

TERMS OF REFERENCE

Individual Consultancy Services for the Final Evaluation of the project “Support to Tajikistan Mine Action Programme”

| | |
|-----------------------------------|--|
| Country Office: | United Nations Development Programme in Tajikistan |
| Project title: | Support to Tajikistan Mine Action Programme (STMAP) |
| Description of Assignment: | International Evaluation Consultant |
| Type of appointment: | Individual Contract |
| Post level: | International |
| Duration of appointment: | 12 working days (during the period of October-November 2019) |
| Duty station: | Home-based, with 1 mission to Dushanbe, Tajikistan |

I. BACKGROUND

Tajikistan’s landmines and Explosive Remnants of War (ERW) contamination is the legacy of various past conflicts that took place along the Tajik-Afghan Border (TAB), the Tajik-Uzbek Border (TUB) and the Central Region (CR) of the country. To provide a response to the problems caused by the presence of landmines, and in accordance with United Nations strategies and policies, the UNDP has played a central role in the setting up and development of the Tajikistan Mine Action Centre since 2003. Since then, UNDP provides leadership in building the capacities for management, coordination, accreditation, planning, quality and information management as well as monitoring and evaluation of all components namely Land Release, Stockpile Destruction, Mine Risk Education, Victim Assistance and Advocacy of mine action related activities in Tajikistan.

Over the past 15 years, significant progress has been made in the field of land release, mine risk education, victim assistance, and stockpile destruction, advocacy and information management. All project activities are aligned with the National Mine Action Strategies (NMAS) and the Annual Work Plans (AWP) which are linked to the fulfillment of the obligations and the responsibility of the Republic of Tajikistan for the implementation of all respective international commitments provided in the United Nations Convention on the Prohibition of the Use, Stockpiling, Production and Transfer of Anti-Personnel Mines and on their Destruction, as well as other obligations of the Republic of Tajikistan under related international treaties.

In January 2014, as a result of continuous efforts of UNDP and the Government of Tajikistan, the State Entity “Tajikistan National Mine Action Center (TNMAC)” was established. This national institution is responsible for coordination and management of all mine action related activities in the country. Based on recent changes in the mine action structure, the role of UNDP has changed accordingly. Within UNDP’s Support to Tajikistan Mine Action Programme (STMAP), UNDP has worked to build technical capacities of TNMAC, supporting the TNMAC staff in carrying out certain key activities (Monitoring and Quality Control of Land Release activities, ensuring and enhancing the Information Management Capacity, coordinating of Victim Assistance and Mine Risk Education activities). UNDP STMAP has been also involved in resource mobilization for TNMAC, developing project proposals, national mine action standards, strategic documents etc. As an important step prior to proposing an appropriate capacity building approach, UNDP STMAP

has conducted an evaluation of the TNMAC capacity in 2014. This process was conducted by an international expert with particular focus on mine action transition and institutional capacity building. The capacity assessment allowed to identify approaches to transfer knowledge and expertise available from UNDP STMAP into TNMAC.

With limited support staff, UNDP STMAP is still committed to assist Tajikistan National Mine Action Center (TNMAC) through its advisory and consultancy capacity to ensure smooth implementation of the Article 5 Completion Plan of the Ottawa Convention. UNDP aims to successfully finalize the transition process (transfer of assets, knowledge and expertise) by the end of 2019 and focus on supporting TNMAC based on the needs. In order to ensure the sustainability and keep up the efficiency rate of mine action activities in Tajikistan, an International Project Evaluation Specialist is required to advise and support TNMAC and UNDP in terms of defining the roles and responsibilities during and post transition period, conducting capacity assessment, developing the institutional capacity building and phase out plan as well as providing inputs for extension of the Article 5 Completion Plan.

The ‘Support to the Tajikistan Mine Action Programme, Phase III’ (STMAP III) project is articulated around two key components, to support i) strengthening the institutional capacity and ii) strengthening the technical and financial capacity to help the programme to deliver:

- *TNMAC institutional capacity to independently plan, coordinate and monitor mine action related activities is supported and reinforced by UNDP.*
- *TNMAC technical and financial capacity in surveying and releasing mine/ERW-affected areas, in assisting mine/ERW victims and in providing risk education is supported and reinforced by UNDP.*

Land release (surveying and releasing mine/ERW-affected areas)

Support building TNMAC’s technical capacity to plan, prioritize, task and monitor land release activities to survey and clear all known mined/ERW-affected areas by 1 April 2020

Support GoT in regulating land release activities through maintaining National Mine Action Standards and accrediting demining operators

Support land release operators to effectively and efficiently conduct survey and clearance

Victim Assistance (VA)

Support building TNMAC’s and the MoHSPP technical capacity to coordinate VA

Continue the mainstreaming of VA into other UNDP/UN and GoT programmes developed in favour of mine/ERW victims as part of wider support to conflict victims and persons with disabilities

Mine/ERW Risk Education (MRE)

Support building TNMAC’s and other MRE focal points’ technical capacity to coordinate MRE

Support the effective and efficient provision of MRE in all mine/ERW-affected communities

The project’s partnership strategy aims at involving all existing partners – at the national and regional levels – who contribute to the objectives of the project. The Organization of Security and Co-operation in Europe (OSCE) is a major contributor to mine action in Tajikistan and operates directly with TNMAC. The ICRC is a key supporter in the areas of MRE and VA through the

national Red Crescent Society. The project will continue to cooperate with the Geneva International Centre for Humanitarian Demining (GICHD) to reinforce the information management capacity, to improve effectiveness and efficiency of land release activities, to facilitate the transitioning to national ownership process and to strengthen regional and South-South cooperation.

II. PURPOSE

The purpose of the consultancy is to conduct a final evaluation of the project “Support to Tajikistan Mine Action Programme that started on 01/02/2010 and will end on 30/09/2019. The project aimed at strengthening the Government of Tajikistan ownership on the mine action sector and its capacity to regulate, coordinate, plan, and monitor the national mine action programme. The objective of the project was to ensure that Tajikistan will comply with the obligations of the Anti-personnel Mine Ban Convention (APMBC), also known as the Ottawa Convention, and of the Convention on Certain Conventional Weapons (CCW) regarding mine/ERW clearance, risk education and victim assistance. UNDP supported TNMAC in building its capacities in strategic planning, project cycle management, as well as provide technical advice in thematic areas of land release, mine action information management, mine risk education and victim assistance. Throughout its duration the project was funded by the US Department of State (USDOS), Department of Foreign Affairs and International Trade of Canada (DFAIT) and UNDP core resources.

The main objective of the evaluation is to provide an overall independent assessment of the past performance of the project paying particular attention to its results measured against its objectives. The final evaluation also expects to draw lessons that can both improve the sustainability of benefits from this project, and aid in the overall enhancement of UNDP programming. The final evaluation will also assess the extent to which the project was successfully mainstreamed with other UNDP priorities, including poverty alleviation, improved governance, prevention and recovery from natural disasters, and gender.

The specific objectives of the final evaluation are:

- To conduct a comprehensive review of the performance of STMAP;
- To verify and explain the achieved results attributable to the programme;
- To identify factors that have contributed to achieving or not achieving results;
- To assess the sustainability of the intervention;
- To analyse the effectiveness of the existing partnerships established/maintained with the Government, civil society, UN Agencies, donors and other key stakeholders.
- Assesses to what extent the project has addressed gender considerations and promoted gender equality throughout its implementation.
- To identify lessons learned and make recommendations.

In particular, the following indicative evaluation questions should be answered according to the OECD-DAC evaluation criteria:

Relevance:

- To what extent was the project in line with the national development priorities, the country programme’s outputs and outcomes, the UNDP Strategic Plan and the SDGs?

- To what extent does the project contribute to gender equality, the empowerment of women and the human rights-based approach?
- To what extent has the project been appropriately responsive to political, legal, economic, institutional, etc., changes in the country?

Effectiveness:

- To what extent were the project outputs achieved?
- To what extent has the UNDP partnership strategy been appropriate and effective?
- What factors contributed to effectiveness or ineffectiveness?
- In which areas does the project have the greatest achievements? Why and what have been the supporting factors?
- In which areas does the project have the fewest achievements? What have been the constraining factors and why? How can or could they be overcome?
- Were the projects objectives and outputs clear, practical and feasible? W
- To what extent have the project partners been involved in project implementation?
- What has been the contribution of partners and other organizations to the outcome, and how effective have UNDP partnerships been in contributing to achieving the outcome?
- To what extent did the achieved outcomes benefit women and men equally?
- To what extent has the project contributed to gender equality, the empowerment of women and the realization of human rights?

Efficiency:

- To what extent have the UNDP project implementation strategy and execution been efficient and cost-effective?
- To what extent have resources been used efficiently? Have activities supporting the strategy been cost-effective?
- To what extent has there been an economical use of financial and human resources? Have resources (funds, human resources, time, expertise, etc.) been allocated strategically to achieve outcomes?

Sustainability:

- To what extent does the state (Tajikistan National Mine Action Center) own the project results and is able to sustain them? What indications are there that the outcomes will be sustained, e.g., through requisite capacities (systems, finances, structures, staff, etc.)?
- Were there any financial risks that could jeopardize the sustainability of project outputs?
- Were there any social or political risks that could jeopardize sustainability of project outputs?
- To what extent has a sustainability strategy, including capacity development of key national stake-holders, been developed or implemented?
- To what extent have policy and regulatory frameworks been in place that supported the sustainability of the project?
- To what extent did the project have well-designed and well-planned exit strategy?
- What could be done to strengthen exit strategies and sustainability?

Cross-cutting questions:

- To what extent have gender equality and the empowerment of women been addressed in the design, implementation and monitoring of the project?

- Is the gender marker data assigned to this project representative of reality?
- To what extent has the project promoted positive changes in gender equality and the empowerment of women? Were there any unintended effects?
- To what extent have poor, indigenous and physically challenged, women and other disadvantaged and marginalized groups benefited from the work of this project?

Documents to be reviewed

Some of the background documents to be reviewed as part of the Final Project Evaluation are as follows¹

- United Nations Development Assistance Framework (2016 – 2020)
- Country Programme Document (CPD) 2016 – 2020
- National Development Strategy -2030
- UNDP Strategic Plan 2014-2017
- UNDP Strategic Plan 2018-2021
- Tajikistan Extension Request - AP Mine Ban Convention
- Project Document(s)
- Project Progress Reports
- Legislation of the Republic of Tajikistan on Mine Action/Law
- National Strategy on Mine Action 2017-2020
- Other relevant documents and evaluation reports;

III. SCOPE OF WORK

The International Evaluation Consultation is responsible for producing the following outputs:

- 1) **An Inception Report** (10-15 pages) should be produced before the evaluation starts and should clearly articulate the evaluators' understanding of what is being evaluated and why. It should also show how each evaluation question will be answered by way of: proposed methods, proposed sources of data and data collection procedures. The inception report should include a proposed schedule of tasks, evaluation matrix activities and expected deliverables.
- 2) **Draft evaluation report** that should meet UNDP corporate quality standards and provide reasonable number of practical, feasible recommendations supported by robust evidentiary basis and linked to the findings and conclusions around key questions addressed by the evaluation;
- 3) **Final evaluation report** including annexes as appropriate².

In cooperation with the Project team, UNDP Country Office support team, the International Evaluation Consultant will review all relevant sources of information, such as the project document, project progress and annual reports, including reports to donors, project budget revisions, project files, national strategic and legal documents, and any other materials that the evaluator considers useful for this evidence-based assessment.

¹ Final list of references and sources for desk research will be agreed and stipulated in Inception Report.

² Sample of the Evaluation report is available in [Annex 3](#)

The International Evaluation Consultant is expected to follow a participatory and consultative approach ensuring close engagement with the government counterparts, in particular the National Mine Action Center, UNDP Country Office and key project stakeholders:

Donor:

- US Department of State – through skype call meeting at the beginning and the end of the evaluation.

Government:

- Commission on Implementation of International Humanitarian Law (CIIHL)
- Tajikistan National Mine Action Center (TNMAC)
- Ministry of Defence (MoD)
- The Committee of Emergency Situations and Civil Defence under the Government of Tajikistan (COES)
- Ministry of Health and Social Protection of Population of the RT (MHSP)
- Ministry of Education (MoH)

UN agencies:

- UNDP Country Office in Tajikistan
- UNDP programme “Support to Tajikistan Mine Action Programme”
- UNDP Istanbul Regional Hub
- UNICEF

Local and international partners:

- Organization for Security and Cooperation in Europe (OSCE)
- Norwegian People’s Aid (NPA)
- Swiss Foundation for Mine Action (FSD)
- Public Organization “Union of Sappers of Tajikistan”, (UST)
- International Committee of the Red Cross (ICRC)
- Red Crescent Society of Tajikistan (RCST)
- Gender and Mine Action Programme, Switzerland (GMAP)
- Geneva International Centre for Humanitarian Demining (GICHG)

Important note. Evaluations in UNDP will be conducted in accordance with the principles outlined in the UNEG ‘Ethical Guidelines for Evaluation’⁶⁴ and should describe critical issues evaluators must address in the design and implementation of the evaluation, including evaluation ethics and procedures to safeguard the rights and confidentiality of information providers, for example: measures to ensure compliance with legal codes governing areas such as provisions to collect and report data, particularly permissions needed to interview or obtain information about children and young people; provisions to store and maintain security of collected information; and protocols to ensure anonymity and confidentiality.

IV. EVALUATION PHASES AND DELIVERABLES:

The assignment should be comprised of 3 main phases as detailed in the below table. The table also presents overview of key activities to be conducted during each phase and lists deliverables

expected from the consultancy services. The final schedule will be agreed upon in the beginning of consultancy assignment and reflected in the inception report.

| Phase of the evaluation | Key activities | Deliverables | Approximate due dates ³ |
|-------------------------|---|--|---------------------------------------|
| Inception phase | <ul style="list-style-type: none"> Initial review of documentation/data collection and identification of methods of analysis/evaluation approach Background analysis In-depth desk review of the documents | Proposed schedule of tasks, timing, activities, deliverables and methodology (field visit plan) | 15 October 2019 |
| In Country phase | <ul style="list-style-type: none"> Initial meetings at country level with main stakeholders and country office Data collection and analysis | As deemed necessary by the consultant | As deemed necessary by the consultant |
| Synthesis phase | <ul style="list-style-type: none"> Final analysis and assessment of findings Formulation of the overall assessment, findings, recommendations and lessons learnt | Final evaluation report meeting quality standards and containing reasonable number of practical, feasible recommendations supported by robust evidentiary basis and linked to the findings and conclusions around key questions addressed by the evaluation – including all annexes - accepted by UNDP. | 30 November 2019 |

V. MINIMUM QUALIFICATIONS

Education:

- Advanced university degree (Master’s Degree or equivalent) in Social Sciences, Humanitarian Mine Action, International Relations, Development Studies or other relevant discipline.

Experience:

- At least 10 years of proven professional experience in the field of Humanitarian Mine Action Programmes and with specific focus on Land Release and Capacity Development;
- At least 5 years of proven expertise and in-depth knowledge on programming development, assessment, monitoring and evaluation of the issues of mine action, particularly land release;
- Experience and expertise in project design, management, and monitoring and evaluation;
- Proven experience in evaluating programmes/projects; Experience in evaluating programmes/projects in public administration related fields is a strong advantage;
- Knowledge of UNDP procedures and programme implementation strategies will be desirable;

³ Depends on the contract start date. May be adjusted accordingly

- Good report writing skills, advanced computer literacy and the ability to effectively communicate and work with high-level government officials;
- Ability to make recommendations focused on results and impact, with a strong understanding of value for money concepts;
- Past experience in working with the UNDP and/or other UN Agencies in CIS, preferably Central Asia region.
- Excellent knowledge of English with proven writing skills; knowledge of the Russian language would be an asset.

Languages:

- Fluency in English is required; Working knowledge of Russian will be considered as an asset.

VI. KEY COMPETENCIES

Functional Competencies:

- Professionalism;
- Communication;
- Teamwork;
- Accountability.

Corporate Competencies:

- Demonstrates integrity by modelling the UN’s values and ethical standards;
- Promotes the vision, mission, and strategic goals of UNDP;
- Displays cultural, gender, religion, race, nationality and age sensitivity and adaptability;
- Treats all people fairly without favouritism;
- Fulfils all obligations to gender sensitivity and zero tolerance for sexual harassment.

VII. PAYMENT

Payments are based upon output, i.e. upon delivery of the services specified in the TOR that contributed to the overall project deliverables as stated above under “Expected Deliverables.

An International Consultant shall receive payment in three installments from UNDP as follows:

| % | Milestone |
|------|--|
| 100% | Upon conduction of in-country mission (field visit) and following submission and approval by UNDP of the Final Evaluation report |