Term of Reference (ToR)
Final Project Evaluation -
Iraqi Crisis Response and Resilience Programme (ICRRP)

Job Title	Final Project Evaluation for Iraq Crisis Response and Resilience Programme
Reports to	Programme Management Specialist / Programme Support Unit
Type of Contract	Professional Services Agreement
Expected Duration	108 man-months[1] in total between 12 May and 31 July 2019

A. Background and context:

In response to the 2014 conflict and crisis which broke out in Iraq because of the rise of the Islamic State of Iraq and the Levant (ISIL), in October/November 2014, UNDP formulated the Iraq Crisis Response and Resilience Programme (ICRRP) initially for a period of 2 years. UNDP urgently began implementation of ICRRP realigning programmatic, human and financial resources which existed within UNDP Iraq at the time, complemented with SURGE support due to the ongoing conflict in Iraq and at the time in the region, and the risk of escalation of these and new conflicts.

In today's post ISIL context, displaced persons are being encouraged to return to areas that have been liberated from ISIL. The consolidation and closure of displacement camps will assist in that process, however there are vulnerable people who do not have the resources to facilitate their own returns or have the confidence to return to their towns where their livelihoods and property may have been destroyed. At the same time, displacement and return of displaced populations have highly complex impacts on the socio-economic fabric of host communities. Competition for access to essential services may lead to social tensions as well as the lack of livelihood opportunities. In addition to security concerns, access to services and livelihoods are some of the most significant factors preventing sustainable returns and even leading to secondary displacement.

There continues to be the need to restore basic services, restore livelihoods and facilitate community engagement in their own recovery process, as well as, link government policies and programmes to the recovery and reconstruction efforts, and to do so in a gender sensitive way, taking into accounts the explicit needs of different sections of the population and ensuring that the do no harm commitment is fulfilled. In an ever more resource constrained environment there is also a need for a concerted effort to avoid duplication of efforts between agencies, harness existing data and information and create more synergy between sectoral responses, through integration and creating multipliers.

Since its formulated in 2014, and under umbrella of the UNDP Stabilization Pillar, and in close coordination with the Funding Facility for Stabilization (FFS), ICRRP has served as the platform through which to provide emergency, early recovery and resilience support. Implementation was initiated focusing on geographical locations which were not at the time sufficiently supported by humanitarian clusters or agencies, amidst

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[1] Maximum 36 working days * 3 Key Staff Positions.

facing the larger volume of both internally displaced persons and Syrian refugees and as such concentrated on the Kurdistan Region of Iraq (KRI). Steadily however, from end 2016/early 2017 ICRRP began to support communities within the areas formerly under the control of ISIL, and that received stabilization support from FFS to ensure that FFS programming inputs can be leveraged for greater support to public institutions and community engagement in the recovery process.

ICRRP's activities are implemented in close collaboration with local counterparts, as a critical basis for ownership. UNDP has thereby strongly complemented the primarily life-saving and shorter-term activities carried out by other partners through this multi-sectoral, integrated project strategy.

The overall goal of this Project is to support the Government of Iraq's efforts to prevent and respond to crises, and play a catalytic role in developing resilience against shocks stemming from renewed violence, natural disasters and/or instability. In addition, the programme continues to focus on supporting internally displaced persons, returnees, Syrian refugees and host communities, with a special emphasis upon women and youth; and identify the support requirements for particularly vulnerable groups (i.e. those vulnerable to sexual and gender-based violence).

To this end, ICRRP works on five thematic areas: 1) government coordination, 2) basic services, 3) livelihood recovery, 4) protection and 5) social cohesion, to support the internally displaced persons, returnees, Syrian refugees and host communities.

Overall, ICRRP contributes to:

Project Outcome/ UNDP Country Programme Document (CPD) 2016-2020	Outcome 3- Conditions improved for the safe return of internally displaced persons in newly liberated areas
National Priority or Goal: Framework of Government Programme (2014-2018)	Priority 1: Working to achieve Iraq's security, stability and protection of its facilities; and Priority 2. Upgrade living standard and services provision for citizens
Sustainable Development Goals (SDGs)	Goal 5: Gender Equality and empower all women and girls Goal 16: Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels.

The details of ICRRP programme and the expected outputs are presented below:

Intended output (s)	Output (s) target
Output 1- Crisis response, recovery, preparedness and prevention structures strengthened	a) Improved national and regional management of sustainable returns, recovery and IDPs; b) Advanced early warning and response services available to at-risk women and men in high-risk and affected communities; c) Strengthened legislative, institutional and risk-information systems for crisis prevention and resilience building d) Increased participation of civil society including women, youth and professionals in crisis recovery, response and prevention processes.
Output 2: Basic service delivery improved in target locations	a) The communities have basic service restored/rehabilitated;

through rehabilitation of community -based infrastructure	b) Type of basic socio-economic service infrastructure projects rehabilitated/reconstructed; c) People benefitting from rehabilitated/reconstructed basic socio-economic service infrastructure.
Output 3: Internally displaced people, returnees, vulnerable host communities and Syrian refugees benefit from improved livelihood opportunities	a) Immediate livelihoods stabilization through emergency employment for internally displaced people who face protracted or new displacement; b) Sustainable livelihoods opportunities created for internally displaced, host communities, returnees and Syrian refugees; c) Capacity of public/private stakeholders developed to support livelihood recovery in the target locations.
Output 4: Protection mechanism strengthened for vulnerable communities specifically women and youth	a) Expanded legal and psychosocial support services to the affected communities; b) Awareness raising training on sexual and gender-based violence (SBGV).
Output 5. Strengthened Social Cohesion through dialogue and capacity development of local and national stakeholders.	a) Increased stakeholder knowledge on conflict sensitivity, and strengthened capacities to conduct conflict development analysis studies, engage in monitoring community tensions; b) Enhanced national capacities to promote peace education; c) Social cohesion improved among/within target communities through implementation of community-based initiatives.

The Project has been implemented both at national level, and also downstream in the Kurdistan Region of Iraq (Erbil, Dohuk, Sulaymaniyah, and Halabja Governorates, Raparin and Garmiyan Administrations), and in the Ninewa Governorate, Diyala Governorate, Salah- al Din Governorate, and Basra Governorate.

B. **Purpose, scope and objectives of the Assignment:**
UNDP proposes to conduct a Project evaluation as part of its commitment to improved results-based management. Project evaluation results are used to improve decision-making and evaluate performance, and to improve project and programme design and implementation. This Project evaluation will focus solely on the project titled "**Iraqi Crisis Response and Resilience Programme.**" This Project is implemented from **17 November 2014** till **31 December 2019**. The **evaluation will focus on the period November 2014- 31 December 2018**.

The specific objective of the Project evaluation is to:
1) Assess the relevance of the project's proposed results;
2) Assess the efficiency of project implementation;
3) Assess the effectiveness of the project and its components in reaching its stated objectives;
4) Assess the appropriateness of the project design and management arrangements for achieving its stated objectives;
5) Assess the sustainability of the project results;
6) Take stock of the overall project progress and its components as of end 2018, achieved against the project's expected results, and accordingly the contribution towards Outcome 3 of the UNDP Country Programme Document;
7) Outline lessons learned and good practices that can be used in future identification, design, implementation and monitoring of ICRRP interventions;

8) Provide constructive and practical recommendations on factors that will contribute to project sustainability, and to inform any course corrections (if required/where relevant).

C. Scope of Service

The evaluation will generate evidence of progress and challenges, helping to ensure accountability for the implementation the project, as well as identifying and sharing knowledge and good practices through the following standard Organization for Economic Cooperation and Development (OECD) Development Assistance Committee (DAC) evaluation criteria[2]:

1. **Relevance**: the extent to which the project strategy, proposed activities and expected outcomes and outputs are justified and remain relevant to beneficiaries' assessed needs, country's policies and donor's priorities. More specifically, the relevance of the project should be assessed through the following guiding questions:
   - *To what extent does the intervention fulfil the needs of the communities, including vulnerable groups (children, women, elderly and disabled people) and other stakeholders?*
   - *Are the project strategy, goal, outcomes and activities relevant to address the issue?*
   - *Is the intervention in line with the policies and priorities of Iraq?*
   - *Is the intervention in line with donor priorities?*
   - *To what extent the project has the support of the government both at national and local levels?*

2. **Efficiency**: the extent to which the project resources (funds, expertise, time, etc.) are optimally used and converted into intended outputs. More specifically, the efficiency of the project should be assessed through the following guiding questions:
   - *How is the functioning of the project management, technical support, administrative and financial management procedures?*
   - *Has the project been able to address any challenges arising in the implementation of the project?*
   - *What is the visibility strategy adopted by the project? Has it been effective in terms of promoting the project and its achievements?*
   - *How is the project keeping track of project progress on expected outputs and outcomes?*
   - *Does the monitoring and evaluation system put in place allow for continuous collection and analysis of quality and segregated data on expected outputs and outcomes?*
   - *The extent to which findings of data analysis or project best practices are used for drawing lessons learned, and adjusting implementation?*
   - *Does the project offer value for money?*
   - *Is the project actively seeking partnership with relevant actors in view of strengthening project implementation and/or ensuring project sustainability?*

3. **Effectiveness:** the extent to which the project's expected outputs and outcomes are being achieved or are expected to be achieved. Factors contributing to or detracting from the achievement of the project desired results and objectives should also be included in the assessment. More specifically, the effectiveness of the project should be assessed through the following guiding questions:
   - *To what extent are the project outputs and outcomes fully or partly achieved?*
   - *What are the main factors influencing the achievement of project outputs and outcomes?*
   - *To what extent did the project's activities lead to improved coordination, cooperation, and capacity in the central government (Baghdad) and Kurdistan Regional government?*
   - *To what extent did the project's activities mitigate and address protection concerns of vulnerable populations (IDPs, Refugees, Host Communities) in the targeted areas?*

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[2] http://www.oecd.org/dac/evaluation/daccriteriaforevaluatingdevelopmentassistance.htm

- *Were project activities implemented as planned and on schedule?*
- *What is the quality of the project outputs and/or the project activities*

4. **Impact:** analyzing the positive and negative changes produced by the Project, directly or indirectly, intended or unintended. This involves the main impacts and effects resulting from the activity on the local social, economic, environmental and other development indicators. The examination should be concerned with both intended and unintended results and must also include the positive and negative impact of external factors, such as changes in terms of social and economic conditions.

   - *What has happened as a result of the project?*
   - *What real difference has the activities made to the beneficiaries?*
   - *How many people have been affected?*

5. **Sustainability:** analyzing benefits of an activity is likely to continue after donor funding has been withdrawn. Projects need to be environmentally as well as financially sustainable.
   - *Were suitable strategies for sustainability developed and implemented?*
   - *To what extent are the project results likely to be sustained in the long-term?*
   - *To what extent did the benefits of a project continue after donor funding ceased?*
   - *What were the major factors which influenced the achievement or non-achievement of sustainability of the project?*

D. Methodology:

The Consultancy Firm will propose an evaluation methodology and agree on a detailed plan for the assignment as part of the application process. The methodology will be further updated after the selection process is completed, and the Inception Report is developed. However, in general, the Evaluation Team should adopt an integrated approach involving a combination of data collection and analysis tools to capture both the quantitative and the unquantifiable impacts of ICRRP and generate evidence to substantiate all findings.

The methodology should be robust enough to ensure high quality, triangulation of data sources, and verifiability of information. It is expected that the evaluation methodology can include, but would not be limited to the following elements:

1) **Desk review** of project documents, reports and other relevant documents;
2) **In-depth interviews** with key informants such as government officials, and members of local, national, coordination bodies; and questionnaires
3) **Focus group discussions** with the targeted beneficiaries, and Project/UNDP staff;
4) **Interviews** with the project team, and UNDP's Senior Management.
5) **Consultations** with donors/ international partners and national non-governmental organizations that were directly engaged in project implementation.
6) Survey with sample and sampling frame—if a sample is used. This could include the sample size and characteristics; the sample selection criteria; the process for selecting the sample (e.g., random, purposive); if applicable, how comparison and treatment groups were assigned; and the extent to which the sample is representative of the entire target population, including discussion of the limitations of the sample for generalizing results.

Assistance will be provided by UNDP in the identification of key stakeholders, and in organizing the schedule of interviews, focus groups, and site visits.

E. Key Deliverables:

The **Consultancy Firm** will produce the following:

1) **Inception Report** detailing the evaluation methodology and includes evaluation matrix with methodology, data collection tools, and data sources for evaluation; within 11 days of starting the assignment
2) **Draft Evaluation Report** to be submitted to UNDP and **presentation** to the UNDP Team on the draft report outlining the key following aspects: (i) overall findings of the ICRRP Programme; (ii) overall findings and in-depth analysis of each component/outputs; within 32 days of starting the assignment
3) **Final Evaluation Report** (using UNDP Evaluation Report Template/UNDP Outline of the evaluation report format) should be submitted to UNDP no later than **two weeks** after receiving feedback. All evaluation tools and summary should be annexed to the evaluation report and all stakeholders should be de-briefed on the findings and recommendations: within 36 days of starting the assignment

It should be noted that the above list of deliverables, together with the implementation time-frame (Section H) might be subject to review and revision by UNDP in discussion with the consultant in the event of unexpected changes to the context/ working environment in Iraq during the consultancy period.

F. Evaluation ethics:

Evaluations in the UN are conducted in accordance with the principles outlined in the UNEG 'Ethical Guidelines for Evaluation'[3]. **The Consultancy Firm** are required to read the guidelines and ensure a strict adherence to it, including establishing protocols to safeguard confidentiality of information obtained during the evaluation. The Evaluator upon signing the contract will also sign this guideline which may be made available as an attachment to the evaluation report.

G. Management and Implementation arrangements:

The Project Evaluation is commissioned by UNDP's Iraq Crisis Response and Resilience Programme. The main UNDP Focal Point will be the Programme Management Specialist (PMS). Together the ICRRP Project team and the PMS will serve as the focal points for providing both substantive and logistical support to the evaluation team. Assistance will be provided by the Programme Management Specialist, the ICRRP Project Team with the ICRRP M&E Specialist to make any refinements to the Work Plan of the selected Consultant Firm (i.e. key interview partners; organize meetings; and conduct field visits (if necessary and if the security situation permits].

This TOR shall be the basis upon which compliance with assignment requirements and overall quality of services provided by the consultants will be assessed by UNDP.

As part of the assignment:
- UNDP will provide office space with access to the internet and printer when in-country in Erbil, Iraq.
- UNDP will provide the following list of additional documents to the selected Consultation Firm
  - Donor Reports
  - Relevant Financial Information
  - Contact Details of Stakeholders and Responsible Parties
  - Project Beneficiary Details
  - Risk Analyses and Lessons Learned Logs
  - Other relevant documents
- The **Evaluation Team of Consultancy Firm** is expected to
  - Have/bring their laptops, and other relevant software/equipment.

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[3] UNEG, 'Ethical Guidelines for Evaluation', June 2008. Available at http://www.unevaluation.org/document/download/547

- use their own mobile and personal email address during the consultancy period, including when in-country.
- make their own travel arrangements to fly in-country and transportation arrangements outside work hours, in keeping with UN security rules and regulations.
- make necessary arrangements for translations during interviews/focus group discussions/consultations. Therefore, the team is encouraged to have at least 1 Arabic language speaker.

H. Locations and Time-frame for the evaluation process:

The final detailed evaluation workplan will be agreed upon between the UNDP and the selected **Consultancy Firm**. The Project evaluation will take place between 15 May and 31 July 2019. including a combination of home-based work, and in-country work which includes travel to selected project implementation areas (security situations permitting).

When in-country, the **Consultancy Firm** will be based in Erbil (in the Kurdistan Region of Iraq-KRI), and based on the sample selection, and subject to the security situation, may include visits to project implementation locations.

The Consultancy Firm is expected to commence the assignment on **15 May 2019**. The assignment and final deliverable is expected to be completed, no later than **31 July 2019,** with the detail as described in the below table[4]:

Activity	Indicative Timeframe (working days)	Indicative Location
Briefings with UNDP Team (pre and post desk review to address any concerns/obtain clarifications)	2 days	Home-based/remote
Review of the relevant project documentations and conduct desk review; prepare evaluation design, methodology and updated workplan including the list stakeholders to be interviewed.	7 days	Home-based/remote
Submission of the inception report, and presentation of the inception report	4 days	Home-based/remote
Review of inception report by UNDP	3 days	
Consultation and field visits, in-depth interviews and focus group discussion, and start preparing the draft report.	10 days[5]	In-country
Finalize draft evaluation report, and a presentation of the draft of evaluation report to UNDP and/or debriefing with UNDP.	8 days	Home-based/remote
Review of draft evaluation report by UNDP, and submission of UNDP's comments/feedback to Evaluator.	5 days	Home-based/remote
Revision of evaluation report based on UNDP's comments/feedback.	5 days	Home-based/remote

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[4] The period of Eid should be factored when planning the in-country field work.
[5] This would entail a maximum of 12 nights in country, taking into account day of arrival and departure.

Submission of final evaluation report to UNDP.	Within 36 days of start of assignment	Home-based/remote

I. Indicative Schedule of Payments and Payment Modalities

Payments will be made upon acceptance and approval by UNDP of the planned deliverables, based on the following tentative payment schedule:

Terms of Payment	Percentage (%)
(i) Upon the satisfactory completion and acceptance of Inception Report and Presentation As part of the final Inception report it must include: • Updates to evaluation methodology and work plan • Final Evaluation report template • Questionnaires for Focus Group Discussions (FGDs) and Key Informant Interviews (KIIs) • List of interviewees and desk review documents	25%
(ii) Upon a) the satisfactory completion of the field work in keeping with the agreed work plan, b) submission and acceptance of the first draft report, and c) completion of the presentation on the draft report	50%
c) Upon the submission and acceptance of the final evaluation report duly approved by UNDP's Programme Management Specialist / Programme Support Unit.	25%

J. Profile/Qualifications

UNDP seeks to recruit Consultancy Firm, with an Evaluation Team of a maximum of 3 key staff. The Team will be led by a Team Leader who is a credible Evaluation Specialist with technical competence adequate to lead the work. The Consultancy Firm is strongly encouraged to have at least one female member in the Evaluation Team and qualified Iraqi nationals to be engaged as well, where possible.

(1) The selected Consultancy Firm will have:
   (i) Proven (**minimum 3 years**) technical expertise and experience in conducting project/programme evaluations in the semi-emergency/ post-conflict context.
   (ii) Proven (**minimum 3 years**) technical expertise and experience in undertaking both qualitative and quantitative research, qualitative and quantitative data collection in hard-to-reach areas, including high-risk and insecure settings context.
   (iii) Overall organizational capability which has a direct impact upon implementation of the Project Evaluation (includes Management structure, Management arrangement including quality assurance processes for the scope of work in the ToR, Operational Capacity to arrange logistics, and financial management capacities)
   (iv) Previous experience working in post-conflict contexts, including Iraq and/or similar contexts.
   (v) Previous work with UN Agencies and/or international organizations (List of projects, locations, value of each project, number of beneficiaries served)

Note: UNDP strongly encourages associations/partnerships with local Consulting Firms to ensure on the ground operational capacities, to undertake the scope of work within the given time-frame.

(2) The proposed key staff positions will include

2.1 Team Leader (Evaluation Specialist):

Education and Experience
- **Minimum Master's degree** in sociology, rural development, economics, development studies, peace and conflict studies or relevant field that relevant to assignments;
- **At least 7** years of professional expertise working with International Organizations in stabilization, recovery, development or social transformation projects in post-conflict environments, and sustainable development;
- **At least 7 years of experience** and substantive knowledge on **project design, results-based management (RBM) and participatory monitoring and evaluation methodologies and approaches** is essential
- **Proven experience** in data collection, instrument development and data analysis both qualitative and quantitative is essential.
- **Proven experience** in conducting evaluation for large, and complex projects would be an added advantage;
- **Experience working in, and knowledge of the Arab region,** including Iraq would be an advantage.
- **Experience in working with the UN or other international organizations** would be an asset.
- **Excellent** analytical and problem-solving skills and proven ability to draft recommendations stemming from key findings is essential.
- **Excellent** report writing skills is essential.
- **Experience** using ICT equipment and office software packages.

Language
- **Proficiency in English-language** writing and presentation is required; knowledge of Arabic and/or Kurdish would be an added advantage;

Required Competencies
- Demonstrates commitment to the UN values and ethical standards
- Displays cultural, gender, religion, race, nationality, and age sensitivity and adaptability
- Treats all people fairly and with impartiality.
- Good communication, presentation and report writing skills including proven ability to write concise, readable and analytical reports and high quality academic publications in English;
- Ability to work under pressure and to meet deadlines.
- Flexible and responsive to changes and demands;
- Experience managing a small research team;
- Strong interpersonal skills and ability to work with people from different backgrounds to deliver quality products within a short timeframe;
- Client-oriented and open to feedback.

2.2 Technical Specialists (maximum 2)
The Team can include a maximum of two Technical Specialists in support capacities ensuring the team covers the following minimum requirements.

Profile – Education and Experience
- Minimum Master's degree in sociology, rural development, economics, development studies, peace and conflict studies or relevant field that relevant to assignments

- At **least 5 years** of experience working on issues related to crisis response, displacement, recovery, resettlement, development or social transformation projects in post-conflict environments; special emphasis on livelihood and social cohesion programming would be an added advantage.
- Proven expertise in gender equality and women's empowerment programming
- Proven knowledge on results-based management. Previous evaluation experience would be an added advantage
- Proven knowledge of the social-economic dynamics in Iraq and/or the setting in which the project activities have been implemented

Language
- Proficiency in English-language writing and presentation; and knowledge of Arabic required. Knowledge of Kurdish would be an added advantage.

Required Competencies
- Demonstrates commitment to the UN values and ethical standards
- Displays cultural, gender, religion, race, nationality, and age sensitivity and adaptability
- Treats all people fairly and with impartiality.
- Good communication, presentation and report writing skills including proven ability to write concise, readable and analytical reports and high quality academic publications in English;
- Ability to work under pressure and to meet deadlines.
- Flexible and responsive to changes and demands;
- Experience managing a small research team;
- Strong interpersonal skills and ability to work with people from different backgrounds to deliver quality products within a short timeframe;
- Client-oriented and open to feedback.

Sample description of task distribution:
The selected Consulting Firm will be accountable for ensuring the quality and timely submission of all deliverables under the Terms of Reference. The Consulting Firm will also lead overall communications relating to the Contract with UNDP.

The following is an indicative distribution of tasks among the Evaluation Team.

Evaluation Team Leader	Team members (Technical Specialists)
Lead the entire evaluation process, including communicating all required information with the Evaluation Manager	-Assists the Evaluation Team Leader in undertaking the collation and desk review of project documents -Provide technical thematic inputs to the overall evaluation
Finalize the research design and questions based on the feedback and complete inception report	-Support to develop research design and questions. -Based on the approved inception report, assists in the coordination of data-gathering activities, including focused group discussions and KIIs with relevant respondents, and maintains data
Leads the coordination and conduct of data gathering and analysis: Key Information Interviews (KIIs), focus group discussions etc.	Assist in data gathering and data analysis: Field interviews and focus group discussions;

Data analysis, draft and final report preparation, consolidation and submission, and presenting the findings	Data analysis and drafting of report, and support/co-present the findings

K. Submission process and basis for selection

(1) Method of Evaluating Submissions and Selection Criteria

The Evaluation Team selected must be independent and objective; therefore, the Consultants forming part of the Evaluation Team should not have participated in the project design, implementation, and decision-making of the UNDP interventions contributing to this outcome.

Selection will be evaluated based on the following methodology:

Summary of Technical Proposal Evaluation Forms		Points Obtainable
1.	Company's qualification, capacity and experience	300
2.	Proposed Methodology, Approach and Work Plan	250
3.	Team qualifications and composition	450
	Total	1000

Section 1: Bidder's qualification, capacity and experience (300 points)		Points Obtainable
1.1	Overall organizational capability which has a direct impact upon implementation of the Project Evaluation (includes Management structure and Management Arrangement, Capacity, and Reporting lines) - Structure of arrangement in Organizational Structure - 25 Points - Operational capacity in handling similar/complex projects, including ability to conduct field-based activities such as FGDs - 20 points - The Organization's financial management capacities, including Audit Reports for the past 2 years - 15 points - The Organization's quality assurance processes and standards – 20 points	80
1.2	Proven (**minimum 3 years**) technical expertise and experience in conducting project/programme evaluation in the semi-emergency, post-conflict context, including for large scale projects. - Below 3 years: 0 points - 3-5 years: 30 points - 6-8 years: 45 points - 8-10 years: 60 points - 10 or more: 75 points	75

1.3	Proven (**minimum 3 years**) technical expertise and experience in undertaking both qualitative and quantitative research including data collection in hard-to-reach areas, including high-risk and insecure settings context. - Below 3 years: 0 points - 3-5 years: 20 points - 6-8 years: 40 points - 8 years or more: 60 points	60
1.4	Experience working in Iraq, current operational presence in Iraq and capacity to network extensively with the Iraqi government and local stakeholders.	25
1.5	Previous work undertaken with UN Agencies and/or international organizations (List of projects, locations, value of each project, number of beneficiaries served) (Each previous experience 10 points)	60
		300

Section 2: Proposed Methodology, Approach and Workplan (250 points)		Points Obtainable
2.1	Clarity and relevance of the proposed methodology, to the local context and to achieve the Deliverables of the TOR	70
2.2	Realistic and complete work plan which reflects clear and comprehensive understanding of the scope of work in the TOR.	50
2.3	Clarity about how gender considerations will be factored into the evaluation	30
2.4	Clarity on a) the division of roles and responsibilities/divison of labour among Evaluation Team members. Includes description of how the work of the team will come together as part of the overall assignment b) the quality assurance process that will be in place for this assignment	50
2.5	Proven excellent analytical, report writing, and presentation skills (supported by sample of reports)	50
Total		250

Section 3: Team qualifications and composition (450 points)		Points Obtainable
	Team Leader – Evaluation Specialist (250 points)	
3.1	a) **Minimum Master's degree** in development in sociology, rural development, economics, development studies, peace and conflict studies or relevant field that relevant to assignments;	30
	b) **At least 7** years of professional expertise working with International Organizations in stabilization, recovery, development or social transformation projects in post-conflict environments;	50
	c) **At least 7 years of experience** and substantive knowledge on project design, **results-based management (RBM), participatory evaluation methodologies and approaches**	50

	including the development of data collection instruments/tools and undertaking analysis;	
	d) **Proven experience** in conducting evaluation for large, and complex projects would be an added advantage;	50
	e) Proven experience managing and working with a diverse team, to achieve results in a timely manner;	40
	f) **Proficiency in English-language** writing and presentation is required; knowledge of Arabic and/or Kurdish would be an added advantage;	30
3.2	**Team members: Technical Specialists – minimum one person, maximum two persons (200 points; the points will be divided evenly between the 2 persons)**	
	a) Minimum Master's degree in sociology, rural development, economics, development studies, peace and conflict studies, sustainable development or relevant field that relevant to assignments;	30
	b) At **least 5 years** of hands-on experience working on issues related to crisis response, displacement, recovery, resettlement, development or social transformation projects in post-conflict environments; special emphasis on livelihood and social cohesion programming would be an added advantage; - Below 5 years: 0 - 5-8 years: 20 - 8-10 years: 40 - More than 10 years: 60	60
	c) Proven expertise in gender equality and women's empowerment programming	20
	d) Proven knowledge on results-based management; Previous evaluation experience would be an added advantage	30
	e) Proven knowledge of the social-economic dynamics in Iraq and/or the setting in which the project activities have been implemented;	30
	f) Proficiency in English-language writing and presentation is required; knowledge of Arabic and/or Kurdish would be an added advantage;	30
Total		**450**

(2) Documents to be included when submitting the proposals:
Interested individual consultants must submit the following documents/information to demonstrate their qualifications and interest.

A. Technical Proposal (which will include the following):
- A **letter** explaining why the applicant organization considers itself the most suitable candidate for the work.
- **Organization Profile** including Management arrangements, Operational and Finance Management capacities, and past experience in similar projects and *at least 3 references*.
- **CVs or P11s for the proposed Team Lead and members**
- **Sample evaluation reports** of previous work in English, completed by the Organization, and samples of work of the Team Leader (Evaluation Specialist)
- **Sample evaluation reports** of previous work in Arabic, where relevant.

- **Methodology and Work Plan.** A brief **Methodology** on how the candidate will approach and conduct the work. This must also include the approaches and tools that will be used for data gathering and analysis, timeline and where relevant distribution of responsibilities for implementation.
- **Audit Reports** for past 2 years.
- List of similar work executed during the last five years;

B. Financial proposal:

The financial proposal will specify a total lump sum amount 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.

Financial Proposal Form, providing a breakdown of this lump sum amount (including travel, per diems) is to be provided by the offeror – *as per Template in Annex 9*

C. Travel and accommodation:

All envisaged travel costs must be included in the financial proposal. This includes all travel within country or outside duty station/ repatriation travel. In general, UNDP does not accept travel costs exceeding those of an economy class ticket.

In the case of unforeseeable travel, payment of travel costs including tickets, lodging and terminal expenses should be agreed upon in writing, between UNDP and selected Firms prior to travel and will be reimbursed.

L. Annexes[6]

This section presents additional requirement to facilitate the Proposal preparation by the Consultant Firms

1) Annex 1: Intervention Results Framework and Theory of Change. The Original Project Document is attached. The revised Project Document will be available end January 2019 upon request.

ICRRP Original
ProDoc-Signed.pdf

ICRRP
ToC_Revised.pdf

2) Annex 2a: List of project implementation locations, per ICRRP Component.

ICRRP project
locations.xlsx

Annex 2b: List of project partners and stakeholders

Annex_ICRRP_List
of Stakeholders for

3) Annex 3: Project Annual Reports
2016- http://www.iq.undp.org/content/iraq/en/home/library/crisis_prevention_and_recovery/iraq-crisis-response-and-resilience-programme-annual-report-2016.html
2017- http://www.iq.undp.org/content/iraq/en/home/library/crisis_prevention_and_recovery/iraq-crisis-response-and-resilience-programme-annual-report-2017.html
2018 - Will be available from mid-March 2019, on the UNDP website

4) Annex 4: Documents to be consulted
   a) UNDP Handbook on Monitoring and Evaluation for development results: http://web.undp.org/evaluation/handbook/documents/english/pme-handbook.pdf
   b) UN Ethical Guidelines for Evaluation: http://www.unevaluation.org/document/download/547
   c) National Development Strategies
   d) UNDP Country Programme Document (CPD) 2016 – 2020

UNDP IQ- CPD
(2016-2020).pdf

5) Annex 5: Evaluation matrix (Sample Evaluation Matrix) – to be included in the inception report.

Table A. Sample of evaluation matrix

Relevant evaluation criteria	Key questions	Specific sub-questions	Data sources	Data collection methods/tools	Indicators/success standard	Method for Data Analysis

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[6] Annex is part of the project documents; Annex **2, 3** will be given when the contracts have been signed. **Annex 5** will be provided with the contract for signature

Adobe Acrobat
Document

6) Annex 6: Code of conduct forms.
   The consultant will be requested to read carefully, understand and sign the "UN Code of Conduct."

   Adobe Acrobat
   Document

7) Annex 7: Suggested Minimum Content of Inception Report

   Annex_UNDP_Templ
   ate Inception Repor

8) Annex 8: Suggested Minimum Content of Evaluation Report

   Adobe Acrobat
   Document

9) Annex 9: Financial Proposal Template

This TOR is approved by:

Signature   :

Name and title   :

Date of Signing   :