

INDIVIDUAL CONSULTANT PROCUREMENT NOTICE

IRQ-IC-059/17 – Project Evaluator

SUPPORT TO SECURITY SECTOR REFORM PHASE II - UNDP Iraq

Description of assignment:	Project Evaluator – Support to Security Sector Reform Phase II, UNDP Iraq;
Type of Consultancy:	Individual Contractor
Duty Station:	Home Base and Baghdad, Iraq with Travel as needed.
Period of assignment/services:	25 Working Days, over a period of 1½ months.
Duration of Assignment:	14 October 2018 to 30 November 2018

1. Project Background:

The overall programme of work of the project Support to Security Sector Reform - Phase II aims to address the short, medium and long-term priorities needed to enhance the efficiency, effectiveness and, accountability of the Iraqi security sector and, that future security sector reform (SSR) engagement in Iraq is coordinated constructively within one central framework. The action also involves improving civil society and parliamentary capacity and, collaboration in democratic governance and oversight of SSR. To this end, the programme of work has been implemented under the following the outputs:

From August 2015 to December 2017:

- 1: The GoI Plan for Security Sector Reform is developed, and the cooperation and coordination mechanisms required for its implementation are established, in-line with the measures set out in the National Security Strategy;
- 2: The democratic oversight capacity of the Security and Defense Committee is strengthened, and the Committee plays a more active role in SSR;
- 3: The GoI engagement with civil society in the field of SSR is increased and civil society capacity on SSR is enhanced.

From January - December 2018:

- 1: Implementation model for the National SSR Programme is established and implemented under one central GoI framework;
- 2: Civilian and Local Policing Road Map is developed and implemented to address public security and criminal justice requirements at national and local levels; and
- 3: Parliamentary Security and Defense Committee and Civil Society play an active role in oversight of Security Sector Governance in Iraq.

Overall project cycle covers the period from 31 August 2015 - 31 December 2018 (39 months).

In view of the anticipated project end on 31st December 2018, within the above-mentioned project cycle, UNDP Iraq Country Office (CO) has identified the need to undertake a project end external evaluation in line with UNDP Iraq CO rules and regulations corresponding to Country Office's Programme Unit Standard Operating Procedures (SoP).

In view of the above UNDP CO Programme Unit intends to hire a qualified independent consultant to undertake the above-mentioned project evaluation in October 2018 for a period of 1.5 Months.

2. Scope of work:

Majority of the evaluation will be Baghdad -based with some- home based work where necessary. The evaluation will include both one-to-one interviews with project partners and, beneficiaries as well as desk- based review of project documents, quarterly narrative reports and other relevant documentation. The Programme Unit in consultation with the Project Team will develop a mutually agreed interview questioner and, a list of interviewees.

The overall evaluation will be facilitated and managed by the Programme Unit in close consultation with the Project Team.

Anticipated time frame for the evaluation will be from **15 October – 30 November 2018**.

The end of project evaluation will focus on the following criteria:

- a) Relevance and fulfilment of its outputs, efficiency, effectiveness, impact and sustainability.

Relevance: How important is the relevance or significance of the intervention regarding local and national priorities / is the project on the right track?

Effectiveness: Did the project achieve its set outputs? How significant/big is the impact or effectiveness of the project compared to its expected outputs? (i.e. comparison: result- planning)

Efficiency: Did the project achieve its outputs/implement project activities economically (i.e. value for money)? How big is the efficiency or the utilization ratio of project resources (i.e. comparison: invested resources - results/impact)

Impact: Does the overall intervention contribute to longer term outcomes/results? What is the impact or effect of the intervention in proportion to the overall situation of the target groups or the beneficiary population?

Sustainability: Are the positive impacts effective and sustainable? How is the sustainability of the intervention or its effects assessed?

- b) Cross-cutting issues such as gender, human rights, civil society engagement and government - non-government partnerships, Do-No Harm and, conflict sensitivity principles are taken into consideration

- c) Intervention logic (i.e. Log frame) is analyzed.

3. Outputs:

Outputs to be evaluated - In view of the nature of this evaluation, the project will be assessed against the following outputs:

3.1 From August 2015 to December 2017:

Output 1 - The GoI Plan for Security Sector Reform is developed and the cooperation and coordination mechanisms required for its implementation are established, in line with the measures set out in the National Security Strategy

Output 2 - The democratic oversight capacity of the Security and Defense Committee is strengthened and the Committee plays a more active role in SSR

Output 3 - GoI engagement with civil society in the field of SSR is increased and CSO capacity on SSR is enhanced.

3.2 From January - December 2018

Output 1: Implementation model for the National SSR Programme is established and implemented under one central GoI framework.

Output 2: Civilian and Local Policing Road Map is developed and implemented to address public security and criminal justice requirements at national and local levels.

Output 3: Parliamentary Security and Defense Committee and Civil Society play an active role in oversight of Security Sector Governance in Iraq.

4. Objectives of the Evaluation:

The objectives of the evaluation are to:

- Determine if the project has achieved its stated objectives and explain why/why not.
- Determine project's results (i.e. mainly outputs and likelihood of their contribution to the outcome) in terms of sustaining the project's achievements.
- Provide recommendations to build on project's achievements and sustainability of the same.
- Document lessons learned and best practice from the overall project implementation in order to consider for future programming including approximately 3 success stories..
- Appraise project achievements against its expected outputs and recommend ways to improve future partnerships with project's implementing partners/ target groups.
- The evaluation should take into consideration the project duration, overall budget/project resources and, political and environmental constraints/ challenges.

5. Methodology:

Project evaluation methodology will include the following assessment tools:

- 5.1. Desk review of relevant project documents.
- 5.2. One- to-one interviews with target groups / beneficiary population.
- 5.3. One- to-one interviews with the project team.
- 5.4. Discussions with the UNDP CO senior management and, relevant programme staff.
- 5.5. Consultations with relevant government representatives/implementing partners involved in the project both at national and provincial levels.
- 5.6. Consultations with donors/ international partners and, national non-governmental organizations who were directly engaged in the project implementation.

Findings from the above assessment tools will be triangulated to appraise and conclude findings. Overall, the evaluation will be Baghdad based given the focus of the project target coverage.

The consultant will be assisted by the UNDP Project Manager - SSR/RoL where necessary and work under the overall guidance and oversight of the UNDP SSR/RoL Programme Manager.

6. Deliverables and Outputs:

The consultant is expected to deliver the following outputs/ deliverables. It should be noted that the following list of outputs/ deliverables might be subject to review and revision by UNDP in discussion with the consultant in the event of unexpected changes to the context/ working environment in Baghdad/ Iraq during the consultancy period.

Deliverables and Outputs	Location	Target Date	Payment % (US\$)
1. In close consultation with the project team develop and finalize the following: <ul style="list-style-type: none"> • Evaluation report template • One- to-one interview questionnaire • List of interviewees and desk review documents. [10 Working Days]	Baghdad, Iraq	26 Oct., 2018	30%

2. Submit the first draft the evaluation report to UNDP for comments/ feedback form the project team. [5 Working Days]	Home Base	05 Nov, 2018	30%
3. Finalize evaluation report incorporating project team's comments/ feedback and submit final report to UNDP. [10 Working Days]		15 Nov, 2018	40%
TOTAL (25 working days):			100%

7. Time and Method of payment:

- First payment (30%) will be paid upon submission and acceptance of the first draft evaluation report.
- Second payment (30%) will be paid upon submission and acceptance of final reporting template, interview questioners and list of interviewees and desk review documents.
- Third and final payment (40%) will be paid upon submission and acceptance of the final evaluation report.
- The payment is deliverable based; i.e. upon satisfactory completion and UNDP's acceptance of the deliverable.
- Each payment claims must be approved by the UNDP SSR/RoL Programme Manager.
- UNDP will make the payments within 30 days from receipt of invoice.

8. Key Performance Indicators:

- **Planning and organizing:** Identifies priority activities and assignments; allocates appropriate amount of time and resources for completing work; foresees risks and allows for contingencies when planning; monitors and adjusts plans and actions as necessary and, uses time efficiently.
- **Communication:** Speaks and writes clearly and effectively; listens to others, correctly interprets messages from others and, responds appropriately; asks questions to clarify and, exhibits interest in having two-way communication; tailors language, tone, style and, format to match the audience and, demonstrates openness in sharing information and keeping people informed.
- **Client orientation:** Considers all those to whom services are provided to be "clients" and seeks to see things from clients' point of view; establishes and maintains productive partnerships with clients by gaining their trust and respect and, meets time line for delivery of product or services to client.
- **Quality of deliverables:** Professional skill required for delivering outputs will be assessed.
- **Satisfactory and timely deliverables:** Satisfactory and timely completion of tasks and submission of the deliverables within the provision of above explained deliverables and, outputs.

Upon signing of the contract, the consultant is expected to develop a detailed work plan in consultation with the project team. It will include the following: activities, outputs and performance indicators and corresponding timelines.

9. Reporting:

The consultant will report to the UNDP-Iraq Programme unit for technical and administrative issues. On technical issues the consultant will seek advice and guidance from the project team.

10. Travel Plan:

#	Country / City	No of Travels	Working Days	Calendar Days
1	Baghdad	1	10	13 Calendar Days/ Nights
2	Home Base	n/a	15	N/A
Total Travel Plan		1	25	13 Calendar Days / Nights

11. Time Line:

- The consultancy will be home-based with travel to Baghdad, Iraq for a total of 25 Working days over a period of 1½ months, starting mid-October 2018 to end November 2018.
- The consultancy may include travel to other locations in Iraq, where necessary, and on the request of the project. Such unforeseen travel shall be mutually agreed on and is subject to the approval of the project manager.

12. Competencies:

Corporate Competencies:

- Demonstrates commitment to the UN's values and ethical standards.
- Promotes the mission, vision and strategic goals of UNDP.
- Displays cultural, gender, religion, race, nationality and age sensitivity and adaptability.
- Treats all people fairly and with impartiality.

Functional Competencies:

- Consistently approaches work with energy and a positive, constructive attitude.
- Ability to work under pressure and to meet deadlines.
- Demonstrates excellent oral and written communication skills.
- Demonstrates openness to change and ability to manage complexities.
- Self-reliant and able to work as a part of a multi-cultural team in a stressful.

Professionalism:

- Shows pride in work and in achievements; is conscientious and efficient in meeting commitments; observing deadlines and achieving results; is motivated by professional rather than personal concerns; shows persistence when faced with difficult problems or challenges and, remains calm in stressful situations.

Communication:

- Speaks and writes clearly and effectively; listens to others, correctly interprets messages from others and, responds appropriately; asks questions to clarify and, exhibits interest in having two-way communication; tailors language, tone, style and, format to match the audience and, demonstrates openness in sharing information and, keeping people informed.

Planning and Organizing:

- Identifies priority activities and assignments; allocates appropriate amount of time and resources for completing work; foresees risks and allows for contingencies when planning; monitors and adjusts plans and actions as necessary and, uses time efficiently.

Client Orientation:

- Considers all those to whom services are provided to be "clients" and seeks to see things from clients' point of view; establishes and maintains productive partnerships with clients by gaining their trust and respect and, meets time line for delivery of product or services to client.

Teamwork:

- Works collaboratively with colleagues to achieve organisational goals; builds consensus for task purpose and direction with team members and, supports and acts in accordance with final group decisions, even when such decisions may not entirely reflect own position.

Technological awareness:

- Keeps abreast of available technology, actively seeks to apply technology to appropriate tasks and, shows willingness to learn new technology.

13. Facilities:

- a) Office Facility:
 - UNDP will provide office space and access to internet and printing facilities in the International Zone in Baghdad.
 - The consultant is expected to have a laptop.
- b) The consultant is expected use their own mobile phone and personal email address during the consultancy period including when present in Baghdad/ Iraq.

14. Qualifications and Requirements:

A. Education:

- University degree:
Advance degree (Master) in international relations, peace and security, law and other relevant field.

B. Work Experience:

- At least 10 years' experience in evaluation of security and justice sector projects/ programmes in crisis countries is essential.
- Previous experience and substantive knowledge on results-based management (RBM) and results-oriented monitoring and evaluation is essential.
- Excellent knowledge and understanding of security and justice sector project implementation including field experience is essential.
- Experience of working with government institutions in post-conflict settings
- Extensive experience in writing analytical research reports/project evaluation reports is essential;
- Experience in working for the UN or other international development organisations in an international setting would be an asset.
- Excellent analytical and problem-solving skills and proven ability to draft recommendations stemming from key findings is essential.
- Experience of working at the policy level/strategic level would be an asset.
- Excellent report writing skills are essential.
- Experience in the usage of computers and office software packages (MS Word, Excel, etc).

C. Language:

- Proficiency in written and spoken English is essential.

<i>Criteria</i>		Max. Point 100	Weight
Technical	Criteria A: relevance and responsiveness of candidate's past experience, Qualification based on submitted documents: <ul style="list-style-type: none">• Advance degree (Master) in international relations, peace and security, law and other relevant field (10 points)• At least 10 years' experience in evaluation of security and justice sector projects/programmes in crisis countries (10 points)• Previous experience and substantive knowledge on results-based management (RBM) and results-oriented monitoring and evaluation (10 points)• Experience of working with government institutions in post-conflict settings (10 points)• Experience of working at the policy level/strategic level. (10 points)• Excellent report writing skills. (10 points)	60 Points	70%

Criteria		Max. Point 100	Weight
	Criteria B: relevance and responsiveness of candidate's approach, technical proposal and submitted work plan and Methodologies: <ul style="list-style-type: none"> • Excellent report writing skills (supported by sample of reports.) (20 pts) • Time plan, methodology on how the consultant will conduct the required tasks; (10 points) • Experience in the usage of computers and office software packages (MS Word, Excel, etc). (10 points) 	40 Points	
Financial	<u>Lowest Offer / Offer*100</u>		30%
Total Score = (Technical Score * 0.7 + Financial Score * 0.3)			

Weight Per Technical Competence	
5 (outstanding): 96% - 100%	The individual consultant/contractor has demonstrated an OUTSTANDING capacity for the analyzed competence.
4 (Very good): 86% - 95%	The individual consultant/contractor has demonstrated a VERY GOOD capacity for the analyzed competence.
3 (Good): 76% - 85%	The individual consultant/contractor has demonstrated a GOOD capacity for the analyzed competence.
2 (Satisfactory): 70% - 75%	The individual consultant/contractor has demonstrated a SATISFACTORY capacity for the analyzed competence.
1 (Weak): Below 70%	The individual consultant/contractor has demonstrated a WEAK capacity for the analyzed competence.