

Terms of Reference (TOR) for End-line evaluation of Access to Information - II



AGENCY/PROJECT NAME: Access to Information - II
DURATION: 20 days over a period of 1.5 months
COUNTRY OF ASSIGNMENT: Bangladesh

1. TERMS OF REFERENCE (TOR).

(a) Background:

A fundamental government responsibility is providing information and services aimed at improving the social and economic welfare of its citizens. During the first phase of the Access to Information (a2i) Project, fundamental progress was made in improving access to public services through electronic means. However, it is critical to expand the breadth and width of such simplified services and improve the service delivery model to counter the impact of widespread outdated manual processes, resistance to change by civil service staff and a lack of transparency that still frustrates citizens in their attempts to avail government information and services. The project is funded by the Government of Bangladesh, UNDP and other development partners, and is implemented by the Information Communication Technology (ICT) Division.

The project entered its 2nd phase in 2012 (Duration: April 2012 to March 2016) which has been extended up to June 2019 (started from April 2016). The objective of this extended period of the project is to “increase transparency, improve governance, and reduce the time, difficulty and costs of obtaining government services for under-served communities of Bangladesh.” The objective of the extended period is to be achieved by the following 5 components of the project:

Component 1: Strengthening existing e-services and launching a second generation of integrated, inter-operable e-government applications; (e-Service)

Component 2: Sensitizing government officials, training for service providers and expanding digital literacy among the general public; (Capacity and Awareness)

Component 3: Forging strong policy and strategy links to ensure implementation of needed legal and regulatory changes in support of the project; (Enabling Environment)

Component 4: Promoting innovation in the delivery of e-services; (Innovation), and

Component 5: Establishing linkage with public and private sectors and creating awareness among the citizens.

Theory of Change: A2i-II's objective was to ensure 20 million citizens from underserved communities benefited from easy access to simplified and digitized public services. A2i hoped to attain this objective through actualization of the five components stated above. Expected outcome through attainment of the objective is that government institutions in Bangladesh at the national and sub-national levels are able to more effectively carry out their mandates, including delivery of public services, in a more accountable, transparent and inclusive manner.

A team will be constituted consisting of three consultants to conduct an end-line Evaluation of the Access to Information -II project.

The evaluation will focus on the relevance, effectiveness, efficiency, and sustainability of project implementation. The findings of the review will be used for designing the next phase of the project.

(b) Objective of the Evaluation:

The overall objectives of the assignment are to conduct the End-line Evaluation of “Access to Information – II”. The specific objective will be but not limited to the following:

Relevance: are the project outcomes consistent with the national priorities, UNDP corporate priorities, and did they remain relevant over time?

Efficiency: to which extent was best value-for-money obtained (results delivered vs resources expended)?

Effectiveness: To which extent were the objectives achieved? What were the major factors influencing the achievement or non-achievement of the objectives?

Impact: What are the positive and negative changes produced by the project’s interventions (direct and indirect)? What has happened as a result of the project? What real difference has the activity made to beneficiaries? Have outputs been achieved? And if so, to what extent have outcomes been achieved?

Sustainability: national ownership of the results and the likely ability of project-supported interventions to continue to deliver benefits for an extended period of time after completion. Assess project’s role in influencing wider policy at national and international level.

Lessons learned: the evaluation will also document the innovations and lessons learned from the project. This includes analysis of what has worked and what has not as well as observations related to the project design, management and operation of the A2i.

Recommendations: Considering the progress made this far, what could be future steps for Government and Development Partners to promote effective development cooperation? What could be further improved if UNDP or any other agency implements a similar project in the near future?

The overall evaluation should be in line with 7th Five Year Plan, SDG, UNDAF, CPD and other national priorities.

(c) Scope of work and expected outputs/deliverables:

A team consisting of three members will be responsible to conduct the end-line evaluation of “Access to Information-II”. The consultants are expected to provide an independent review of the performance of the A2i Project.

The team will be responsible for conducting the end-line evaluation of “Access to Information-II” in relation to the above-mentioned components:

The following key questions will guide the end-line evaluation:

- Access of underserved communities to public administrative services enhanced and simplified through electronic means
 - Was the project able to expand the range of accessible services for the underserved communities through e-services and simplification and digitization?
 - Was the project successful at on reducing time-cost-visits (TCV) for citizens through its e-service and simplification-digitization initiatives?
 - How successful was the project in ensuring affordable and easy access to online services for citizens through Union Digital Centres (UDC)?
- Awareness of citizens on availability of public e-services enhanced and capacity of civil servants and service providers strengthened to facilitate transparent and responsive services
 - Was the project successful at creating awareness and demand for e-services amongst the citizens especially from poor and underserved communities?

- To what extent the project was able to enhance capacity and awareness among government officials at national and sub-national levels to facilitate effective services?
- Enabling legal and policy framework deigned and partnerships established to facilitate responsive and transparent service delivery
 - How successful was the project at contributing to the full implementation of the National ICT Policy?
 - Was the project successful at influencing formation and reformation of policies to ensure the implementation of needed legal and regulatory changes in support of the project?
 - Was the project successful in developing partnerships with different public and private organizations to launch and operate e/m-Service delivery initiatives and develop ICT infrastructure?
- Institutional and incentive frameworks developed to promote innovative service delivery mechanisms
 - How successful was the project at capacity building initiatives to help with public service innovations within government?
 - To what extent the project was able to contribute to advocating for relevant policies required for the institutionalization of public service innovations?
 - Did the project's recognition and incentive mechanism successfully recognize and encourage innovation in public service delivery?
- Linkages established with public and private sectors and awareness created among the citizens
 - How successful was the project at overall awareness raising process of the project's interventions for the stakeholders?
 - What lessons were learned from the various partnerships, and what are the possibilities of broadening, deepening and sustaining partnerships for expansion of e-services?

In addition to the above areas, the consultants are expected to look in to the following area:

- Access the program's gender strategy and the overall planned outcomes vis-a-vis actual results in reference to the program's gender-specific goals
 - Was the project able to accelerate the program towards human development and MDGs through the advancement of gender equality and women's empowerment through its programmatic approaches and operationalization?
 - Was the project successful at empowering women entrepreneurs through its Union Digital Centres?
 - How successful was the program's Women Innovation camp initiative in achieving its goals?
 - How successful was the project's skills development initiative in terms of empowering women through their training efforts?
 - Was the program successfully able to reach its gender-specific target through its various initiatives?
 - To what extent have strategic gender needs of women and men been addressed through the project, and has this resulted in sustainable improvement of women's rights and gender equality?

Evaluation Phases:

Inception Phase	This phase is meant to ensure that the evaluation team is fully prepared before undertaking the field mission. It includes: <ul style="list-style-type: none">• Desk review of existing documents, including project document, TPP, strategies developed by the project, reports and documents developed by the project and write-ups on the project initiatives• Consultation with key external stakeholders.• Drafting of the inception report, including timeline, evaluation matrix, methodology and data collection tools.• Review by the PSTC of UNDP Bangladesh and relevant groups• Finalization of logistics for field visits.
Field Mission Phase	Consultation at field level (not just capital). The field mission will include: <ul style="list-style-type: none">• A debriefing session by UNDP and the project management• Initial introductory meeting/workshop with the stakeholders and partners• Interviews, key informant interviews and focus group discussions with the stakeholders and beneficiaries• Visit to selected field offices• Debriefing to the UNDP CO and the stakeholders on the key findings
Reporting Phase	<ul style="list-style-type: none">• Aggregation of findings from desk review and country mission• Drafting of the evaluation report.• Review by the stakeholders for quality assurance• Incorporation of comments and revision of the report.• Submission of the final report

Methodology of the Evaluation:

Document review: Read key background documentation on A2i project. These documents include, inter alia: project document, TPP, annual work plans and budgets, quarterly and annual progress reports, quarterly and annual expenditure reports, minutes of Project Executive Board meetings, any other public documents and publication describing A2i activities

Consultation: Meet key stakeholders-including representatives from GoB; current and previous project management and directors, UNDP management; other development partners, key CSO representatives. The report should be logically structured, contain evidence-based findings, conclusions, lessons and recommendations, and should be free of information that is not relevant to the overall analysis.

The consultants will use UNDP guidelines for reviews and comply with the UNEG “Ethical Guidelines for Evaluation” and will respect confidentiality of information providers. The evaluation activities shall be based on UNDP evaluation principles, norms and standards that are outlined in the UNDP Handbook on Planning, Monitoring and Evaluation (2010).

Input from UNDP:

- Annual Reports (2014-2018)
- A2i project document
- A2i-ii Midterm evaluation report
- UNDP Quarterly progress report
- Country office project document
- IMED Reports
- Innovation Briefs

- e-Government report (UNDESA)
- Digital Service for All Manual
- M&E Reports
- TCV Studies
- Research documents on various a2i programs

UNDP will provide office space (no computer) and will also arrange various meetings, consultations, interviews and ensure access to key officials as mentioned in proposed methodologies. UNDP will bear the cost of such meetings.

(d) Team Composition:

- **International Consultant:** The international consultant will have the overall responsibility for developing the evaluation design; managing the conduct of the evaluation, preparing/ finalizing the final report; and organizing the stakeholder debriefing, as appropriate, with the country office.
- **Lead National Consultant:** The lead national consultant will be engaged to support the evaluation by collecting data and assessing the programme and/or the specific outcome areas.
- **National Consultant:** The lead national consultant will be engaged in data collection and compilation. Additionally, the National Consultant will be responsible for local coordination of the evaluation team, organizing meetings with stakeholders. assist the team in preparing draft report. The consultant will also focus on the gender related issues with regard to the A2i project intervention.

*The ToRs for the individual consultants are mentioned below

Reporting, Supervision and Performance Evaluation:

- The International Consultant and the lead national consultant will report to the Assistant Resident Representative (ARR), Business Development and Partnerships, UNDP Bangladesh. whereas the national consultant (Team member) will report to the international consultant.
- The Consultants will liaise with the National Project Manager (PM), M&E Specialist in Partnerships unit. In addition, the PM will inform to the Government of Bangladesh, represented by the National Project Director (NPD), and UNDP, represented by the Head of Governance. The NPD and the ARR and the Governance Cluster lead or anyone who is/are delegated by the concerned officials will be responsible for reviewing the output of the consultant and agree on the deliverables.

(e) Timeframe and deadlines:

The review will take 20 working days over a period of 1.5 months, broken down as follows:

Activity	Indicative time frame
1. An inception report, including evaluation matrix, methodology and data collection tools.	12 May 2019
2. A draft report and presentation on the key findings of the team	28 May 2019
3. Final evaluation report incorporating all the observation and comments from the key stakeholders	20 June 2019

The report should be logically structured, contain evidence-based findings, conclusions, lessons and recommendations, and should be free of information that is not relevant to the overall analysis. It should include a set of specific recommendations formulated for the project, and identify the necessary actions required to be undertaken, who should undertake those and possible timelines (if any).

Serial No.	Deliverables	Days Required
	Submission of an inception report based on desk review	06 Days
	Conduct field mission (meeting, consultation, interview with the stakeholders)	07 Days

	Submission of Draft and Final Evaluation Reports	07 Days
Total		20 Days

Terms of Reference

Team leader-International Consultant

Location:	Home-based with travel to Bangladesh
Type of Contract:	Individual Contract
Post Level:	International Consultant
Languages Required:	English
Starting Date: (date when the selected candidate is expected to start)	May 2019
Duration of Initial Contract:	17 days over a period of 1.5 months

1. Background

A fundamental government responsibility is providing information and services aimed at improving the social and economic welfare of its citizens. During the first phase of the Access to Information (a2i) Project, fundamental progress was made in improving access to public services through electronic means. However, it is critical to expand the breadth and width of such simplified services and improve the service delivery model to counter the impact of widespread outdated manual processes, resistance to change by civil service staff and a lack of transparency that still frustrates citizens in their attempts to avail government information and services. The project is funded by the Government of Bangladesh, UNDP and other development partners, and is implemented by the Information Communication Technology (ICT) Division.

The project entered its 2nd phase in 2012 (Duration: April 2012 to March 2016) which has been extended up to June 2019 (started from April 2016). The 'Access to Information – II' is planning to recruit a team of evaluation consultants for conducting end-line evaluation. An International Consultant will be engaged as a team leader for an End-line Evaluation.

Scope of work:

The overall objectives, scopes, methodology, expected deliverables from the evaluation have been articulated in the generic terms of reference for the evaluation. Following the evaluation terms of reference and under the supervision and guidance of the UNDP Governance cluster lead, the international consultant will contribute to the analysis of the country programme by providing technical expertise and knowledge in the assigned area(s). The work can be expected to include:

- Prior to the mission, conduct preliminary research, compile documentation, and complete analysis in areas to be covered by the report;
- Develop a data collection plan, in consultation with the country office and the project;
- Plan, support and participate fully in the data collection mission in the country, including by taking a lead role in interviews in assigned areas of responsibility;
- Deliver high quality analysis of the effectiveness of UNDP programs in specific areas
- Participate in the evaluation team's joint meetings and analysis of key findings, conclusions and recommendations leading to the preparation of the final report.
- Prepare/ finalize the final report incorporating feedback from the country office.
- Organizing the stakeholder debriefing, as appropriate, with the country office.

Expected outputs and timeframes:

Serial No.	Deliverables	Days Required	% of payment
1)	Finalization of inception plan including evaluation matrix, methodology and data collection tools in consultation with the evaluation team and the country office	04 Days	20%

2)	Conduct field mission (meeting, consultation, interview with the stakeholders) and prepare draft report	07 Days (field-mission to Bangladesh)	40%
3)	Submission of Final evaluation report incorporating all the observation and comments from the key stakeholders	06 Days	40%
Total		17 Days	100%

2. REQUIREMENTS FOR EXPERIENCE AND QUALIFICATIONS

I. Academic Qualifications:

Post-Graduation degree in Computer Science/ Public Administration/ Public Policy/ Economics/ Political Science/ Social Science or related fields.

II. Years of experience:

- Minimum 15 years of professional experience. research, and policy analysis/support and advocacy
- Experience of leading evaluations e.g. end-line, outcome, goal-based, impact evaluations
- Proven experience of working with multilateral or bilateral donor supported technical assistance projects;
- Demonstrated experience in applying UNDP and/or other prominent development partner approaches to planning, monitoring and evaluation;
- Proven experience in evaluating government executed programmes

III. Competencies:

Corporate Competencies:

- Demonstrates commitment to UNDP's mission, vision and values
- Knowledge in working with governance issues will be get advantages
- Displays cultural, gender, religion, race, nationality and age sensitivity and adaptability
- Familiar with and shares the vision of human development as laid out in the flagship HDR series

Functional Competencies

- Encourages Knowledge Sharing and Learning
- Disseminates specialized knowledge and experience
- Actively works towards continuing personal learning and development in one or more Practice Areas, acts on learning plan and applies newly acquired skills

Development and Operational Effectiveness

- Able to perform a variety of standard specialized and non-specialized tasks and work processes that are fully documented, researched, recorded and reported
- Ability to review a variety of data, identify and adjust discrepancies, identify and resolve operational problems
- Able to perform work of a confidential nature and handle a large volume of work
- Ability to provide input to business process re-engineering, implementation of the new system.

Leadership and Self-Management

- Focuses on result for the client
- Has demonstrable leadership skill.
- Consistently approaches work with energy and a positive, constructive attitude

- Remains calm, in control and good humoured even under pressure
- Demonstrates openness to change
- Responds positively to feedback and differing points of view

4. DOCUMENTS TO BE INCLUDED WHEN SUBMITTING THE PROPOSALS

Interested individual consultants must submit the following documents/information to demonstrate their qualifications:

- Detailed CV/ Filled up P 11 (including past experience in similar projects and at least 3 references)
- Financial Proposal (including fee, travel cost, DSA, and other relevant expenses)

5. FINANCIAL PROPOSAL

Lump sum contracts

The financial proposal shall specify a total lump sum amount, and payment terms around specific and measurable (qualitative and quantitative) deliverables (i.e. whether payments fall in installments or upon completion of the entire contract). Payments are based upon output, i.e. upon delivery of the services specified in the TOR. In order to assist the requesting unit in the comparison of financial proposals, the financial proposal will include a breakdown of this lump sum amount (including travel, per diems, and number of anticipated working days).

Travel

Out of the total 17 days, the international consultant is expected to spend 07 days including need-based field visits in Bangladesh and 10 days in home country (during a period of 1.5 months). The total days include preparation, travel, meetings, workshops, presentations and report writing.

All envisaged travel costs must be included in the financial proposal. This includes all travel to join duty station/repatriation travel. In general, UNDP should not accept travel costs exceeding those of an economy class ticket. Should the IC wish to travel to a higher class, he/she should do so using their own resources.

In the case of unforeseeable travel, payment of travel costs, including tickets, lodging and terminal expenses should be agreed upon, between the respective business unit and Individual Consultant, prior to travel and will be reimbursed.

6. EVALUATION

Cumulative analysis

When using this weighted scoring method, the award of the contract should 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 70 point would be considered for the Financial Evaluation

Criteria	Max. Point
Relevance of Education	20
Experience of conducting evaluation of similar nature	20
Understanding on similar thematic areas (e.g. establishing good governance, access to public services through electronic means)	15
Experience of working with UN/Donor Agencies/ INGOs	15
Financial	30
Total	100

Terms of Reference

Lead National Consultant

Location:	Home-based within travel to Bangladesh
Type of Contract:	Individual Contract
Post Level:	National Consultant
Languages Required:	English
Starting Date: (date when the selected candidate is expected to start)	May 2019
Duration of Initial Contract:	20 days over a period of 1.5 months

2. Background

A fundamental government responsibility is providing information and services aimed at improving the social and economic welfare of its citizens. During the first phase of the Access to Information (a2i) Project, fundamental progress was made in improving access to public services through electronic means. However, it is critical to expand the breadth and width of such simplified services and improve the service delivery model to counter the impact of widespread outdated manual processes, resistance to change by civil service staff and a lack of transparency that still frustrates citizens in their attempts to avail government information and services. The project is funded by the Government of Bangladesh, UNDP and other development partners, and is implemented by the Information Communication Technology (ICT) Division.

The project entered its 2nd phase in 2012 (Duration: April 2012 to March 2016) which has been extended up to June 2019 (started from April 2016). The 'Access to Information – II' is planning to recruit a team of evaluation consultants for conducting end-line evaluation. A senior national individual will be hired in the team as the lead National consultant.

Scope of work:

The overall objectives, scopes, methodology, expected deliverables from the evaluation have been articulated in the generic terms of reference for the evaluation. Following the evaluation terms of reference and under the supervision and guidance of the International consultant (team leader) the lead national consultant will contribute to the analysis of the country programme by providing technical expertise and knowledge in the assigned area(s). The work can be expected to include:

- Prior to the mission, conduct preliminary research, compile documentation, and complete analysis in areas to be covered by the report;
- Develop a data collection plan, in consultation with the International Lead consultant, country office and the project;
- Plan, support and participate fully in the data collection mission in assigned areas of responsibility;
- Conduct any necessary follow up activities following completion of the field missions
- Deliver high quality analysis of the effectiveness of UNDP programs in specific areas
- Participate in the evaluation team's joint meetings and analysis of key findings, conclusions and recommendations for preparing the final report.
- Assist in finalizing the final report incorporating feedback from the country office.
- Organizing the stakeholder debriefing, as appropriate, with the country office.

Expected outputs and timeframes:

Serial No.	Deliverables	Days Required	% of payment
4)	Finalization of inception plan including evaluation matrix, methodology and data collection tools in consultation with the evaluation team and the country office	06 Days	20%

5)	Conduct field mission (meeting, consultation, interview with the stakeholders) and prepare draft report	07 Days	40%
6)	Submission of Final evaluation report incorporating all the observation and comments from the key stakeholders	07 Days	40%
Total		20 Days	100%

3. REQUIREMENTS FOR EXPERIENCE AND QUALIFICATIONS

I. Academic Qualifications:

Minimum Master's degree in areas relevant to the evaluation, such as Evaluation, Economics, Social Sciences, Public Policy, International Relations, Public Administration or other relevant fields

II. Years of experience:

- Minimum 15 years of professional experience. research, and policy analysis/support and advocacy
- Experience of leading evaluations e.g. end-line, outcome, goal-based, impact evaluations
- Proven experience of working with multilateral or bilateral donor supported technical assistance projects;
- Demonstrated experience in applying UNDP and/or other prominent development partner approaches to planning, monitoring and evaluation;
- Proven experience in evaluating government executed programmes

III. Competencies:

Corporate Competencies:

- Demonstrates commitment to UNDP's mission, vision and values
- Knowledge in working with governance issues will be get advantages
- Displays cultural, gender, religion, race, nationality and age sensitivity and adaptability
- Familiar with and shares the vision of human development as laid out in the flagship HDR series

Functional Competencies

- Encourages Knowledge Sharing and Learning
- Disseminates specialized knowledge and experience
- Actively works towards continuing personal learning and development in one or more Practice Areas, acts on learning plan and applies newly acquired skills

Development and Operational Effectiveness

- Able to perform a variety of standard specialized and non-specialized tasks and work processes that are fully documented, researched, recorded and reported
- Ability to review a variety of data, identify and adjust discrepancies, identify and resolve operational problems
- Able to perform work of a confidential nature and handle a large volume of work
- Has good knowledge of financial rules and regulations.
- Ability to provide input to business process re-engineering, implementation of the new system.

Leadership and Self-Management

- Focuses on result for the client
- Has demonstrable leadership skill.
- Consistently approaches work with energy and a positive, constructive attitude
- Remains calm, in control and good humoured even under pressure
- Demonstrates openness to change
- Responds positively to feedback and differing points of view

4. DOCUMENTS TO BE INCLUDED WHEN SUBMITTING THE PROPOSALS

Interested individual consultants must submit the following documents/information to demonstrate their qualifications:

- Detailed CV/ Filled up P 11 (including past experience in similar projects and at least 3 references)
- Financial Proposal (including fee, travel cost, DSA, and other relevant expenses)

5. FINANCIAL PROPOSAL

Lump sum contracts

The financial proposal shall specify a total lump sum amount, and payment terms around specific and measurable (qualitative and quantitative) deliverables (i.e. whether payments fall in installments or upon completion of the entire contract). Payments are based upon output, i.e. upon delivery of the services specified in the TOR. In order to assist the requesting unit in the comparison of financial proposals, the financial proposal will include a breakdown of this lump sum amount (including travel, per diems, and number of anticipated working days).

Travel

All envisaged travel costs must be included in the financial proposal. This includes all travel to join duty station/repatriation travel. In general, UNDP should not accept travel costs exceeding those of an economy class ticket. Should the IC wish to travel to a higher class, he/she should do so using their own resources.

In the case of unforeseeable travel, payment of travel costs, including tickets, lodging and terminal expenses should be agreed upon, between the respective business unit and Individual Consultant, prior to travel and will be reimbursed.

6. EVALUATION

Cumulative analysis

When using this weighted scoring method, the award of the contract should be made to the individual consultant whose offer has been evaluated and determined as:

- a) Responsive/compliant/acceptable, and
- b) 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 70 point would be considered for the Financial Evaluation

Criteria	Max. Point
Relevance of Education	20
Experience of conducting evaluation of similar nature	20
Understanding on similar thematic areas (e.g. establishing good governance, access to public services through electronic means)	15
Experience of working with UN/Donor Agencies/ INGOs	15
Financial	30
Total	100

Terms of Reference

National Consultant (team member)

Location:	Home-based within travel to Bangladesh
Type of Contract:	Individual Contract
Post Level:	National Consultant
Languages Required:	English
Starting Date: (date when the selected candidate is expected to start)	May 2019
Duration of Initial Contract:	20 days over a period of 1.5 months

3. Background

A fundamental government responsibility is providing information and services aimed at improving the social and economic welfare of its citizens. During the first phase of the Access to Information (a2i) Project, fundamental progress was made in improving access to public services through electronic means. However, it is critical to expand the breadth and width of such simplified services and improve the service delivery model to counter the impact of widespread outdated manual processes, resistance to change by civil service staff and a lack of transparency that still frustrates citizens in their attempts to avail government information and services. The project is funded by the Government of Bangladesh, UNDP and other development partners, and is implemented by the Information Communication Technology (ICT) Division.

The project entered its 2nd phase in 2012 (Duration: April 2012 to March 2016) which has been extended up to June 2019 (started from April 2016). The 'Access to Information – II' is planning to recruit a team of evaluation consultants for conducting end-line evaluation. A national individual will be hired in the team as a team member.

Scope of work:

The overall objectives, scopes, methodology, expected deliverables from the evaluation have been articulated in the generic terms of reference for the evaluation. Following the evaluation terms of reference and under the supervision and guidance of the lead national consultant, the national consultant (team member) will contribute to the analysis of the country programme by providing technical expertise and knowledge in the assigned area(s). The work can be expected to include:

- Prior to the mission, conduct preliminary research, compile documentation, and complete analysis in areas to be covered by the report;
- Develop a data collection plan, in consultation with the Team leader- international consultant, Lead national consultant, country office and the project;
- Provide local context to the Team leader- International consultant
- Plan, support and participate fully in the data collection mission in assigned areas of responsibility;
- Facilitate the interaction with all local stakeholders and expedite the local level coordination of the evaluation.
- Assess gender impacts and the contribution of the programme to promoting gender equality
- Gender review to assess the extent to which gender is currently mainstreamed in programming activities
- Conduct any necessary follow up activities following completion of the field missions
- Deliver high quality analysis of the effectiveness of UNDP programs in specific areas
- Participate in the evaluation team's joint meetings and analysis of key findings, conclusions and recommendations for preparing the final report.
- Assist in finalizing the final report incorporating feedback from the country office.
- Assist in organizing the stakeholder debriefing, as appropriate, with the country office.

Expected outputs and timeframes:

Serial No.	Deliverables	Days Required	% of payment
7)	Finalization of inception plan including evaluation matrix, methodology and data collection tools in consultation with the evaluation team and the country office	06 Days	20%
8)	Conduct field mission (meeting, consultation, interview with the stakeholders) and prepare draft report	07 Days	40%
9)	Submission of Final evaluation report incorporating all the observation and comments from the key stakeholders	07 Days	40%
Total		20 Days	100%

4. REQUIREMENTS FOR EXPERIENCE AND QUALIFICATIONS

I. Academic Qualifications:

Minimum Master's degree in areas relevant to the evaluation, such as Evaluation, Economics, Social Sciences, Gender studies, Public Policy, International Relations, Public Administration or other relevant fields

II. Years of experience:

- Minimum 10 years of professional experience. research, and policy analysis/support and advocacy
- Experience of conducting evaluations e.g. end-line, outcome, goal-based, impact evaluations
- Proven experience of working with multilateral or bilateral donor supported technical assistance projects;
- Demonstrated experience in applying UNDP and/or other prominent development partner approaches to planning, monitoring and evaluation;

III. Competencies

Corporate Competencies:

- Demonstrates commitment to UNDP's mission, vision and values
- Knowledge in working with governance issues will be get advantages
- Displays cultural, gender, religion, race, nationality and age sensitivity and adaptability

Functional Competencies

- Encourages Knowledge Sharing and Learning
- Disseminates specialized knowledge and experience
- Actively works towards continuing personal learning and development in one or more Practice Areas, acts on learning plan and applies newly acquired skills

Development and Operational Effectiveness

- Able to perform a variety of standard specialized and non-specialized tasks and work processes that are fully documented, researched, recorded and reported
- Ability to review a variety of data, identify and adjust discrepancies, identify and resolve operational problems
- Able to perform work of a confidential nature and handle a large volume of work
- Has good knowledge of financial rules and regulations.

Leadership and Self-Management

- Focuses on result for the client
- Has demonstrable leadership skill.
- Consistently approaches work with energy and a positive, constructive attitude
- Remains calm, in control and good humoured even under pressure
- Demonstrates openness to change
- Responds positively to feedback and differing points of view

4. DOCUMENTS TO BE INCLUDED WHEN SUBMITTING THE PROPOSALS

Interested individual consultants must submit the following documents/information to demonstrate their qualifications:

- **Detailed CV/ Filled up P 11** (including past experience in similar projects and at least 3 references)
- **Financial Proposal** (including fee, travel cost, DSA, and other relevant expenses)

5. FINANCIAL PROPOSAL

Lump sum contracts

The financial proposal shall specify a total lump sum amount, and payment terms around specific and measurable (qualitative and quantitative) deliverables (i.e. whether payments fall in installments or upon completion of the entire contract). Payments are based upon output, i.e. upon delivery of the services specified in the TOR. In order to assist the requesting unit in the comparison of financial proposals, the financial proposal will include a breakdown of this lump sum amount (including travel, per diems, and number of anticipated working days).

Travel

All envisaged travel costs must be included in the financial proposal. This includes all travel to join duty station/repatriation travel. In general, UNDP should not accept travel costs exceeding those of an economy class ticket. Should the IC wish to travel to a higher class, he/she should do so using their own resources.

In the case of unforeseeable travel, payment of travel costs, including tickets, lodging and terminal expenses should be agreed upon, between the respective business unit and Individual Consultant, prior to travel and will be reimbursed.

6. EVALUATION

Cumulative analysis

When using this weighted scoring method, the award of the contract should be made to the individual consultant whose offer has been evaluated and determined as:

- a) Responsive/compliant/acceptable, and
- b) 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 70 point would be considered for the Financial Evaluation

Criteria	Max. Point
Relevance of Education	20
Experience of conducting evaluation of similar nature	20
Understanding on similar thematic areas (e.g. establishing good governance, access to public services through electronic means)	15
Experience of working with UN/Donor Agencies/ INGOs	15
Financial	30
Total	100

