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| **Individual Consultant – Evaluation and Lessons Learned of the UNDP Bahrain Country Programme Document (CPD)** | |
| **Location :** | Manama, Kingdom of Bahrain |
| **Application Deadline :** | 23 January, 2016 |
| **Type of Contract :** | Individual Contract |
| **Languages Required :** | English; Arabic will be an asset |
| **Duration of Initial Contract :** | January - April 2016 |
| **Expected Duration of Assignment :** | 20 days (suggested 10 days in one  missions to Manama, Bahrain) |
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| **Background** |
| The UN Country Team (UNCT) in Bahrain comprises of eight organizations. Six agencies are based permanently in Bahrain, namely, the International Civil Aviation Organization (ICAO), the United Nations Development Programme (UNDP), the United Nations Environment Programme (UNEP), the United Nations Information Centre (UNIC), the United Nations Industrial Development Organization (UNIDO), and the World Meteorological Organization (WMO); and two agencies participate in the Country Team from Riyadh, namely, the United Nations Educational, Scientific and Cultural Organization (UNESCO), the United Nations Information Centre (UNIC), the United Nations Children’s Fund (UNICEF). The UN Country Team (UNCT) has been discussing with the Government of Bahrain the development of a UN Strategic Framework to coordinate their efforts in the country. The Kingdom of Bahrain is a Net Contributor Country (NCC) and as such a non-UNDAF country.  The current UNDP Bahrain Country Programme Document (CPD 2012-2016) was based on the Bahrain Vision 2030 and will end in December 2016. The new Cabinet presented the Government Plan of Action (2015-2018) to the Parliament in January and it was endorsed on 31 January 2015. The new CPD 2017-2020 will be based on this Plan, and should be developed following the new CPD template endorsed by the UNDP Executive Board Decision 2014/7 of 31 Jan 2014. To ensure that lessons learned from the current CPD are discussed and inform the new CPD, the UNDP Bahrain Country Office (CO) is commissioning an evaluation and lessons learned to identify key challenges and opportunities in the formulation and implementation of the current CPD; extent of the outputs achieved and the extent to which the Projects contributed to the CPD outcomes; extent to which the CPD outcomes contributed to the Government priorities and their impact; and lessons learned for the upcoming CPD cycle.  The UNDP role in Bahrain must evolve ensuring its continuing relevance and added value in the dynamic, complex and rapidly changing environment of a high-income, high-human-development country. It also must be underpinned by the lessons learned from the previous CPD cycle; address the operational challenges; as well as conform with the programming principle of the United Nations. This piece of work will directly inform the next UNDP Country Programme in Bahrain.  The CPD Lessons-learned is to be prepared via a series of consultations with UNDP staff, Project Implementing Partners and Managers, the Ministry of Foreign Affairs, Ministry of Finance and the Office of the First Deputy Prime Minister, as well as other key development partners.  The CPD 2012-2016, and ensuing Projects, will be analyzed against the Bahrain Vision 2030, other relevant national plans and strategies, the corporate UNDP Strategic Plan, and under the overarching umbrella of the globally agreed sustainable development agenda and goals (MDGs). In addition to data and information from the above mentioned documents, the lessons learned document should also reflect on data collected from documents such as national sectoral strategies; national MDG reports; UNDP outcome and project evaluations of selected interventions of CPD 2012-2016; statistics provided by the Bahrain Central Informatics Office (CIO); and other key documents.  **Duties and Responsibilities**  The purpose of this evaluation and lessons learned include:   * Provide an objective assessment of the achievements, constraints, performance, results, impact, relevance and sustainability of the UNDP CPD outcomes. * Generate lessons from experiences in the respective intervention for the duration of the CPD. * Generate lessons from experiences in the project formulation, implementation and operational set up of projects under the current CPD. * Identify whether past results represent sufficient foundation for future progress in the same areas, whether specific projects and initiatives should continue, and relevance to the current country context. * Provide clear and forward-looking recommendations in order to suggest effective and realistic policies by UNDP and partners in the new CPD 2017-2020.   In line with the overall purpose of this evaluation and lessons learned, its objectives will be as follows:   * Determine the extent to which results stated in the CPD and ensuing project document were achieved, including progress on implementation of recommendations from previous evaluations. * Analyze sustainability of the CPD outcomes and interventions. * Analyze sustainability of the set up and results from the CPD interventions, including key functions, organizational and financial set up, and expertise and capacity in place. * Highlight areas where significant progress has been made and where it has not been possible, noting the reasons for lack of progress and lessons learned. * Based on these findings, provide recommendations and proposals for improving strategic decisions to ensure future sustainability of such a project.   The above objectives and analysis will be undertaken for both the programme and the operational setup for the delivery of the programme. |
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| Scope of Work:  The key tasks for which the Consultant will be responsible are as follows:   * Analyze UNDP CPD and project documents and reports, including key national, regional and relevant global documents, data and statistics, etc; * Facilitate and participate meetings with Implementing Partners and consultations to discuss and analyze the current CPD input, interventions and outcome, raising key thematic issues and practices for lessons learned and recommendations, etc; * Prepare a first draft of the CPD Evaluation and Lessons Learned and related annexes/attachments in line with the stipulated corporate guidance, ensuring reference to the Bahrain Government Vision 2030, the Government Priority Framework, and UNDP corporate Strategic Plan. The draft will also reflect on the CPD formulation and ensuing Project formulation, relevance of the outcomes and outputs, results and impact of interventions; and draw from the background documents and data collection; and * Finalize the CPD Evaluation and Lessons Learned draft after consultation and validation with key stakeholders after receiving final comments from UNDP’s main partners and UNDP Bahrain programme and management.   Milestones:   * Submission and acceptance of the outline of the Evaluation & Lessons Learned; * Desk review; * Meeting UNDP CPD partners and Implementing Partners; * Submission of the first draft of the Evaluation & Lessons Learned; * Review and incorporate comments of Coordination Committee and UNDP on the first draft of CPD; * Facilitate and participate in participatory workshop (if confirmed by UNDP management); * Submission of the second draft of CPD Evaluation & Lessons Learned after workshop; * Review and incorporate comments of Coordinating Committee and UNDP on the second draft of CPD; and * Final the Evaluation & Lessons Learned document submitted to the UNDP Senior Management.   **Expected Outputs and Deliverables**  The outputs of the consultancy will be a “CPD Evaluation and Lessons Learned Report” in English. The structure and content of the report should meet the requirements of UNDP’s Monitoring and Evaluation” policy. The report is expected to:   * Include Executive summary; * Be analytical in nature (quantitative and qualitative); * Be structured around issues and related findings; * Include a Conclusion; and * Include Recommendations.   The expected deliverables from the consultancy are:   * Outline of the CPD Evaluation and lessons learned; * First draft CPD Evaluation and lessons learned; and * Final CPD Evaluation and lessons learned document.   Institutional Arrangement:   * The IC will report directly to the Deputy Resident Representative; * Draft and final CPD Evaluation and Lessons Learned must be in the UNDP format. The first draft must be presented at a workshop the Government of the Kingdom of Bahrain, partners and UNDP; * The IC is required to review project documents, mission reports, meeting minutes, evaluation reports and other documents. The IC is required to consult with the UNDP management and staff. * The IC is required to meet UNDP partners working on Projects as part of the CPD; * The IC will be provided with temporary working space in the UNDP CO as and when necessary. The IC is responsible for his/her own computer, but can use UNDP CO printing facilities as well as internet access as needed, while on the UNDP premises. * The IC is expected to carry out the bulk of the work in Manama. No travel outside Manama is required. |
| **Competencies** |
| * Strong understanding of Evaluations and the UNDP Country Programme Document; * Ability to organize and interpret data and present findings in both oral and written form; * Plans and produces quality results to meet established goals; * Ability to meet deadlines in a timely fashion; * Demonstrates strong writing skills in English. In particular, has the ability to present persuasive, coherent and well-founded arguments and make messages accessible to a broad audience; Arabic language is an asset; * Strong research and analysis abilities; * Strong ability to lead and facilitate complex discussions and arrive at conclusions; * Ability to translate strategic thinking and innovative ideas into practical operational recommendations; * Solid analytical and presentation skills; * Excellent interpersonal, communication skills; * Displays cultural, gender, religion, race, nationality and age sensitivity and adaptability. |
| **Required Skills and Experience** |
| Education:   * Advanced university degree (Master Degree or above) in economics, political science, social sciences,  or other relevant disciplines, with proven track record in programme development and advanced social research and analysis.   Experience:   * At least 5-7 years of relevant professional experience and solid experience in programme development and implementation related to UNDP practice areas; * Prior experience drafting a Country Programme or UNDP Country Programme or UN Agency country programme document will be an asset; * Facilitation and drafting skills is a requirement; * Substantive knowledge of development issues in the Arab region, and knowledge of Bahrain will be an asset. Substantive knowledge of issues related to UNDP practice areas: Democratic Governance, Energy and Environment, Sustainable Economic Development and Social Strategies, SDG attainment, Crisis Prevention and Recovery, Gender mainstreaming and Capacity Development will be an asset. * Ability to write reports and prepare and deliver presentations.   Language:   * Proficient in English language, spoken and written; * Knowledge and understanding of Arabic language is an advantage.   **Price Proposal**  Consultant must send a financial proposal based on Lump Sum Amount.  The total amount quoted shall be all-inclusive and include all costs components required to perform the deliverables identified in the TOR, including professional fee, travel costs, living allowance (if any work is to be done outside the IC´s duty station) and any other applicable cost to be incurred by the IC in completing the assignment. The contract price will be fixed output-based price regardless of extension of the herein specified duration.  Payments will be done upon completion of the scope of work, milestones, outputs and deliverables that are required to fulfill the objectives and purpose of this consultancy, and are grouped to correspond to the deliverables as per below percentages:   * Deliverable 1 - submission and acceptance of the Outline of the CPD Evaluation and lessons learned and approval by the Deputy Resident Representative - 20% of total contract amount; * Deliverable 2 - submission and acceptance of the First draft of the CPD Evaluation and lessons learned and approval by the Deputy Resident Representative - 40% of total contract amount; * Deliverable 3 - submission and acceptance of the Final CPD Evaluation and lessons learned document and approval by the Deputy Resident Representative - 40% of total contract amount;   UNDP shall not accept travel costs exceeding those of an economy class ticket. Should the IC wish to travel on a higher class he/she should do so using their own resources.  In the event of unforeseeable travel not anticipated in this TOR, payment of travel costs including tickets, lodging and terminal expenses should be agreed upon, between the respective business unit and the Individual Consultant, prior to travel and will be reimbursed.  Documentation required  Interested individual consultants must submit the following documents/information to demonstrate their qualifications. Please group them into one (1) single PDF document as the application only allows to upload maximum one document.   * Letter or email of Confirmation of Interest and Availability using the template provided by UNDP; * Personal CV or P11, indicating all past experience from similar projects, as well as the contact details (email and telephone number) of the Candidate; * At least three (3) professional references; * Proposed work plan, timeline, and methods of evaluation of Project implementation; * Financial Proposal that indicates the all-inclusive fixed total contract price, supported by a breakdown of costs, as per template provided.  If an applicant is employed by an organization/company/institution, and he/she expects his/her employer to charge a management fee in the process of releasing him/her to UNDP under Reimbursable Loan Agreement (RLA), the Applicant must indicate at this point, and ensure that all such costs are duly incorporated in the financial proposal submitted to UNDP.   Annexes:   * Annex 1 - [Individual IC General Terms and Conditions](http://www.undp.org/content/dam/undp/documents/procurement/documents/IC%20-%20General%20Conditions.pdf); * Annex 2 – Offeror’s Letter to UNDP Confirming Interest and Availability for the Individual IC, including Financial Proposal Template (To download: <http://www.bh.undp.org/content/bahrain/en/home/operations/procurement/>  ) .   For any clarification regarding this assignment please write to: [procurement.bh@undp.org](mailto:procurement.bh@undp.org) |
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| **UNDP is committed to achieving workforce diversity in terms of gender, nationality and culture. Individuals from minority groups, indigenous groups and persons with disabilities are equally encouraged to apply. All applications will be treated with the strictest confidence.** |