



TERMS OF REFERENCE

FOR INDIVIDUAL CONTRACT

POST TITLES:	External Evaluator Consultant on Preventing Violent Extremism
AGENCY/PROJECT NAME:	Preventing Violent Extremism through Promoting Tolerance and Respect for Diversity, UNDP Bangkok Regional Hub
COUNTRY OF ASSIGNMENT:	Homebased (with possible travel to countries in Asia-Pacific)

A. General Background

In 2018, the UNDP in Asia and the Pacific and the European Union initiated a joint multi-country project that aims to address the root causes of violent extremism, and promote tolerance and respect for diversity in Indonesia, Malaysia, the Philippines, and Thailand. The project includes three major outputs:

1) Regional network of practitioners that conducts research, holds forums and develops policy recommendations for preventing violent extremism in Asia established

To better understand the regional context of the specific drivers and potential mitigation strategies of violent extremism in Southeast Asia, UNDP commissioned two sub-regional analytical papers in 2016, updated in 2017. The key message to come out of both pieces of research was further analysis and partnerships are needed to ensure research is successfully transferred into policy and programming on the ground. Violent extremism in Southeast Asia poses an increasing risk yet increasing evidence shows that PVE policies that are not grounded in research or evidence can have harmful impacts on the communities they target. Furthermore, the evidence base for effective preventing violent extremism interventions is very limited. Southeast Asia is home to a large number of research institutions and policy centres working on various issues related to security, preventing violent extremism. Research in such countries remains under-resourced, disconnected, and distant from community-level PVE programming. UNDP's Regional PVE project is currently addressing these gaps by improving the research base on the issue, strengthening academic networks, and creating greater connections between research and PVE interventions in communities.

2) National policies and programmes on violent extremism developed and implemented within a human rights and gender equality framework

UNDP has been working with the National Action Plan Taskforce (Hedayah and the Global Centre for Cooperative Security) and ASEAN to build appreciation and awareness on the importance of this holistic and inclusive approach. UNDP has engaged with the National Action Plan Taskforce to educate key individuals from the Philippines, Indonesia, Malaysia and Thailand on how a national action plan should: address drivers of extremism; promote of ownership by local non-state actors; seek the positive impact of building effective Government-Civil Society relations; promote gender and human rights consideration as key components. Furthermore, UNDP is in close contact and has signed a MOU with the United Nations Office on Counter Terrorism (UNOCT) who is the leading UN agency on terrorism related matters. UNDP organized the first regional meeting on PVE NAPs in November 2017 in Bangkok and is coordinating all national and regional efforts towards PVE strategies with UNOCT. Other partners for PVE action plan efforts in Asia and the Pacific are UNODC, UN Women, and UN Volunteers.

3) Strengthening community resilience

At the heart of efforts to prevent violent extremism it is critical to focus on empowering communities to address the social, political or economic marginalization that can act as a driver for radicalization. In recent years, the internet has become a key platform for the dissemination of extremist messaging. Extremist organizations have proven adept at using social media to expand their following, increase their presence, and create knowledge for potential terrorists. Spaces such as YouTube can offer powerful narratives and information to not only counter extremist content, but to create new ideas and solutions to the various challenges confronting societies today.

Given the localized drivers of extremism it is critical communities be given the opportunity to develop their own positive narratives to counter the influence of violent extremists. Over half a century of psychological research illustrates when communities lack opportunities to create positive identities, they are more likely to adopt identity frames that rely on discrimination and derogation of other groups.

Project update

As the PVE project draws to a close in February 2020, UNDP Bangkok Regional Hub is developing a potential 3-year programme to be implemented following the existing programme. This 'new' programme will further build on the results and lessons learned in UNDP-EU PVE activities in UNDP country offices in Indonesia, Malaysia, Philippines, and Thailand as well as the UNDP Bangkok Regional Hub.

UNDP therefore requires the services of an External Evaluator to undertake a project evaluation of the UNDP-EU PVE Programme. The review will attempt to understand strengths in the current project, areas of improvement, and to document the performance, results and impact of the project to date. The review will be both backward and forward-looking. It will consider the design and thematic areas of focus, including partnerships to improve the effectiveness and the efficiency of the activities for a potential new project of the UNDP-EU PVE Programme.

B. Scope of Work

The Consultant will conduct the following activities under the supervision of PVE Project Manager;

- Review the achievements, performance, results and impact of the UNDP-EU PVE Programme;
- Based on the review of the programme, conceptualize and formulate programme design principles and draft thematic areas of focus for a potential second phase.

Specifically, this consultancy will focus on the: (1) Programme Strategy and Design, (2) Relevance, (3) Assessment of progress towards results, achievements, lessons learnt, (4) Efficiency, (5) Forward-looking analysis of lessons learnt and best practices to inform future programming, (6) Recommendations for the design and focus of a potential second phase of the programme.

Proposed Methodology

The proposed methodology consists of a preliminary desk review of programme materials and deliverables; a review of existing information relevant to the programme context, development of plan for travels (if necessary) and final evaluation report write-up.

The Consultant is required to assess the UNDP-EU PVE Project Document, quarterly reports and key programme deliverables. A complete document list for review as well as the briefing kit will be prepared by the UNDP-EU PVE implementation team.

The Consultant is also expected to meet representatives of the UNDP PVE programme implementation team in Bangkok Regional Hub for an initial briefing, as well as a debriefing at the end of the assignment. This meeting can be done virtually.

For this assignment, the Consultant is expected to interview the UNDP programme implementation team, technical specialists of the programme partners and the UNDP Country Offices in the focus countries targeted for the evaluation, programme beneficiaries drawn from the key stakeholder groups (based on selection), as well as other relevant stakeholders, as needed.

The Consultant will propose a work plan to be approved by UNDP PVE team. The Consultant is expected to prepare a draft and a final evaluation report.

TASKS:

It is proposed that the consultancy is divided into 3 principle tasks, which are as follows:

Task 1 – Desk review 5 working days

Following the initial briefing from the UNDP-EU PVE Programme implementation team, the Consultant will conduct a detailed review of all relevant programme documents produced during its implementation. Documentation includes, but is not limited to: programme document; programme annual work plans; programme reports; monitoring and evaluation reports; quarterly reports on implementation; influenced policy documents etc.

Upon review of documentation, the Consultant will submit a detailed work plan for the evaluation process, including: a list of interlocutors; tentative dates and locations of visits planned; interview questions and dates for the briefing/de-briefing sessions. During the desk review the Consultant will focus on evaluating the programme baseline, indicators and targets, quality and adequacy of programme approach versus its objectives and the outputs.

Task 2 – Evaluation

Upon approval of the work plan the Consultant is expected to carry out the evaluation of the UNDP-EU PVE Programme, via direct interviews with stakeholders and beneficiaries from the selected focus countries as well as interviews with key regional-level stakeholders. The UNDP-EU PVE Programme will provide support to the Consultant in organization of meetings and interviews, as necessary. UNDP will provide the consultant in-country logistical, meeting and transportation support and arrange flights and a subsistence allowance for the period of the field missions.

Once the interviews are completed, the Consultant will analyse data and information collected (qualitative and quantitative) and draft an evaluation report including main findings and recommendations for activities to be included in a proposed future of the programme. A contextual analysis of the environment in which the UNDP-EU PVE Programme is working in should also be included. The report shall seek to assess programme progress, efficiency and adequacy; process and level of success of existing partnerships and partnership building and ownership over knowledge products and results; the quality of programme deliverables and the development impact of initiatives in the PVE sector resulting from the targeted capacity building.

The report should include the data, inputs and analysis, as well as success indicators used, and an overview of the effectiveness of the programme from the perspective of various stakeholders. The evaluation will also capture the efficiency of programme organisation and management. The draft report will contain the positive or negative, intended or unintended, changes brought about by the programme and identify factors which facilitated or impeded the realization of intended objectives.

A briefing session will be organised with UNDP-EU PVE Programme implementation team, so as to present the findings and recommendations of the evaluation report, as well as propose a forward-looking vision for the way ahead.

Task 3 – Submission of the evaluation report

Following the briefing session, the Consultant is expected to prepare an evaluation report, capturing findings and recommendations on both the programme approach, management, and performance. Suggestions and comments gathered during the briefing session will be taken into consideration. Also, any observations that may arise from the evaluation will be incorporated into the final draft.

A draft of the evaluation report will be submitted for feedback and review. The minimum structure of the evaluation report (to be written in the English language) is the following:

- Executive summary;
- Introduction;
- Methodological approach;
- Evaluation findings;
- Lessons learnt;
- Recommendations for future programme interventions;
- Conclusions;

Relevant annexes

C. Expected deliverables and outputs

The evaluation will result in the production of a comprehensive evaluation report with findings, recommendations and lessons learnt, including partnerships in the delivery to assess programme implementation effectiveness and efficiency, and recommendations for the design and focus of a potential future of the programme.

The main questions to be addressed in this evaluation exercise include the following:

1. Were the programme's actions to achieve the outputs and expected outcomes effective and efficient?
2. To what extent has the programme managed to achieve a development impact through the targeted capacity building of stakeholders?
3. To what extent the development impact achieved can reasonably be attributed to, or be associated to the programme?
4. To what extent has the programme managed to engage the UNDP Bangkok Regional Hub to provide implementation guidance and advice on the delivery of the focus country activities?
5. To what extent has the programme managed to encourage policy dialogue on PVE related initiatives among policy-makers at regional, sub-regional, national and local levels?
6. To which extent has the programme managed to encourage South-South cooperation within and across the South East Asia regions to facilitate cross-fertilization of ideas as well as knowledge sharing?
7. To what extent the envisaged partnerships in the implementation of the programme have been effective in the expected achievements in the focus countries?
8. To what extent are the results sustainable? Will the outputs lead to benefits beyond the lifespan of the first phase of the programme particularly in the focus countries?
9. How has the programme been able to build sustainable capacity in focus countries in ways that would outlast the programme?
10. To what extent does the programme utilize a gender-sensitive/responsive approach?
11. How could programme results be further sustainably implemented and expanded?
12. What are possible future priority interventions and general recommendations, which could further ensure sustainability of programme's achievements?
13. Which best practices have been identified that need to be considered for a potential second phase of the programme?
14. What aspects of the programme need redesigning and reshaping for a potential future programme?
15. Which new outcomes and result areas need to be considered in the formulation of a potential future programme?
16. What is the proposed programmatic and geographic scope of a potential new project?
17. How can the programme effectively be able to leverage existing partnerships with relevant continental institutions in ways that better coordinate efforts, minimize duplications and scale up impact?

Deliverables and timeliness

The following deliverables are expected:

Deliverables/Outputs	Timeliness and level of effort	Target Due Date
<u>Task 1: Desk review</u> <ul style="list-style-type: none"> Initial telephone briefing from the UNDP-EU PVEs Programme implementation team is conducted (Skype session is also possible); Desk review of documentation is performed and the Consultant is fully aware of the UNDP-EU PVE Programme; The evaluation work-plan is submitted by the Consultant. 	Up to 5 working days	9 December 2019
<u>Task 2 – Evaluation</u> <ul style="list-style-type: none"> Interviews with UNDP-EU PVE Programme partners, key stakeholder groups and programme beneficiaries in the selected focus countries; 2-3 site visits are conducted in the selected focus countries and qualitative, as well as quantitative information is collected by the Consultant as main inputs for the evaluation; The draft evaluation report is submitted; Briefing and validation session with the UNDP-EU PVEs Programme implementation team is conducted. 	Up to 15 working days	20 January 2020
<u>Task 3 – Submission of final programme evaluation report</u> <ul style="list-style-type: none"> The final evaluation report is submitted in English; Recommendations provided by the UNDP-EU PVE Programme implementation team are embedded and the evaluation report is submitted. 	Up to 10 working days	6 February 2020
Total	30 days	

Amendment/Additional Work days and Deliverables

Deliverables/Outputs	Timeliness and level of effort	Target Due Date
<u>Task 4: Desk review</u> <ul style="list-style-type: none"> Desk review of programme's Phase II documents are performed, including but not limited to, all communication from partner organization, UNDP Country Offices and donor. 	Up to 5 working days	25 January 2020
<u>Task 5 – Evaluation</u> <ul style="list-style-type: none"> Consultation and drafting of Phase II PVE programme based in adherence to EU requirements and UNDP objectives. 	Up to 5 working days	30 January 2020

Task 6 – Submission of UNDP Phase II Programme Document	Up to 5 working days	6 February 2020
<ul style="list-style-type: none"> The complete draft of Description of Actions Draft Work Plan for UNDP Regional office Draft Results Framework Draft budget 		
Total	Up to 15 days	

The Consultant will work under supervision of UNDP’s Project Manager for PVE project.

Intellectual Property:

All information pertaining to this programme as well as outputs produced under this contract shall remain the property of the UNDP who shall have exclusive rights over their use. Except for purposes of this assignment, the products shall not be disclosed to the public nor used in whatever format without written permission of UNDP in line with the national and International Copyright Laws applicable

Institutional Arrangements

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D. Period of Assignment, Duty Station, and Expected Places of Travel

The period of the assignment is estimated to be from 4 December 2019 – 16 February 2020, up to a maximum of 45 working days.

Duty station:

The Consultant will be home-based with international travel as and when required. Majority travel destinations can potentially include Indonesia, the Philippines, and Thailand.

E. Qualifications of the Successful Individual Contractor

Core values:

- Demonstrates integrity and fairness by modelling UN values and ethical standards;
- Displays cultural, gender, religion, race, nationality and age sensitivity and adaptability.

Core competencies:

- Demonstrates professional competence to meet responsibilities and post requirements and is

conscientious and efficient in meeting commitments, observing deadlines and achieving results;

- Results-Orientation: Plans and produces quality results to meet established goals, generates innovative, practical solutions to challenging situations;
- Communication: Excellent communication skills, including the ability to convey complex concepts and Guidelines, both orally and in writing, in a clear and persuasive style tailored to match different audiences;
- Teamwork: Ability to interact, establish and maintain effective working relations with a culturally diverse team;
- Client orientation: Ability to establish and maintain productive partnerships with national partners and stakeholders and pro-activeness in identifying of beneficiaries and partners' needs, and matching them to appropriate solutions.

Language:

- Fluency in written and spoken English.

Recruitment Qualifications	
Education:	<ul style="list-style-type: none"> • MSc or equivalent university degree in social sciences, humanities, law, human rights, economics, public administration, project management, development or related field.
Experience:	<ul style="list-style-type: none"> • At least 10 years of extensive project/programme evaluation experience, where evaluation of relevant thematic interventions is considered to be an asset. • Excellent knowledge and professional experience in the area of conflict prevention and peace building and/or artisanal and small-scale human rights policy and practice; • Advanced knowledge of key public documents, strategies, trends and practices related to conflict prevention and peacebuilding; • Experience in one or more of the following areas an asset: human rights, security, Combating Violent Extremism, socio-economic assessment, law and policy, peace and conflict analysis, women and youth empowerment, public-private dialogues, capacity building of local communities and local authorities, NGOs and civil society organizations in sensitive conflict prone areas; • Experience in project formulation and project proposal for EU. • At least 8 years of programmatic management, advisor and team leader for UNDP project pertaining to peace and security. • Experience in leading a UNDP/EU funded programme in areas of peace and security. • Advanced understanding of data-collection methodologies and data analysis process;
Language	<ul style="list-style-type: none"> • Excellent writing and communications skills in English;

F. Review Time Required

The review and approval of payments will be made by the assigned supervisor(s) within 7 days.

G. Consultant Presence Required on Duty Station/UNDP Premises

NONE PARTIAL INTERMITTENT FULL-TIME

This assignment is home-based with travel required.

H. Scope of Price Proposal and Schedule of Payments

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 deliverables/outputs and as per below percentages:

Deliverables/Outputs	Payment (% of total contract amount)
<u>Deliverable 1:</u> <ul style="list-style-type: none">Initial telephone briefing from the UNDP-EU PVEs Programme implementation team is conducted (Skype session is also possible);Desk review of documentation is performed and the Consultant is fully aware of the UNDP-EU PVE Programme;The evaluation work-plan is submitted by the Consultant.	10%
<u>Deliverable 2:</u> <ul style="list-style-type: none">Interviews with UNDP-EU PVE Programme partners, key stakeholder groups and programme beneficiaries in the selected focus countries; 2-3 site visits are conducted in the selected focus countries and qualitative, as well as quantitative information is collected by the Consultant as main inputs for the evaluation;The draft evaluation report is submitted;Briefing and validation session with the UNDP-EU PVEs Programme implementation team is conducted.	30%
<u>Deliverable 3:</u> <ul style="list-style-type: none">The final evaluation report is submitted in English;Recommendations provided by the UNDP-EU PVE Programme implementation team are embedded and the evaluation report is submitted.	60%

Total	100%
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The Payment for the amended and additional deliverables will be done upon completion of the deliverables/outputs and as per below percentages:

Deliverables/Outputs	Payment (% of total contract amount)
Deliverable 4: Desk review <ul style="list-style-type: none"> • Desk review of programme's Phase II documents are performed, including but not limited to, all communication from partner organization, UNDP Country Offices and donor. 	20%
Deliverable 5: Evaluation <ul style="list-style-type: none"> • Consultation and drafting of Phase II PVE programme based in adherence to EU requirements and UNDP objectives 	40%
Deliverable 6: <ul style="list-style-type: none"> • The complete draft of Description of Actions • Draft Work Plan for UNDP Regional office • Draft Results Framework • Draft budget 	40%
Total	100%

In general, 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 consultant, prior to travel and will be reimbursed.

Travel costs shall be reimbursed at actual but not exceeding the quotation from UNDP approved travel agent. The provided living allowance will not be exceeding UNDP DSA rates. Repatriation travel cost from home to duty station in Bangkok and return shall not be covered by UNDP.

I. Recommended Presentation of Offer

Candidates wishing to be considered for this assignment are required to submit the following documents 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 of Confirmation of Interest and Availability using the template provided by UNDP;
- Personal CV or P11, indicating all past experiences from similar projects, as well as the contact details (email and telephone number) of the Candidate and at least three (3) professional references;

- Financial Proposal that indicates the daily rate/fee of the candidate, in US dollars; Incomplete proposals may not be considered;

Incomplete proposals may not be considered. The short-listed candidates may be contacted and the successful candidate will be notified.

J. Criteria for Selection of the Best Offer

The award of the contract shall be made to the individual consultant whose offer has been evaluated and determined as a) responsive/compliant/acceptable; and b) having received the highest score out of set of weighted technical criteria (70%). and financial criteria (30%). Financial score shall be computed as a ratio of the proposal being evaluated and the lowest priced proposal received by UNDP for the assignment.

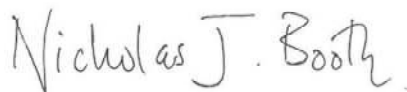
Technical Criteria for Evaluation (Maximum 100 points)

- Relevance of Education – 10 points
- At least 10 years of extensive project/programme evaluation experience, where evaluation of relevant thematic interventions is considered to be an asset (corporate, UN, NGOs) is required; – 10 points;
- Excellent knowledge and professional experience in the area of conflict prevention and peace building and/or artisanal and small-scale human rights policy and practice; – 20 points;
- Experience in project formulation and project proposal for EU in areas relating to peacebuilding and human right.– 15 points;
- Experience in leading and managing UNDP-EU funded project related to human rights, conflict prevention and recover and border control. - 20 points;
- Advanced understanding of data-collection methodologies and data analysis process; - 15 points;
- English language proficiency – 10 points

Only Individual Consultants obtaining a minimum of 70% on the Technical evaluation would be considered for the Financial Evaluation.

K. Approval

This TOR is approved by:



Signature:

Name and designation:

Nicholas Booth