

Knowledge for Development Management Project (K4DM)

Economic Relations Division (ERD)
Terms of Reference (ToR)
for Individual Contract (IC National - National Consultant Team Leader)
for Final Evaluation of K4DM Project

Location	Dhaka Bangladesh
Application Deadline	
Type of consultant	Individual Contract
Post Level	IC-National Consultant – Team leader
Language required	English
Duration of the contract	30 days over a period of 2 months

Background

A joint initiative of the Government of Bangladesh (GoB) and UNDP Bangladesh, Knowledge for Development Management (K4DM) Project is being undertaken from September 2014 till June 2019. The project will contribute to objectives of the United Nations Development Assistant Framework (UNDAF) Action Plan. In the wake of declining Official Development Assistance (ODA) and as donors, governments and development partners are placing a greater emphasis on results-based interventions, this project has been designed with a view to:

- Simplify programming procedures and improve knowledge management;
- Promote new knowledge and resource partnerships under the canopy of South-South and Triangular as well as Public-Private Partnership modality;
- Support a common expert pool, strategic knowledge generation and innovative programming

The GoB is faced with the challenge of enhancing its capacity to promote strategic economic and national interests in regional and global policy making arenas. In an effort to achieve this, the GoB must be better equipped to anticipate and respond to externalities that could impact development prospects in a timely manner. Leveraging appropriate knowledge and technology and making use of appropriate knowledge management (KM) tools is a vital element in bringing about a qualitative improvement in the policy making process and in the public interventions for facilitating the desired development transition.

In order to achieve its objectives, the project team will work in conjunction with existing UNDP supported projects 'Capacity Development for Aid Effectiveness' and 'Support to Sustainable and Inclusive Planning'. The project team will work primarily with the UN Wing of the Economic Relations Division (ERD), Ministry of Finance, but will also extend its reach to a host of relevant ministries, think tanks, academicians and development practitioners in order to most successfully affect relevant change.



According to the ProDoc, a Final Evaluation is supposed to undertake at the end of the project through commissioning one National Consultant. Hence the project has planned to hire one National Consultant to conduct the Final Evaluation of K4DM Project.

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

Purpose

The main purpose of the review is to assess the outputs and results achieved by the K4DM project from 2014 to 2019.

Specific Objectives

The specific objectives of this end review are to assess the following based on OECD DAC criteria for evaluation. A successful bidder shall detail these points in an inception report as well methodology note.

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

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

- Assessing programme's budgeting and procurement procedures including analysis of (i) budget spent vs planned, (ii) how value for money is achieved through effective procurement and contracting
- Assessing the relevance of various project activities and its bearing on the project's objectives

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

- Assessing the performance of the project against its M&E framework, log-frame and against the note on hand-over of responsibilities from UNDP to ERD
- Assess results the project may have had beyond its M&E framework
- Assessing the positive and negative, foreseen and unforeseen changes and effects driven by project-supported interventions.
- Assessing progress against recommendations from previous reviews

Impact: The impact assessment should, inter alia, assess the following issues:

- What are the positive and negative changes produced by the project's interventions (direct and indirect)? When evaluating impact it is useful to consider:
 - What has happened as a result of the project?
 - What real difference has the activity made to beneficiaries?
 - Have outputs been achieved?
 - And if so, to what extent have outcomes been achieved?



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

Lessons learned: the evaluation will also document the innovations and lessons learned from the project. This includes analysis of what has worked and what has not as well as observations related to the project design, management and operation of the K4DM. Acknowledging that the K4DM project design aimed to support the ERD as a major beneficiary, this assessment shall also analyse the extent to which K4DM was able to influence change in south-south cooperation and transparency. The assessment should also consider the content of relevant reviews that have suggested that any future support should consider a greater approach to tackling specific issues and to also utilise wider themes of South-South cooperation.

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

Scope of work

The National Consultant (IC) is expected to provide an independent review of the performance of the K4DM Project. The scope of the review will include the period March to April 2019. The incumbent will work under the guidance of UNDP Governance Cluster lead in close consultation with the M&E analyst of Partnerships unit and the National Project Manager.

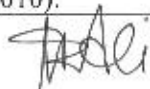
The output will be a review report which outlines findings and recommendations with regard to the review objectives listed under "specific objectives" above.

Methodology

Document review: Read key background documentation on K4DM project. These documents include, inter alia: project document, TPP, annual work plans and budgets, quarterly and annual progress reports, quarterly and annual expenditure reports, minutes of Project Executive Board meetings, any other public documents and publication describing K4DM activities

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

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



Management arrangements

The national consultant will report to the UNDP Governance cluster lead, or delegated to Programme Specialist of the Cluster, The Consultant will liaise with the National Project Manager (PM), M&E Specialist in Partnerships unit. In addition, the PM will inform to the Government of Bangladesh, represented by the National Project Director (NPD), and UNDP, represented by the Assistant Resident Representative for Business Development and Partnerships. The NPD and the ARR and the Governance Cluster lead or anyone who is/are delegated by the concerned officials will be responsible for reviewing the output of the consultant and agree on the deliverables. The contract manager in consultation in this case the Cluster Lead will approve the deliverables and ensure payment against the due milestones.

Time frame and deadlines

The review will take 30 working days, broken down as follows:

- Briefing on the TOR to the evaluator/consultant by UNDP/ERD - 01 day after signing of the contract; (M&E specialist, NPD/DPD/ARR , Partnerships, Governance Cluster Lead/ PM)
- Inception report together with detailed methodologies note - 05 days after signing of the contract and present the said report to the project team NPD along with the project team that will include representation from Partnerships and the Governance cluster ;
- Desk Review/Documents Review - 10 days after signing of the contract;
- Meeting, consultation, interview with stakeholders (mission) - 20 days after signing of the contract;
- Submission of draft report - 25 days after signing of the contract;
- Submission of final report integrating response from clients - 30 days after signing of the contract.

Competencies

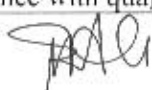
- Technical understanding of changing scenario of global and national development agenda;
- Technical understanding on project evaluation methodologies;
- Technical understanding of project management, life cycle of project and use of objectively verifiable indicators;
- Excellent communication, facilitation and analytical skills;
- Strong interpersonal skills;

Academic qualifications

Master's degree in Economics, Public Administration, Public Policy, Political Science, Development Studies, Social Science or related fields;

Experiences

- At least 10 years of relevant professional experience;
- Minimum 07 years of practical experience in evaluation of comparable programmes;
- Minimum 07 years of experience with multilateral or bilateral donor supported technical assistance projects;
- Minimum 05 years of experience with Result-Based Management review methodologies;
- Minimum 05 years of experience in designing and implementing robust/empirical evaluations;
- Minimum 07 years of experience with qualitative methodologies to assess impact; and



- Minimum 05 years of experience in applying UNDP and/or other prominent development partner approaches to planning, monitoring and evaluation;
- Minimum 05 years of experience in evaluating government executed programmes is required.
- Minimum 07 years of experience in governance-related areas

Language

Excellent English and Bangla communication, reading and drafting skills

Evaluation of the candidate:

Individual consultants will be evaluated based on the following methodology

Cumulative analysis

The candidates will be evaluated through Cumulative Analysis method. The award of the contract will be made to the individual consultant whose offer has been evaluated and determined as:

Responsive/compliant/acceptable; and having received the highest score out of a pre-determined set of weighted technical and financial criteria specific to the solicitation.

Only candidates obtaining a minimum of 49 points in the technical evaluation would be considered for Financial Evaluation.

Technical Evaluation Criteria (Total 70 marks):

- Relevance of Education (masters in evaluation, statistics, governance, etc) – 5 marks;
- Experience on evaluation in similar nature- 25 marks;
- Knowledge and experience on advanced-level (robust) evaluation – 20 marks;
- Understanding on similar thematic areas (government coordination, South-South Cooperation, etc) - 20 marks.

Financial Evaluation (Total 30 marks)

All technical qualified proposals will be scored out 30 based on the formula provided below. The maximum points (30) will be assigned to the lowest financial proposal. All other proposals received points according to the following formula:

$$p = y (\mu/z)$$

where:

p = points for the financial proposal being evaluated; y = maximum number of points for the financial proposal; μ = price of the lowest priced proposal; z = price of the proposal being evaluated.

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

Adi

Financial Milestones:

- 1st payment - 20% upon submission of inception report;
- 2nd payment - 30% upon submission of draft review report;
- Final payment - 50% upon submission of final report.

Candidates are requested to submit their financial proposal using the template from the below link;

Documents to be include when submitting the proposal

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:

- Proposal (Max 1000 words);
- Explaining why they are the most suitable for the work;
- Provide a brief methodology on how they will approach and conduct the work;
- Financial proposal;
- Personal P-11 form/detail CV.

Inputs by UNDP

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

