



INDIVIDUAL CONSULTANT PROCUREMENT NOTICE/TERMS OF REFERENCE

Title of Individual Consultant:	International Consultant (Mid-term Evaluation)
Project Title:	Community-based Agriculture and Rural Development – East (CBARD-E)
Duration of Assignment:	Three months (with maximum 35 working days) Home-based and Kabul (One mission to Kabul for 15 working days – possible travel to Nangarhar center “Jalalabad” is expected)
Duty Station:	Kabul, AFGHANISTAN.
Recruitment Method:	Individual contract (IC)

BACKGROUND

UNDP Global Mission Statement:

The United Nations Development Programme (UNDP) is the UN’s global development network, an organization advocating for change and connecting countries to knowledge, experience and resources to help people build a better life. We are on the ground in 166 countries, working with national counterparts on their own solutions to global and national development challenges.

UNDP Afghanistan Mission Statement:

UNDP has been working in Afghanistan since 1966 in close partnership with government, civil society and other national and international partners. UNDP focus is helping Afghanistan build and share solutions to the challenges of Environment, Livelihoods, Gender, Rule of Law, Governance and Health. UNDP advocate for change and connect the Afghan government, NGOs, civil society and other partners to the knowledge and resources they need to help the Afghan people build a better life. UNDP Afghanistan is committed to the highest standards of transparency and accountability and works in close coordination with the United Nations Assistance Mission in Afghanistan and the UN system as a whole to maximize the impact of its development efforts on the ground.

Organizational Context:

Within the UNDP Afghanistan County Office, the Community-based Agriculture and Rural Development – East (CBARD-E) project is housed in the Livelihoods and Resilience Programme Unit, which is responsible for project design, contracting, and project initiation. The focus of UNDP’s work on livelihoods and resilience in Afghanistan is on reducing poverty and creating mechanisms that help men and women in the country to cope with socioeconomic stresses resulting from the country’s humanitarian crisis and limited human development. UNDP’s Livelihoods and Resilience Unit works with private sector to create jobs and economic growth, and with the government to build infrastructure, link rural areas to markets, develop new forms of employment suited to the needs of the areas and to people movements. The unit also promotes alternative livelihoods

adapted to the threats of climate change with a focus on value chains that also help reduce illicit economic activities.

The CBARD-E project is being implemented by UNDP and the Ministry of Agriculture, Irrigation and Livestock (MAIL), and is funded by the Bureau of International Narcotics and Law Enforcement Affairs (INL), which introduces and strengthens local production and marketing of traditional high-value crops in 100 communities in the high opium-producing province of Nangarhar in eastern Afghanistan. By demonstrating the viability of high-value agricultural-based interventions in improving local economies in the province as a sustainable alternative to illicit crops, CBARD-E aims to reduce opium cultivation and will directly benefit an estimated 28,500 households (199,500 beneficiaries). The project has the following two outputs:

- **Output 1:** Local production of, and market for, high-value crops improved.
- **Output 2:** Community-based agro-business infrastructures (irrigation, transportation, agricultural facilities) are built, developed, and/or strengthened.

The Mid-term Evaluation of the CBARD-E project will assess progress towards the achievement of project objectives and outcomes as specified in the CBARD-E Project Document and assess early signs of project success or failure with the goal of identifying the necessary changes to be made to keep the project on-track to help achieve its intended results. The Mid-term Evaluation will also review the project's approach and methodology, its risks to results impact and sustainability, and make recommendations on how to improve the project over the remainder of its lifetime. Moreover, a mid-term evaluation of CBARD-East's sister project CBARD-W was conducted MTE in December 2018. The CBARD-E MTE will assess progress in implementation of recommendations of CBARD-W MTE.

The questions regarding aspects of relevance, efficiency, effectiveness, impact and sustainability of the project will cover the design, start-up, project management, and project implementation phases from January 2018 to December 2019.

The objectives of this Mid-term Evaluation (MTE) are to:

- a) assist the recipient government, beneficiaries, UNDP and, as appropriate, the concerned partners and stakeholders, to improve the efficiency, effectiveness, relevance, sustainability and impact of the project;
- b) provide feedback to all parties to improve the policy, planning, appraisal and implementation and monitoring phases; and
- c) ensure accountability for results to the project's financial backers, stakeholders and beneficiaries.

Against this background, UNDP is hiring an independent International consultant to carry out the mid-term evaluation of the CBARD-E project, which will be conducted through a consultative process with UNDP, MAIL, the project donor, and beneficiaries.

SCOPE OF WORK

Evaluation Purpose

The objectives of the mid-term evaluation are to:

- a) assist the recipient Government, beneficiaries, UNDP and, as appropriate, the concerned partners and stakeholders, to improve the efficiency, effectiveness, relevance, sustainability and impact of the project;

- b) provide feedback to all parties to improve the policy, planning, appraisal and implementation phases; and
- c) ensure accountability for results to the project's financial backers, stakeholders and beneficiaries.

Evaluation Scope and Objectives

The MTE of the CBARD-E project aims to provide a comprehensive and independent assessment of project performance to date, as well as provide substantive recommendations for the remainder of project implementation. The MTE is expected to serve as a means of validating or filling the gaps in the initial assessment of relevance, effectiveness, efficiency and sustainability obtained from monitoring. The MTE provides the opportunity to assess early signs of project success or failure and prompt necessary adjustments. Specifically, the MTE is intended to provide a programme or project manager with a basis for identifying appropriate actions to:

- a) address particular issues or problems in project design, identify potential project design issues or problems;
- b) address particular issues or problems regarding project implementation;
- c) address particular issues or problems regarding the project management;
- d) assess progress towards the achievement of objectives and targets;
- e) identify and document initial lessons learnt from experience (including lessons that might improve design and implementation of other projects in the Livelihoods and Resilience Unit);
- f) identify additional risks (which are not part of the current risk log, if any) and counter-measures; and
- g) make recommendations and aid decision-making regarding specific actions that might be taken to improve the project and reinforce initiatives that demonstrate the potential for success.

The CBARD East project works in Nangarhar province in the east of Afghanistan in a total of 100 communities in Rodat, Sherzad, Kot, Khogyani, Chaparhar and Achin districts. The international consultant is not expected to travel to these districts, however, s/he is expected to develop a questionnaire and train a group of national consultants for getting qualitative data from the field. The international consultant will travel to Jalalabad in Nangarhar province under UN security rules and regulations.

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1. Evaluation Questions:

1.1. Relevance:

- 1) Is the project design appropriate to address the substantive problem that the project is intended to address? How useful are the project outputs to the needs of the target beneficiaries?
- 2) What is the value of intervention in relation to the national and international partners' policies and priorities (including SDG, UNDAF and UNDP Corporate Strategic Plan; ANPDF/NPPs, UNHCR regional strategy, etc.)?
- 3) Are the project objectives consistent with substantive needs and realistic in consideration of technical capacity, resources and time available?

1.2. Efficiency:

- 4) How well is the project managed, and how could it be managed better?
- 5) What is the project status with respect to target outputs in terms of quality and timeliness?
- 6) What is the potential that the project will successfully achieve the desired outcomes?
- 7) To what extent were project start-up activities completed on schedule?
- 8) If there were delays in project start-up, what were the causes of delay, and what was the effectiveness of corrective measures undertaken? Do start-up problems persist?

- 9) To what extent were adequate resources secured prior to project implementation? Did the project use the resources in the most economical manner to achieve its objectives?
- 10) Is there an appropriate mechanism for monitoring the progress of the project? If yes, is there adequate usage of results/data for programming and decision making?
- 11) What are the potential challenges/risks that may prevent the project from producing the intended results?

1.3. Effectiveness:

- 12) Are the project's objectives and outcomes clearly articulated, feasible, realistic?
- 13) To what extent is the project logic, concept and approach appropriate and relevant to achieving the objectives?
- 14) Are the underlying assumptions on which the project intervention has been based valid? Is there a clear and relevant Theory of Change?
- 15) To what extent has the project managed to implement activities across the target project locations?
- 16) To what extent has the project implemented activities as envisaged? To what extent have those activities contributed to achieving the project objectives?
- 17) To what extent did the project start-up activities adhere to the agreed approach and methodology?
- 18) To what extent have the project implementation modalities been appropriate to achieve the overall objectives?
- 19) What factors have contributed to achieving/not achieving the intended results?
- 20) To what extent do external factors, such as logistical or security constraints, have impacts on project implementation?

1.4. Perception and Impact:

- 21) What is the wider perception of the project, its image, applicability and performance? Are project communications effective in positively promoting the project to a wider audience?
- 22) What are the results (or preliminary results) of the intervention in terms of changes in the lives of beneficiaries against set indicators?

1.5. Sustainability:

- 23) What are the Implementing Partner's resources, motivation and ability to continue implementing activities until the end of the project?
- 24) Is there adequate all-party commitment to the project objectives and chosen approach?
- 25) To what extent is there constructive cooperation among the project partners? What are the levels of satisfaction of government counterparts, donors and beneficiaries?
- 26) What has been the quality of implementation of the implementing partner, and if applicable where are there specific areas for improvement?
- 27) What is the likelihood that the project results will be sustainable in terms of systems, institutions, financing and anticipated impact?
- 28) What is needed for the project intervention to be adapted/replicated further?

1.6. Coverage:

- 29) Which groups have been reached and what is the different impact on those groups?
- 30) Have vulnerable families been reached, including those with girls, children with disabilities, and low-income families?

1.7. Coordination:

- 31) What are the effects of coordination or lack thereof at district/province/ national level?

1.8. Coherence:

- 32) What are areas and ways of cooperation with other UN and donor agencies' in regard to set goals and objectives?
- 33) What is the existing national policy on agriculture and rural development?

34) Is there coherence across policies of different donor agencies and national stakeholders? (this criteria should be assessed to the extent possible)

1.9. Protection:

35) Is the response adequate in terms of protection of children of different groups? (this criterion should be assessed in regard to what measures/actions need to be taken to provide, for example, support systems for children with disabilities, as/where applicable.)

In addition to assessing the aforementioned evaluation questions, the team should analyze any other pertinent issues that need addressing or which may or should influence future project direction and UNDP, MAIL and donor engagement in the country.

2. Conclusions and Recommendations:

36) The MTE will include a section of the report setting out the evaluation's evidence-based conclusions.

37) What corrective actions are recommended for the design, start-up phase, managerial arrangements and project implementation, including sustainability of the project? An actionable recommendation table should be included in the report, and succinctly summarized executive summary.

38) What actions are recommended to follow up or reinforce initial benefits from the project?

39) Identification of major challenges and risks to project implementation, as well as any opportunities for maximizing benefits and achievements.

40) What are the main lessons that can be drawn from the project experience that may have generic application?

Evaluation Approach and Methodology

The MTE will provide evidence-based information that is credible, reliable and useful to project implementation. The International Consultant will lead an evaluation team (formed of national consultants) will review all relevant sources of information including documents (see the 'Documents to be consulted' section below). The evaluation team will also interview all relevant stakeholders, including all parties who have been contracted by the project or participate in meetings and discussions with the project. The evaluation team is expected to follow a collaborative and participatory approach ensuring close engagement of all stakeholders (See section below: "Evaluation Target Groups and Sources of Information").

At the outset, evaluation team will produce an Evaluation Inception Report based on a review of all relevant documents and initial consultations and present it to the UNDP's Livelihoods and Resilience Unit, the Programme Strategy and Results Team (PSRT), UNDP Senior Management and other stakeholders to explain the objectives and methods adopted for the MTE.

In addition to the Evaluation Inception Report, the consultant will produce: a) an initial findings presentation on the final day of the in-country mission to Afghanistan, b) a draft evaluation report, and c) a final evaluation report based on below evaluation criteria and feedback received, including all tools and questionnaires that were used.

• **Stakeholder participation:**

The MTE should strive to consult with as many people as possible, ensuring diversity of various stakeholder groups, as well as to review existing reports and data for an enriched evaluation.

A provisional list of stakeholder groups that should be consulted during the evaluation is given below and will be updated once the consultant is on board:

- 1) Government of Afghanistan: MAIL, and its various departments including relevant Directorates in both Kabul and field province of Nangarhar

- 2) Beneficiaries: MAIL, Community Development Councils (CDCs), and recipients of project inputs
- 3) International Organizations: UNODC
- 4) Donor: Bureau of International Narcotics and Law Enforcement Affairs (INL)
- 5) UNDP Country Office
- 6) CBARD-E project staff in Kabul and Nangarhar

- **Accountabilities:**

The CBARD-E project staff will be accountable for coordination of stakeholders involved, organizing field-visits, focus groups, and other logistical issues. UNDP CO/programme staff will be accountable for reviewing/approving of intermediate and final evaluation results. The evaluator shall be independent in evaluation exercise, however taking into account sensitive issues which may arise during the course of assessment. There are no specific concerns related to conflict of interest.

Expected Outputs, Deliverables and Timelines:

The following three key deliverables are expected from this assignment:

- **Submission and Approval of the Inception Report:** The international consultant will provide inception reports detailing the methodology and timelines; (20%)
- **Submission and Approval of the Final Draft Report:** The international consultant will provide draft final report soon after the mission takes place; (40%);
- **Submission and Approval of the final report:** The international consultant will provide two separate final reports after finalization of feedback from stakeholders (40%).

DELIVERABLES/OUTPUTS	INPUTS	PAYMENT
Deliverable 1: Submission and Acceptance of Mid-term Evaluation Inception Report: Mid-term Evaluation team clarifies objectives and methods of Mid-term Evaluation. The inception report should also include questionnaire for national consultants to complete.	Inception Report due 4 week after signature of contract (5 home-based working days and before the mission to Afghanistan. The mission to Afghanistan is expected to happen within 4 weeks after signature of contracts)	20%
Deliverable 2: Submission and Acceptance of Draft Final Report: Full report with annexes.	Due 8 weeks after contract signature (15 working days in Kabul) after submission of Initial findings presentation at the end of the mission and report	40%
Deliverable 3: Submission and Acceptance of Final Report: Revised report with audit trail detailing how all received comments have (or have not) been addressed in the final Mid-term Evaluation report; Expected to be completed within 1 week of receiving UNDP comments on draft.	Due 12 weeks after contract signature (15 home-based days) after the submission of the draft final Mid-term Evaluation report.	40%
TOTAL		100%

Working Arrangements:

The consultant will work under the overall substantive guidance of the Head of the Livelihoods and Resilience Unit, with the Programme Strategy and Results (PSRT) Unit (for evaluation process and

methodology), and overall logistical coordination with CBARD-E Project Manager and/or designated UNDP Livelihoods and Resilience Programme Analyst.

Duration of the Work:

The Mid-term Evaluation is expected to last a period of three months in its entirety, with a maximum of 35 working days. The indicative timeframe for the Mid-term Evaluation is as follows:

INDICATIVE TIMEFRAME	ACTIVITY
Within 4 weeks after contract signature (5 days) after signing the contract	<ul style="list-style-type: none"> • Document review and initial planning for travel and research. • Telephone and in person interviews with key project stakeholders, Project Manager, and UNDP Country Office. • Submit the MTE inception report with initial findings (as per desk review) and questionnaire for the national consultants to get data.
Within 8 weeks after contract signature (15 consultant working days on mission to Afghanistan)	<ul style="list-style-type: none"> • Mission to Afghanistan to conduct meetings and interviews with project stakeholders including government and project personnel, and UNDP Country Office. • Initial Findings Presentation presented to stakeholders on final day of mission to Afghanistan.
Within 10 weeks after contract signature (10 consultant working days, home-based)	<ul style="list-style-type: none"> • Data analysis completed, synthesized into Draft Mid-term Evaluation Report, and submitted to Project Manager and UNDP Country Office. • Detailed comments to the draft MTE report sent to the consultant by UNDP focal point. • Conference Call on the Draft MTE with the consultant and UNDP.
Within 12 weeks after contract signature (5 consultant working days, home-based)	<ul style="list-style-type: none"> • Incorporating audit trail from feedback on Draft Report. • Finalization of Final Mid-term Evaluation report following all revised comments.

Duty Station:

The CBARD-E project works in Nangarhar province with main office being in Kabul. The consultant will be guided by the reporting requirements of this assignment. Options for site visits to Nangarhar should be provided in the Inception Report, following discussions with UNDP Afghanistan and the Project Manager.

The consultant is expected to be in Afghanistan for period three weeks (15 working days) on a single visit and the remainder of the time will be home-based for desk review, report writing and editing of the final Mid-term Evaluation report.

The international consultant is not expected to travel to these districts, however, he is expected to lead and train a group of national consultants for getting qualitative data from the field. The international consultant is expected to travel to Jalalabad in Nangarhar province under UN security rules and regulations. The group of national consultants will be hired by UNDP separately through a separate contract or using the spot-check teams.

Evaluation Competencies and Ethics:

The Mid-term Evaluation will follow UNDP and UN Evaluation Group (UNEG) guidelines on the ethical participation of beneficiaries and children. In addition, all participants in the study will be fully informed about the nature and purpose of the evaluation and their requested involvement. Only participants who have given their written or verbal consent (documented) will be included in the evaluation. Specific mechanisms for feeding back results of the evaluation to stakeholders will be included in the elaborated methodology. All the documents, including data collection, entry and analysis tools, and all the data developed or collected for this consultancy are the intellectual property of UNDP Afghanistan, MAIL and the CBARD-E project. The consultant may not publish or disseminate the Mid-term Evaluation report, data collection tools, collected data or any other documents produced from this consultancy without the express permission of and acknowledgement of UNDP and MAIL.

Documents to be Consulted:

- CBARD-E Project Document, including annexes and Annual Workplans and project budget revisions, project reports including Annual Project Reports (APR), Quarterly Project Report (QPR), Back to Office reports, and ad-hoc project activity progress reports.
- Meeting minutes, including Project Board and Technical Working Group meeting minutes, Terms of Reference for project management.
- CBARD-W Midterm Report
- Annual audit reports and spot-check reports.
- TORs for project staff, including UNDP staff and NTA modality
- Correspondence with the donor
- Any other materials that the consultant considers useful for this evidence-based review.

Sample Evaluation Matrix:

The evaluation matrix is a tool that the consultant will create as a map and reference in planning and conducting an evaluation. It also serves as a useful tool for summarizing and visually presenting the evaluation design and methodology for discussions with stakeholders. This will complement the Project's M&E plan for each indicator. A sample Evaluation Matrix is provided below:

Relevant evaluation criteria	Key Questions	Specific Sub-Questions	Data Sources	Data collection Methods/Tools	Indicators/Success Standard	Methods for Data Analysis

Management of the Evaluation:

The consultant is responsible for ensuring that the evaluation function is fully operational and that evaluation work is conducted according to the highest professional standards.

Suggested Template for the Mid-Term Evaluation Report:

- 1) **Executive summary**
 - a. Including an overview of project progress, research methods, and summary of key recommendations
- 2) **Purpose of the evaluation**
 - Restate the purpose of the Mid-term Evaluation
 - Explain how this evaluation fits into project cycle and project planning/review activities
- 3) **Evaluation methodology**
 - Overview of methodology and approach
 - Research methods employed
 - Workplan and research process
- 4) **Background**
 - Country context (policy, institutional environment with relevance to the CBARD-E project)
 - Project rationale
 - Project status (implementation, financial)
- 5) **Evaluation:**
 - Evaluation Questions should be answered under the headings as outlined in the TOR
 - Relevance
 - Efficiency
 - Effectiveness
 - Impact
 - Sustainability
 - Any other pertinent issues that need addressing or which may influence future project direction and UNDP engagement in the country.
- 6) **Conclusions and Recommendations:**
 - The MTE will include a section of the report setting out the MTE's evidence-based conclusions, in light of the findings.
 - What corrective actions are recommended for the design, start-up phase, managerial arrangements and project implementation, including sustainability, of the project? A recommendation table should be put in the report's executive summary.
 - What actions are recommended to follow up or reinforce initial benefits from the project?
 - What are the main lessons that can be drawn from the project experience that may have generic application?
- 7) **Annexes**
 - To include, at minimum:
 - TOR for Mid-term Evaluation
 - Evaluation Follow-up Matrix (sample template provided)
 - Detailed table of recommendations for improving project implementation
 - List of people interviewed, focus group discussions held, etc.
 - Templates of tools and questionnaires employed
 - References

PRICE PROPOSAL AND SCHEDULE OF PAYMENTS

The consultant shall submit a price proposal as below:

- 1) **Daily Fee:** The consultant shall propose a daily fee which should be inclusive of his/her professional fee, local communication cost and insurance (inclusive of medical evacuation). The number of working days for which the daily fee shall be payable under the contract is **35 Working days**.

- 2) **UNDP/CBARD Project will provide free accommodation to the Consultant in UNOCA compound or UN cleared Guest House.** The consultant is **NOT** allowed to stay in a place of his choice other than the UNDSS approved places. UNDP will provide MORSS compliant accommodation in UNOCA complex or UN cleared Guest House. The payment of accommodation shall be made directly by the Project.
- 3) **Travel and Visa:** The consultant shall propose an estimated lump sum for home-Kabul-home travel and Afghanistan visa expenses. The CBARD-E project will cover the cost of internal travel within Afghanistan.

The total professional fee shall be converted into a lump sum contract and payments under the contract shall be made on submission and acceptance of deliverables under the contract in accordance with the abovementioned schedule of payment. **The total professional fee**, shall be converted into a lump sum contract and payments under the contract shall be made on submission and acceptance of deliverables under the contract in accordance with the abovementioned schedule of payment.

REQUIREMENTS FOR EXPERIENCE AND QUALIFICATIONS:

Academic Qualifications:

- Master's Degree in political science, sociology, international relations, international economics, law, public administration, social science, evaluation, or other closely related field from an accredited university, with strong background in research methodology.

Experience:

- At least 10 years of working experience in evaluation and social research, with at least 5 years working with developing countries and a demonstrated understanding of the challenges and opportunities faced by post conflict countries;
- Proven experience in evaluating projects/programmes of UN or development agencies (preferably UNDP).
- Strong analytical and research skills with sufficient understanding of quantitative and qualitative methods and data analysis.
- Familiarity with UNEG evaluation norms and guidelines and processes required.
- Work experience related to rural livelihoods and agriculture economics is an advantage.
- Experience working in Afghanistan is an advantage.

Language:

- Fluency in written and spoken English is a requirement.
- Knowledge of Dari or Pashto is an advantage.

Competencies:

- Demonstrates integrity by modeling the UN's values and ethical standards.
- Promotes the vision, mission, and strategic goals of UNDP.
- Maturity combined with tact and diplomacy.
- Displays cultural, gender, religion, race, nationality and age sensitivity and adaptability.
- Treats all people fairly without favoritism.

Special Skills Requirements

- Shows ability to communicate and to exercise advocacy skills in front of a diverse set of audience.

- Focuses on impact and result for the client and responds positively to feedback.
- Demonstrates openness to change and ability to manage complexities.
- Consistently approaches work with energy and a positive, constructive attitude.
- Ability to work collaboratively with colleagues in a multi-cultural and multiethnic environment.
- Builds strong relationships with clients and external actors.
- Ability to work independently with strong sense of initiative, discipline and self-motivation.

Proposal Evaluation Method and Criteria:

The award of the contract shall be made to the individual consultant whose offer has been evaluated and determined as:

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

Technical Criteria weight 70%;

Financial Criteria weight 30%.

Only candidates obtaining a minimum of 49 points (70% of the total technical points) would be considered for the Financial Evaluation.

Technical Criteria 70 points

Technical Proposal (30 marks)

- 1) Technical Approach & Methodology (20 marks) – Explain the understanding of the objectives of the assignment, approach to the services, methodology for carrying out the activities and obtaining the expected output, and the degree of detail of such output. The Applicant should also explain the methodologies proposed to adopt and highlight the compatibility of those methodologies with the proposed approach.
- 2) Work Plan (10 marks) – The Applicant should propose the main activities of the assignment, their content and duration, phasing and interrelations, milestones (including interim approvals by the Client), and delivery dates. The proposed work plan should be consistent with the technical approach and methodology, showing understanding of the TOR and ability to translate them into a feasible working plan.

Qualification and Experience (40 marks) [evaluation of CV]:

- General Qualification (15 marks);
- Experience relevant to the assignment (25 marks);

Documents to be included when submitting the proposals:

Interested individual consultants must submit the following documents/information to demonstrate their qualifications in one single PDF document:

- Duly accomplished confirmation of Interest and Submission of Financial Proposal Template using the template provided by UNDP (Annex II);
- Personal CV or P11, indicating all experience from similar projects, as well as the contact details (email and telephone number) of the Candidate and at least three (3) professional references.

Technical Proposal:

- Brief description of why the individual considers him/herself as the most suitable for the assignment;
- A methodology, on how they will approach and complete the assignment and work plan as indicated above.