**TOR approved by: TOR prepared by:**

**Roza Choibaeva, UNDP Sustainable Ms. Tuimakan Subankulova**

**economic growth Team Leader UNDP Osh Area Manager**

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| **TERMS OF REFERENCE** | | | |
| **Project Name** | UNDP Program «Integrated area-based development in Osh province» 00095779 | | |
| **Short title of Assignment:** | International consultant for the final evaluation of the UNDP Program «Integrated area - based development of Osh province» | | |
| **Duty station:** | Osh, Kyrgyz Republic | | |
| **Type of Contract:** | Individual Contract | | |
| **Duration of Contract:** | 40 effective person days within October – November 2019 | | |
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| **BACKGROUND** | | | |
| United Nations Development Assistance Framework (UNDAF) for 2012 - 2016, extended to 2017, as well as the UNDAF for 2018 - 2022 identified peace and stability for sustainable development as the main factor of the United Nations development strategy in the Kyrgyz Republic. UNDP strategic plan for the Kyrgyz Republic for 2012 - 2016 (extended until 2017), as well as the Plan for 2018 - 2021, include such program areas as democratic development, peace and development, socio - economic development, environment and energy, disaster risk management, HIV / AIDS, tuberculosis and malaria. It corresponds to national priorities, strategies and policies, the country's development needs as well as UNDP’s own mandate and strategy.  The UNDP area-based development approach and its considerable concentration on regional and local development enabled it to make a significant contribution to community development and accumulate extensive knowledge of local development challenges. In 2016, UNDP launched the “Integrated Development of the Osh Province of the Kyrgyz Republic” Program (hereinafter referred to as the Program), with the goal to assist the Government of Kyrgyzstan in ensuring conditions for conflict prevention and sustainable development in the Osh Province. The comprehensive interrelated measures of the Program were aimed at improving the well - being of vulnerable target communities of the Osh Province through various types of economic activities, improving access to water, environmental security, job creation and rehabilitation of the socio - economic infrastructure.  The program was implemented in 30 pilot villages of 17 municipalities of Kara-Kulja, Nookat and Uzgen districts of the Osh Province, which were chosen using new mechanisms that ensured the quality of their selection processes.  The main activities of the Program fully correspond to the country priorities as well as national and regional programs of socio - economic development. The components of the program are comprehensive, covering the most important issues of human life in the rural area. The activities of the Program are based on the achievements, experience and lessons learnt from the implementation of the UNDP Program in the Naryn and Batken Provinces.  The program combined the main approaches of UNDP in the promotion of good governance and sustainable development and focused its interventions on strengthening the capacity of key national partners:   * The Government of the Kyrgyz Republic in creating the enabling environment for growth through development programs and the sharing of positive experiences throughout the country; * Local authorities in implementation, monitoring and reporting on the implementation of local sustainable development plans; * Rural communities in combating poverty by improving access to services and sources of income.   **The program has contributed to the achievement of the following long - term outcomes of the UNDAF for 2012 -2016 and the UNDAF for 2018-2022:**  **Outcome 1:**  By the end of 2016, population, especially vulnerable groups, will benefit from inclusive growth leading to decent and productive employment and improved access to productive natural resources, markets, services and food security.  By 2022, inclusive and sustainable economic growth is ensured through agricultural, industrial and rural development, decent work, improved livelihoods, food security and nutrition.  **Outcome 2:**  By end of 2016, sustainable management of energy, environment and natural resources practices is operationalized.  **Outcome 3:**  By 2016, Disaster Risk Management framework in compliance with international standards is established and effectively operationalized at national and local levels.  By 2022, communities and institutions are more resilient to climate and disaster risks and are engaged in sustainable and inclusive natural resource management and risk-informed development.  Within the framework of the **UNDAF Outcome 1 for 2012 - 2016**: “Growth and development are comprehensive and sustainable, the inclusion of production opportunities that create jobs and livelihoods for poor and disadvantaged groups” and the **UNDAF Outcome 1 for 2017-2022** “sustainable and comprehensive growth and development, industrial, agricultural development, food security and nutrition” of the **UNDP Strategic Plan** for the Kyrgyz Republic for 2012 - 2016 (extended until 2017) and for 2017 - 2022 the expected outputs of the Program are:   * **Output 1**: Sustainable agriculture, tourism, trade and the promotion of “green” technologies will contribute to job creation, social and economic integration of the poorest groups of the population and improvement of living standards in the target areas. * **Output 2:** Rehabilitation of water supply systems (drinking water and irrigation) in pilot districts, including through the introduction of low - cost and environmentally safe technologies, will increase the access of rural communities to sustainable water supply in target districts. * **Output 3**: Rehabilitation of the socio - economic infrastructure will contribute to the well-being and resilience of rural communities in the target districts. * **Output 4:** Strengthening the vocational education system will increase employment in the target districts in the long term. * **Output 5:** Resistance of local communities to local natural disasters in target districts will be increased.   For better understanding of the Program’s activities, including what worked and what did not, how the Program’s achievements and its overall contribution to sustainable development and peacebuilding in the Osh Province, can be in the best manner used by UNDP in the facilitating the regional development in the Kyrgyz Republic, the program intends to recruit **an international consultant to evaluate the performance of the Program**.  The Program evaluation is planned for end - 2019, it will result in a report where the main findings and recommendations will be presented. The outcomes and recommendations of the evaluation will be used to justify interventions aimed at further strengthening the key aspects of the current and future work of UNDP. The final report will be a public document. | | | |
| **OBJECTIVE** | | | |
| Final evaluation shall be conducted in accordance with the UNDP rules and regulations reflected in the UNDP Evaluation Manual <http://web.undp.org/evaluation/guidance.shtml#handbook>  As well as UNDP evaluation policy <https://popp.undp.org/_layouts/15/WopiFrame.aspx?sourcedoc=/UNDP_POPP_DOCUMENT_LIBRARY/Public/PPM_Programming%20Standards%20and%20Principles_Evaluation.docx&action=default>.  The purpose of the exercise is to evaluate the results of the project, the degree of specific and sustainable impact of the Program on the outcomes presented in the project document from the point of view of conflict prevention and improving the wellbeing of the population of the pilot communities of the Osh Province of the Kyrgyz Republic.  **The main objectives of the evaluation are:**   * evaluate the compliance of the Program interventions activities with the national development priorities of the Kyrgyz Republic; * assess whether the Program is a relevant and appropriate solution for the identified challenges in the development of pilot regions of the Kyrgyz Republic on its path way towards sustainable development; * conduct the analysis of the effectiveness of all activities of the Program, its main achievements, evaluate the overall impact on the improvement of life of the direct beneficiaries of the Program, taking into account the gender equality achievements; * evaluate the relevance and adequacy of the Program indicators to the goals and objectives of the Program; * assess the efficiency of the resource utilization (“cost - benefit”, sufficiency of the amount, timeliness of allocation, convenience of the form of payment, etc.); * identify unforeseen unplanned results that were achieved during the implementation of the Program (in addition to what was initially planned); * assess to what extent the applied strategy (goals and objectives) and tactics (mechanisms, methods and tools) of the Program implementation were effective and consistent with the regional development needs, the priorities of the national regional development policy and national commitments in terms of SDG 2030 implementation; * evaluate the impact of the use of renewable energy sources on conflict reduction and increasing the welfare of the beneficiaries of pilot communities; * make recommendations and design necessary steps to be taken by UNDP and national stakeholders to ensure the sustainability of the benefits and successful results of the Program, as well as to expand the obtained experience at the national level; * Identify gaps / weaknesses in the current design of the Program, as well as lessons learnt to be taken into account in planning new development programs. | | | |
| **SCOPE OF WORK** | | | |
| The evaluation shall at least cover the following criteria: relevance, efficiency, effectiveness, sustainability and impact, which meet the criteria below. *2.1. Relevance of the Program*   * To what extent the Program interventions meet country priorities, international commitments of the Kyrgyz Republic in terms of the SDG implementation, national and regional socio - economic and regional development programs and UNDP program documents? * What is the degree of progress of the Program in improving the well - being of vulnerable target communities, in creating more favorable conditions for sustainable development of the three target districts of the Osh Province? * To what extent is the Program support relevant for various partners: national authorities, development partners, civil society and the private sector? * To what extent have the program results contributed to the achievement of the results of the UNDAF in the field of economic transformation in the region? * Whether the strategies were adopted and were realistic, appropriate and adequate baseline data identified to achieve the results of the Program? * How well did the Program use the principles of community capacity development, environmental sustainability, peacebuilding and gender equality? * How did the program respond to urgent funding needs for the relevant gaps in the socio - economic development of the Osh Province?   *2.2. Efficiency of the Program*   * How much time, resources, opportunities and efforts are required to manage the program? Identify any gaps associated with these issues. In particular, how do practices, policies, decisions, constraints and capabilities of UNDP affect program performance? Have the UNDP strategies for achieving the results of the Program been effective? * Assess the extent to which the Monitoring and Evaluation contributed to the achievement of the Program results and its performance indicators; * What is the role, participation and coordination between various stakeholders and partners in the implementation of the Program? * What is synergy between UN agencies, national and development partners in implementing the Program? Was there any instance of duplication of the development partner interventions? * Can different approach lead to better results? If so, suggest such approaches.   *2.3 Program effectiveness*   * What is the degree of effectiveness of the Program in achieving results at the local and national levels? * What was the Program work in disseminating the best practices and the desired goals? Was the Program involved in the events that impact on the national policy? * What was the contribution of the Program to the human and institutional capacity building of implementing partners as a guarantee of sustainability? * Was the program impact volume realistic and adequate for the achievement of the results? * What was the partnership of the Program with the civil society and the private sector in promoting pro-poor growth in the Osh Province of the Kyrgyz Republic? * Were the activities of the Program effective in meeting the needs of the beneficiaries and what was the result? * To what extent the established coordination mechanisms contributed to the achievement of program results?  *2.4. Impact of the Program*   * To what extent did the Program interventions impact on the reduction of the target groups’ vulnerability at the local and regional level according to the project document? * What is the impact of the interventions on reducing vulnerability and expanding access to services for all disadvantaged groups of population, on increasing the capacity of LSG bodies, governmental agencies, civil society organizations and business in managing the vulnerability reduction of target groups; * What is the degree of impact of projects implemented within the Program?   *2.5 Sustainability of the Program*   * To what extent do the mechanisms implemented by the Program ensure the sustainability of interventions and the possibility of their continuation after Program its completion? * How strong is the commitment of the government and other stakeholders to support the outcomes of the Program and continue any unfinished activities? * Provide preliminary recommendations on how the Program’s activities can most effectively support local authorities, local communities and the civil society in improving service delivery in the long term perspective? * What are the risks that affect the sustainability of the Program? Suggest your approaches to increase sustainability; * Assess possible areas of partnerships with other national institutions, UN agencies, the private sector and development partners in the Osh Province? * Assess how relevant research and available data are used to ensure the sustainability of the Program’s outcomes? * What are the main lessons learnt from each Program area?   1. *Gender equality and empowerment of women* * To what extent were the gender aspects taken into account in the design, implementation and outcomes of the Program? * To what extent did the program help meet the needs of women for the achievement of the gender equality? * To what extent did the program support gender - responsive peacebuilding? * How effective was the Program intervention to strengthen the application of a gender approach and gender mainstreaming in development efforts in Kyrgyzstan (financial and non - financial)?   1. *Monitoring and evaluation* * Identify problems that affected the implementation of the Program; * Identify the risks for the success of the Program that emerged during the implementation and the strategies used to address these risks; * Evaluate the monitoring and evaluation system, were they well designed, implemented and taken into account in the budget, as well as what was their contribution to the mandatory annual reporting processes at the regional level? * Assess the degree, relevance and effectiveness of adaptive management at all levels of project implementation.   *Conclusions and lessons learnt*  The evaluation should provide an overview of the main lessons and recommendations based on the assessment of the assistance provided by the Program to the Government of the Kyrgyz Republic in ensuring conditions for conflict prevention and sustainable human development in the Osh Province during the period of 2016 - 2019.  Lessons learnt and recommendations should be addressed to the UNDP leadership in Kyrgyzstan. Where possible, lessons should be summarized and formulated to be used to strengthen future UNDP projects in the regions of Kyrgyzstan. Key lessons and recommendations should be clearly stated in the summary.  Lessons and recommendations should:   * evaluate narrative reports (for example, risk assessment, reports on the implementation of certain adaptation measures, documents on lessons learnt); * identify elements that impede or contribute to the success of the Program; * identify effective approaches in the Program areas; * identify the main managerial factors for the success of the Program, the problems in the program management, as well as ways to solve the main tasks.   It is expected, however, that the international consultant will add and specify these issues in consultation with key stakeholders. On the basis of the above analysis, it is expected that the international consultant will provide general and specific recommendations on adjusting the UNDP area - based development approaches, using a single model of regional and local development, which opens the possibility for further work of the new Programs, partnership mechanisms, resource mobilization strategies, monitoring and evaluation strategies, work methods, management approaches to ensure that UNDP in the Kyrgyz Republic achieves its results by the end of UNDAF period and beyond.  **2. Evaluation methodology**  The methodological approach to the evaluation is presented below. However, the international consultant is responsible for the revision of the approach as necessary. Any changes must comply with international criteria, professional norms and standards of the UN Evaluation Management. The approach must also be approved by UNDP before it is used in the evaluation.  The assessment should provide evidence - based information that is trustworthy, reliable and useful as well as easy to understand. It is expected that the methodology that will be used to evaluate the Program will be based on a combination of different processes.  *Desk analysis* The data will be mainly collected from existing sources of information through a comprehensive analysis of statistical information and internal documents of the Program. The key documents to be reviewed during the desk analysis for each area of the Program are as follows:   * Program document; * Program work plans for 2016 - 2019; * Semi - annual and Annual Reports of the Program for 2016 - 17 - 18; * Financial reports; * Informational publications; * Baseline research and review of contractors involved in the Program implementation; * Strategic plans for sustainable development of pilot municipalities of the Program; * Statistical information from the National Statistical Committee of the Kyrgyz Republic; * National and regional development programs, etc. * Minutes of the meetings of the Steering Committee of the Program * Program monitoring and evaluation system.   The documents mentioned above will be provided to the evaluator by the Program prior to the start of the mission and, to the extent possible, in the electronic format. However, this list is not exhaustive and therefore can be changed.  *On site interviews with stakeholders - representatives of relevant government agencies, local governments, development partners, the civil society, business and beneficiaries*  After completion of the in - depth analysis of statistical information and internal documents of the Program, the evaluation will include wide participation of stakeholders to discuss the outcomes of the Program, including interviews, focus groups, in - depth interviews with representatives of relevant governmental agencies, local governments, development partners, the civil society, business and beneficiaries, the Steering Committee of the Program, the Russian consulate in Osh, the UNDP staff and the Program in Osh and Bishkek.  *Visits to some project sites of the Program for monitoring purposes.*  Visits to project sites and partner institutions selected by the consultant are envisaged to directly observe the results obtained, as well as to conduct on site interviews with project participants and, to the extent possible, with the final beneficiaries. The evaluation visit should include at least 30 social objects and business projects.  *Presentation of the main findings and conclusions*  The presentation of the evaluation in the PowerPoint format should be prepared after the submission of the final report on the evaluation of the outcomes. The presentation should be made for the senior management of UNDP and, as the case may be, other stakeholders so that evaluation recommendations can be used to justify actions aimed at further strengthening of the key aspects of the current and future work of UNDP. The recommendations should be effective and describe how UNDP and its partners can increase their effectiveness. The draft final evaluation should be submitted by the international consultant to the UNDP Country Office. Results must be in English.  **5. Evaluation timeframe**  Evaluation will commence in October 2019 and will last for 40 working days. After signing the contract, the consultant will be provided with the necessary working documents for information. The consultant will begin the evaluation process by agreeing on the Terms of Reference with the relevant UNDP representatives in order to avoid inconsistencies;  The consultant will conduct a detailed evaluation the results of the Program using the methodology agreed with the relevant Program representatives.  The consultant will provide a detailed plan and a schedule for the implementation of work within the framework of the contract signed.  The consultant will review the documents provided by the Program, interview key stakeholders, visit the Program objects, prepare and present preliminary report on the evaluation, provide it to the UNDP Country Office for comments and finalize it after receiving feedback. | | | |
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| **FINAL DELIVERABLES** | | | |
| **PRODUCTS** | | **DEADLINE** | **PAYMENT STRUCTURE** |
| The structure of the report, evaluation methodology, detailed plan and schedule of work agreed with the Program Manager. | | Within 10 days after signing the contract | 30% |
| Preliminary report after the review of the Program documents, interviews with the key stakeholders, visits to the Program objects and documents on lessons learnt. | | Within 25 days after signing the contract | 50% |
| The final report on the evaluation including amendments and comments from all stakeholders. | | Within 40 days after signing the contract | 20% |
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| **REPORTING REQUIREMENTS** | | | |
| The consultant is paid in tranches based on the table "deliverables" and on the submission and approval of the relevant deliverables. The contractor submits reports based on the results achieved in an agreed format and indicates all the actions taken during the implementation of the TOR. The reports are submitted in accordance with the established schedule to the Head of the Sustainable Development Program of the UNDP Country Office. Upon completion of the work, the Contractor submits the final report for approval to the UNDP Country Program Lead Manager for Sustainable Development after which the final payment will be made. The head of the Sustainable Development Program of the UNDP Country Office is responsible person who will approve the reports.   * The report content should be presented in English language, in accordance with the UNDP rules and procedures; * Where necessary, amendments to the above scope and content of works, as well as providing other aspects suggested by the contractors or stakeholders, will be agreed in due course in the process of collecting data and presenting the results by the contractors; * The contractor shall be accountable to the Team Leader of the Sustainable and Inclusive Economic Growth of the UNDP Country Office; * In implementation of this Terms of Reference, if necessary, the contractor shall interact with the expert groups; * The contractor shall implement the Terms of Reference regularly reporting on the results achieved in the working meetings of the Program; * The structure of the report and draft documents shall be determined by the contractor in consultation with the customer; * The Contractor shall fulfill his responsibilities neither as a representative of UNDP or other UN Agencies nor as their staff employee and/ or employees of the UNDP units. Therefore, the Contractor shall not be subject to the UN protection, privilege and immunities; * The rights to names, copyrights, patents and other rights to the materials under the implementation of TOR belong to the UNDP by law; * The Contractor shall be solely responsible for payment of relevant taxes and other income deductions related to the contract performance. The taxes or other remuneration and compensation shall not be repaid to the Contractor; * The Contractor shall be responsible for own contributions to the Social Fund; * The Contractor shall have no right to payment of the annual and /or sick leaves.   **QUALIFICATION REQUIREMENTS**   * Master’s Degree in economics, development research, project management or other related fields; * At least 10 years of experience in research and evaluation of development programs; * At least 5 years of practical experience in the design, monitoring and evaluation of programs, including those in the UN system in the area of development; * At least 5 years of experience and knowledge in the area of economic development; * Evidence having of strong communication, facilitation and management skills; * Experience in applying and implementing programs that take into account gender aspects is an asset; * Excellent English reading and writing skills, knowledge of Russian is an asset; * Knowledge of UNDP orientation on results and development practices.   ***Submissions will be evaluated in consideration to the Evaluation Criteria as stated below:***  The offer will be evaluated by using the best value for money approach (combined scoring method). Technical proposal will make out 70% of the evaluation and the financial proposal 30%.  A two-stage procedure is applied when evaluating the proposals, with the technical evaluation being considered prior to any financial proposal being opened and assessed. Only proposals that achieve above a minimum of 49 points (i.e. at least 70% of the total 70 points) on the technical proposal will have their financial proposals reviewed.  Evaluation of Financial proposal (30 points):  If the technical proposal achieves a minimum of 49 points, the competitiveness of the financial proposal will be considered in the following manner:   * The total amount of points for the fees component is 30. The maximum number of points shall be allotted to the lowest fees proposed that is compared among the applicants which obtain the threshold points in the evaluation of the substantive presentation. All other fees proposals shall receive points in inverse proportion to the lowest fees; e.g.   ₋ [30 Points] x [US$ lowest]/ [US$ other] = points for other proposer’s fees.  **TRAVEL REQUIREMENTS**  Duty Station: Homebased with travels within Osh province and Bishkek.  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 and daily allowance exceeding UNDP rates. Should the IC wish to travel on 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 Consult-ant, prior to travel and will be reimbursed.  The Individual Contractor under the terms of this Contract, includes his/her travel to and from the Duty Station to the following selected municipalities:  **Osh province:**  1 trip lasting not less than 6 days in the pilot village of the program. Total: 6 days. It is necessary to provide travel expenses in the financial proposal. Transportation in the Osh province will be provided by UNDP (see paragraph below "UNDP Contribution").  **Bishkek:**  1 trip lasting not less than 6 days in the pilot village of the program. Total: 6 days. It is necessary to provide travel expenses in the financial proposal.  **Total up to 6 travels (6 overnights in total).**  **SCOPE OF PRICE PROPOSAL**  **Contracts based on lump-sum**  The financial proposal shall specify instalments and payment terms around specific and measurable (qualitative and quantitative) deliverables. Payments are based upon output, i.e. upon delivery of the services specified in the TOR.  Preferred Currency of Offer: United States Dollars (US$)  The financial proposal shall specify a total 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).  **ADDITIONAL REQUIREMENTS FOR RECOMMENDED CONTRACTORS**  **Statement of Medical Fitness for Work**  Individual Consultants/Contractors whose assignments require travel and who are over 62 years of age are required, at their own cost, to undergo a full medical examination including x-rays and obtaining medical clearance from an UN - approved doctor prior to taking up their assignment.  Where there is no UN office nor a UN Medical Doctor present in the location of the Individual Contractor prior to commencing the travel, either for repatriation or duty travel, the Individual Contractor may choose his/her own preferred physician to obtain the required medical clearance.  **Inoculations/Vaccinations**  Individual Consultants/Contractors are required to have vaccinations/inoculations when travelling to certain countries, as designated by the UN Medical Director. The cost of required vaccinations/inoculations, when foreseeable, must be included in the financial proposal. Any unforeseeable vaccination/inoculation cost will be reimbursed by UNDP.  **TRAVEL REQUIREMENTS**  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 and daily allowance exceeding UNDP rates. Should the IC wish to travel on 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.  **SECURITY CLEARANCE**  The Consultant/Contractor will be requested to undertake the online security awareness training course (BSAFE). These requirements apply for all Consultants, attracted individually or through the Employer  **UNDP CONTRIBUTION**  Please note: Individual Consultant isn’t granted access to UNDP/project premises and is working from home (IC security charges not expected);  UNDP will supply relevant documents, contacts and transport for implementation of the TOR;  Security charges are not applicable | | | |