:

Combined Scoring method – where the qualifications and methodology will be weighted a max. of 70%, and combined with the price offer which will be weighted a max of 30%;

#### **Technical qualifications (Weight 70%)**

##### **Education (15 points)**

- Minimum requirement of an advanced university degree (Masters' degree equivalent or above) **in programme and project evaluation**, social sciences, public

administration/management. (15 points) highest to be given to applicants having a degree related to project management and evaluation.

### **Competencies (15 points)**

The assignment requires extensive expertise in the area of complex project and programme evaluation; with specific experience in evaluation of strategic planning efforts. The following is a list of the required qualifications.

- Strong leadership and coordination in team settings;(5 points)
- Extensive knowledge and experience in evaluation and evaluation methodologies, including theory of change;(5 points)
- Excellent ability to engage and communicate with a variety of stakeholders. (5 points)

### **Experience (30 points)**

- Minimum of 10 years of demonstrated experience undertaking programme and project evaluations of community-driven development initiatives (5 points);
- Knowledge of and experience working with UN Organizations; (5 points);
- Experience with UNDP country offices managing SSC projects will be considered an asset (5 points);
- Demonstrated experience in setting strong relationships with clients, focusing on impacts and results for clients, and responding positively to feedback (5 points).
- Experience in assessing and reviewing programme results and performance in complex organizations; (5 points)
- Experience and knowledge of evaluation culture and implementation of results reporting, specifically results based management (5 points).

### **Approach and Proposed Methodology (25 points)**

- Relevance and appropriateness of the proposed approach and methodology to effectively deliver the assignment (5 points);
- Completeness, appropriateness and relevance of the proposed activities to the Terms of Reference (10 points);
- Adequate and relevance of the proposed quality assurance mechanisms (5 points);
- Demonstrated past experience in the programme counties that are part of this proposed evaluation (5 points).

Candidates obtaining a minimum of 70% of the maximum obtainable points for the technical criteria shall be considered for the financial evaluation.

### **Financial Offer (Weight 30%) (30 points)**

The following formula will be used to evaluate financial proposal:

$p = y (\mu/z)$ , where

p = points for the financial proposal being evaluated

y = maximum number of points for the financial proposal

$\mu$  = price of the lowest priced proposal

z = price of the proposal being evaluated

### **Contract Award**

The candidate obtaining the highest combined scores in the combined score of Technical and Financial evaluation will be considered technically qualified and will be offered to enter into IC Contract with UNDP.

### **Payment modality and delivery**

Payment to the Individual Contractor will be based on deliverables and will be made in accordance with the delivery milestones indicated in table below. Upon acceptance and certification of satisfactory completion by the manager.

<b>Output</b>	<b>Delivery Target Date</b>	<b>Percentage of total Price</b>
Milestone 1. Completion of Inception Report	17 August 2018	20 %
Milestone 2. Satisfactory briefing of UNDP HQ	12 September 2018	30 %
Milestone 3. Final report	03 October 2018	50 %

### **TOR Approved by:**

Bernardo Cocco

Global Policy Advisor - KM and Innovation,

Development Impact Group, BPP

Signature  Date 8 August 2018

**UNDP is committed to achieving workforce diversity in terms of gender, nationality and culture. Individuals from minority groups, indigenous groups and persons with disabilities are equally encouraged to apply. All applications will be treated with the strictest confidence.**