



Terms of Reference

Title: UNDAF External Evaluation Assistant (National) –
Final Evaluation of the United Nations Development Assistance Framework (UNDAF) 2015-2020,
Bosnia and Herzegovina
Cluster: Office of the Resident Coordinator

Reporting to: **Office of the Resident Coordinator / UNDAF Evaluation Management Group**

Duty Station: Sarajevo

Contract Type: Individual Contract

Duration: 20 expert days in the period 1 February 2019 – 15 March 2019

The United Nations Development Assistance Framework (UNDAF) reflects the strategic orientation of the United Nations (UN) system in Bosnia and Herzegovina. An external independent evaluation of the UNDAF 2015-2020 is foreseen in 2019 to assess the extent to which the current programming cycle has been aligned to country development priorities and to what extent UNDAF outcomes have been attained. Evaluation is also to inform the new UNDAF cycle 2021-2025. The UN in Bosnia and Herzegovina is therefore looking for an Assistant to the International Evaluation Expert.

1. Background

The United Nations Development Assistance Framework (UNDAF) agreed between the Bosnia and Herzegovina's (BiH) authorities and the United Nations (UN) in 2015, is a strategic programme framework for the **period 2015-2019**. It draws on the full range of expertise and resources of the United Nations Country Team (UNCT) to deliver development results. It constitutes the underlying element of the One UN Programme and Common Budgetary Framework for BiH 2015-2019 in addition to the other integral elements of the One UN Programme and Delivering as One principle such as Joint Steering Committee, Results Groups, and biennial Joint Work Plans.

In 2018, the **UNDAF has been extended by one year** upon request by BiH authorities. Request came as a follow-up to UN Resident Coordinator's discussions with the Chairman of the BiH Council of Ministers, the BiH Minister of Finance and Treasury (Co-Chair of the Joint BiH- UN Steering Committee), the members of the Joint Steering Committee, as well as the BiH Ministry of Foreign Affairs. During these discussions, it was highlighted that the extension of the current UNDAF would help UN programming in BiH better align with the national election cycle (the next general elections are scheduled for October 2018), the EU Instrument for Pre-Accession Assistance (IP A III) cycle (2021-2028), including preparation of the development strategies at the Entity levels aligned with EU IPA III cycle; as well as the SDGs roll-out and prioritization process in Bosnia and Herzegovina, which should result in the SDGs Framework in Bosnia and Herzegovina towards the end of 2019.

The UNCT in BiH consists of 10 specialised UN agencies and programmes (UNHCR, UNICEF, UNDP, UNFPA, WHO, ILO, UNESCO, UN Women, UNV), UNICTY and IOM. Several regional UN agencies also operate in BiH, participating in the implementation of the UNDAF 2015-2020 for BiH (UNIDO, UNEP, IAEA, IFAD, UNECE, FAO).

Thirteen UNDAF outcomes have been selected, in four strategic focus areas/pillars that respond to country needs and make use of the UN's comparative advantages. These were identified through an intensive consultation process with BiH authorities and Implementing Partners (IPs):

- The rule of law and human security
- Sustainable and equitable development and employment

- Social inclusion: education, social protection, child protection and health
- The empowerment of women

These outcomes serve as a mutual accountability framework between the UN and all IPs in BiH. They are expected to provide the people of BiH with a fuller range of choices and opportunities and to promote their human development and freedoms. The UNDAF outcomes are being achieved through a practical application of the light ‘delivering-as-one’ approach to joint and complementary programming and implementation and by shared resource mobilization. Key elements of the approach include: a single ‘one programme’ with a strategic UNDAF developed at the outcome level, inter-agency Results Groups responsible for development of Joint Work Plans for each of the four respective key focus areas/UNDAF pillars, including their implementation, monitoring, and reporting with IPs and a Joint Steering Committee (JSC) that provides formal oversight and management direction, with inclusive representation of BiH authorities.

UNDAF reinforces the strong partnership between BiH authorities and the UNCT to transition from the Millennium Development Goals (MDGs) to Sustainable Development Goals (SDGs) and Agenda 2030, advancing equitable economic growth and reducing poverty, through capacity development, strengthening of strategic and policy frameworks, enhancement of accountability systems and the delivery of quality social services. UNDAF strategies focus on reaching the most deprived and vulnerable populations and support the UN system’s commitment to assist the country to meet its human rights obligations. It also underpins the efforts of the UN to enable BiH authorities to increase their leadership and ownership of the development process in BiH and respond adequately to the needs of the most vulnerable populations.

The Common Budgetary Framework provides country partners (government institutions, civil society, private sector, local governments, parliaments, etc), the UNCT, and donors with a holistic overview of required and available resources to support UNDAF implementation, and any funding gaps. It is a basis for joint mobilization of resources and contributes to better delivery of UN system support. Full implementation of the UNDAF was estimated to require a total of USD 264,592,034. This includes USD 54,871,620 from regular or core resources and USD 78,533,932 from other or non-core resources. The total estimated funding gap at the UNDAF implementation outset was USD 131,186,482.

UNDAF represents a joint commitment by BiH authorities and the UN system to work together in a spirit of cooperation with the people of BiH to secure the changes that will help them to live longer, healthier and more prosperous lives.

The UNCT and the Resident Coordinator are responsible for the effectiveness of the United Nations activities, especially in cases where resources are combined. The programming arrangements of individual UN agencies further support progress toward the use of national systems for implementation, management and monitoring based on internationally recognised standards and good practice.

Under the overall UNCT umbrella and oversight, a number of Thematic Working Groups and Task forces (of permanent and ad-hoc character) contribute to integration between the United Nations Agencies in key thematic pillars led by the Result Groups and crosscutting areas such as Youth, Gender, DRR, SDGs etc. These WGs/Taskforces further improve coordination through enhanced information exchange, as well as joint planning and decision making.

The rationale for this UNDAF evaluation is twofold: 1) to use the findings strategically to inform the next UNDAF cycle, to better integrate Agenda 2030 and the SDGs to better align and target UN interventions that will support the country in reaching its 2030 commitments; and to help the UNCT to adjust to new generation of UNDAFs and the wide UN system reforms; and 2) to use the independent evaluation process and findings as an accountability tool where independent expert view will explore extent of the results achieved to date and potential impact of the UN system in BiH by the end of current UNDAF cycle (2020), including key lessons learned and good practices for the UNCT and its partners from the current UNDAF cycle.

NOTE: Full description of the task of UNDAF evaluation is described in the UNDAF Evaluation ToR, provided as a separate document to this UNDAF Evaluation Assistant ToR to enable Evaluation Assistant full understanding of the expectations from the evaluation and respective inputs needed by the Assistant to fully support UNDAF Evaluation International Expert.

2. Key tasks and deliverables

UNDAF Evaluation Assistant is to work closely during the engagement with the UN RC Office and the UNDAF Evaluator, and will be in continuous contact with focal points from respective UN agencies and key UN institutional and other partners in order to ensure smooth organization and conduct of the evaluation process.

The evaluation process is expected to contain three phases: inception, data collection and field visit; and analysis and reporting.

- **Inception Phase (7 days)** - the Evaluation Consultant will review documentation, agree on the meetings schedule with the UNDAF Evaluation Management Group (UEMG) and produce Evaluation Inception Report (which includes a clear evaluation work plan and tools).
- **Data Collection and Field Visit (12 days)** – the Evaluation Consultant will gather data through group and individual interviews, including visits outside of Sarajevo; at the end of the mission, presentation with preliminary findings and recommendations will be presented to the UNCT/UNDAF Evaluation Steering Committee.
- **Analysis and Reporting (8 days for draft report and additional 3 days for final report/incorporation of comments)** – the Evaluation Consultant will prepare the draft evaluation report based on the analysis of findings, and will submit the report to the UNDAF EMG and UNDAF ESC for factual review and comments. Opportunity to comment on the draft report will be open to the groups for a maximum of 20 working days. After this process ends, the Evaluation Consultant will proceed with production of the final evaluation report.

UNDAF Evaluation Assistant is to support the first two phases of the evaluation process.

Anticipated approaches to be used for UNDAF related data collection and analysis are desk review, interviews with key stakeholders, field visits, questionnaires and participatory techniques.

Data collection methods: The UNDAF evaluation will draw on a variety of data collection methods including, but not limited to:

- Documents/desk review focusing on UNDAF planning documents, including joint work plans, annual reports and past evaluation reports (including those on projects and small-scale initiatives, and those issued by national counterparts), strategy papers, national plans and policies and related programme and project documents. These should include reports on the progress against national and international commitments.
- Semi-structured interviews with key stakeholders including key government counterparts, donor community members, representatives of key civil society organisations, UNCT members, and implementing partners.
- Surveys and questionnaires including participants in development programmes, UNCT members, and / or surveys and questionnaires involving other stakeholders.
- Focus Group discussions involving groups and sub-groups of stakeholders, decision-makers.
- Other methods such as outcome mapping, observational visits, etc.

In light of this, UNDAF Evaluation Assistant will be responsible to support RC Office and UNDAF Evaluator in all logistical, organisational and translation aspects in support of the UNDAF Evaluation process, including:

- 1) Continuous liaison with the RC Office and UNDAF Evaluator on all aspects relating to organisational and logistical aspects of the evaluation process;
- 2) Collection of all required resources required for the desk review/inception report phase in consultation with the RC Office and the evaluator;
- 3) Data/statistics mining from different sources including official BiH statistics, as identified by the UNDAF Evaluator and cleared by the RC Office;
- 4) Liaison with UN agencies focal points and RC Office relating to the initial list of key stakeholders that UNDAF Evaluator is to meet during the field phase;
- 5) Develop and continuously update meeting and travel schedule for the field visit;
- 6) Liaise by phone and e-mail with all respective stakeholders that Evaluator is to meet during field visit;
- 7) Organise all meetings and meeting venues, prepare meeting materials where required, accompany evaluator at all meetings, keep notes and support evaluator in all aspects required for successful field visit;

- 8) Put together for the evaluator meeting notes, Annex of documents used for desk review, Annex with the list of people met and meetings held during field visit;
- 9) Other organizational logistical tasks in support to the successful evaluation process.

Note: Office space, telephone and temporary UN e-mail account will be provided to Evaluation Assistant. Evaluation Assistant will however have to use his/her own computer/laptop. Car and driver will be secured separately for the needs of the field visits (locations outside Sarajevo).

3. Timeframe and Competencies

Timeframe

Action/Deliverable	No of Expert Days	Time period	Payment tranches
Support to desk review/data collection/organization of meetings	8 days	1 st half of Feb. 2019	15 February 2019 40% of Lump Sum
Organisational/logistics support to evaluation field visit	12 days	2 nd half of Feb. 2019	15 March 2019 60% of Lump Sum

Competencies:

CORE COMPETENCIES
<ul style="list-style-type: none"> • Demonstrating/safeguarding ethics and integrity • Demonstrate corporate knowledge and sound judgment • Self-development, initiative-taking • Acting as a team player and facilitating team work • Facilitating and encouraging open communication in the team, communicating effectively • Creating synergies through self-control • Learning and sharing knowledge and encourage the learning of others. Promoting learning and knowledge management/sharing is the responsibility of each staff member. • Informed and transparent decision making • Promoting learning and knowledge management/sharing is the responsibility of each employee.
OPERATIONAL EFFECTIVENESS
<ul style="list-style-type: none"> • Ability to perform a variety of repetitive and routine tasks and duties related to project support • Ability to review data, identify and adjust discrepancies • Ability to handle a large volume of work possibly under time constraints • Ability to organize and complete multiple tasks by establishing priorities
MANAGING DATA
<ul style="list-style-type: none"> • Collects and compiles data with speed and accuracy identifying what is relevant and discarding what is not, records it in an accessible manner • Thoroughly and methodically collects, verifies and records data demonstrating attention to detail and identifying and correcting errors on own initiative • Transmits file data; creates and generate queries, reports and documents utilizing databases, spreadsheets, communications and other software packages with speed and accuracy • Interprets data, draws conclusions and/or identifies patterns which support the work of others
MANAGING DOCUMENTS, CORRESPONDENCE AND REPORTS
<ul style="list-style-type: none"> • Creates, edits and presents information (queries, reports, documents) in visually pleasing, clear and presentable formats such as tables, forms, presentations, briefing notes and reports using advanced word processing and presentation functions and basic database and spreadsheet software • Edits, formats and provides inputs to correspondence, reports, documents and/or presentations using word processing, spreadsheets and databases meeting quality standards and requiring minimal correction • Shows sound grasp of grammar, spelling and structure in the required language • Ensures correspondence, reports and documents comply with established UN standards • Ability to produce accurate and well documented records conforming to the required standard
PLANNING, ORGANIZING AND MULTI-TASKING
<ul style="list-style-type: none"> • Organizes and accurately completes multiple tasks by establishing priorities while taking into consideration special assignments, frequent interruptions, deadlines, available resources and multiple reporting relationships • Plans, coordinates and organizes workload while remaining aware of changing priorities and competing deadlines • Demonstrates ability to quickly shift from one task to another to meet multiple support needs • Establishes, builds and maintains effective working relationships with staff and clients to facilitate the provision of support

Maximum of six days are foreseen to be in the field/outside of Sarajevo. Lump sum offer for this assignment is to include all respective anticipated costs including field/travel costs.

Minimum Requirements:

Education:	Secondary education; University degree in economic or social sciences, international development, or similar fields will be an advantage.
Experience:	<ul style="list-style-type: none">• Minimum four years of relevant experience, including administrative, logistics or project support experience at national or international level;• Experience in coordinating communication with different stakeholders, such as government authorities, non-governmental stakeholders;• Monitoring and evaluation experience is an asset;• Strong expertise in coordinating activities;• Experience in the usage of computers and office software packages.• Prior experience of working for UN will be an advantage.
Language Requirements:	Fluency in English and national language of the duty station.