



**TERMS OF REFERENCE FOR FCPF REDD+ READINESS PROJECT FINAL EVALUATION**

**1. Position Information**

Post Title:	<b>International Consultant to conduct Impact Evaluation</b> of FCPF REDD+ Readiness Project for Kenya.
Programme Unit	Environment and Resilience Unit (ERU)
Project	Forest Carbon Partnership Facility Reduction of Emission, from Deforestation and forest Degradation (FCPF REDD+) Readiness Project in Kenya
Required	One (1)
Type of Contract	Individual Contract (IC)
Duration	45 days
Duty Station	Nairobi with Possible travel to Counties
Starting Date	4 October 2021

**2. Background and Organizational Context**

In 2009 Kenya signaled its willingness to embark on Reducing Emissions from Deforestation and Forest Degradation (REDD+) and applied for Readiness planning funds from the Forest Carbon Partnership Facility (FCPF) for the REDD+ project. It intended to achieve four goals: (i) Realization of Constitutional and *Vision 2030* objectives of increasing national total forest cover to a minimum of 10%; (ii) Support the National Government's efforts to designing policies and measures to protect and improve its remaining forest resources (iii) Realization of the National Climate Change Response Strategy goals; and (iv) Contributing to global climate change mitigation and adaptation efforts.

The FCPF REDD+ Project was developed through a broad and consultative process over a period of two years. The project focuses on REDD+ readiness and more specifically the i.e. development of a **National REDD+ Strategy and investment plan, a safeguards information system, capacity building and support for stakeholders' engagement in the REDD+ readiness process, and technical support for finalization of the National Forest Monitoring System, and Forest Emission Reference Level**, in line with the requirements of the Warsaw Framework for REDD+ under the United Nations Framework Convention on Climate Change (UNFCCC). In 2016, the World Bank provided Kenya with the REDD+ Readiness grant of USD 3.88 million from the Forest Carbon Partnership Facility (FCPF) of the World Bank.

Although Kenya's GHG emissions is less than 0.1% of total global emissions, the country requires action to reduce its GHG emissions that are projected to increase due to population and economic growth with 75% being from the land use, land-use change and forestry (LULUCF) and agriculture sector. The country in its Nationally Determined Contribution (NDC) to the UNFCCC seeks to abate its GHG emissions by 30% by 2030 relative to the BAU scenario of 143 MtCO<sub>2</sub>eq. Kenya's NDC Sectoral Analysis Report 2017 estimates the forestry sector mitigation potential between 11.3 and 20.1 MtCO<sub>2</sub>e per year with a technical maximum potential of 40.2 MtCO<sub>2</sub>e per year by 2030.

The Government of Kenya seeks to enhance and maintain its forest cover to a minimum of 10% of the national area by 2022. Kenya submitted its Forest Reference Level (FRL) in December 2019 to the UNFCCC. Based on data collected as part of this process, deforestation in the country is estimated at 103,368 ha per year (0.17% of the national area), but conservation efforts achieve about 90,477 ha of reforestation annually (0.15% of national area). The FRL allows Kenya to exploit opportunities for reducing current emissions arising from deforestation and forest degradation and take advantage of opportunities for enhancement of carbon stock arising from afforestation, reforestation and restoration of degraded forest areas. Forest is defined as an area with a minimum 15% of canopy cover, minimum land area of 0.5 ha and a minimum height of 2 meters. The GHG emission baseline for Kenya is estimated at 52,204,059 t CO<sub>2</sub>/year.

The FCPF REDD+ Readiness Project is relevant and responds to Kenya's National Climate Change Action Plan (NCCAP). It seeks to identify effective ways to reduce deforestation and forest degradation, enable participatory and sustainable management of forests, and leverage investments for Kenya for both REDD+ implementation and results-based finance including through the Green Climate Fund. This is aligned to the efforts on national delivery of the UN Sustainable Development Goals (SDGs) 13 and 15. Further the REDD+ Readiness Project is aligned with the UNCT/UNDAF 2018-2022, Strategic Priority Area 3: Competitive and sustainable economic growth that is increasingly resilient, green, inclusive, equitable, and creating decent jobs and quality livelihoods for all; Outcome 3.3: By 2022, people in Kenya benefit from sustainable natural resource management and resilient green economy. Further, the REDD+ Readiness Project contributes to UNDP Strategic Plan (2018-2021), Signature Solution 3 on Environment: nature-based solutions for development and Signature solution 4 on Clean, affordable energy.

The project is being implemented by the Ministry of Environment and Forestry (MoEF) in partnership UNDP as the delivery partner, and in collaboration with key responsible parties in delivering key result areas through the National Implementing Modality (NIM). The aim of the project is to put in place mechanisms to enable Kenya to reach its overall REDD+ goal of improving livelihoods and wellbeing, conserving biodiversity, contributing to the national aspiration of a minimum 10% forest cover, and mitigating climate change for sustainable development. This will be achieved through four outcomes, namely: 1) An operational national REDD+ strategy and investment plan; 2) An operational safeguards information system for REDD+; 3) Functional multi-stakeholder engagement and capacity building for REDD+; and 4) Technical support provided for improvement to the National Forest Monitoring System and Forest Reference Level.

To deliver the project UNDP in partnership with the Ministry of Environment and Forestry sought collaboration with local and indigenous communities and the national partners including; Kenya Forestry Service (KFS), Kenya Wildlife Services (KWS), National Land Commission (NLC), Kenya National Commission for Human Rights (KNCHR), National Gender Equality Commission (NGEC), the academia, Youths, the indigenous people's representatives and the private sector through the Kenya Association of Manufacturers and the Kenya Private Sector Alliance (KEPSA).

As of 11 March 2020, the World Health Organization (WHO) declared COVID-19 a global pandemic as the new coronavirus rapidly spread to all regions of the world. Travel to and from Kenya has been restricted since 6 April 2020 with full lockdowns and curfews imposed between 7 pm to 5 am. This presented an unprecedented challenge to FCPF REDD+ project implementation, slowing down the project delivery and achievement of planned results. Meetings that required face to face participation were suspended and the Project team had to adopt new project implementation modalities through virtual platforms like Zoom and

Teams where possible. This curtailed most stakeholders' face to face consultations activities which were programmed to happen through physical meetings. Engagement through virtual platforms presents further risks of leaving out forest dependent and indigenous communities most of whom have weak or no access to internet. The government has been gradually relaxing these some of these restrictions, by allowing some restricted meetings with limited number of attenders and observing safety guidelines as provided by the WHO and the Ministry of Health.

### 3. Objectives of the Final Evaluation

The overall purpose of the final evaluation is to assess the results achieved and impact made in the implementation of the REDD+ Readiness project. The consulting team is therefore expected to support UNDP in partnership with the Ministry of Environment and Forestry in conducting a comprehensive final evaluation to measure results and impact made in Kenya's REDD+ Readiness implementation process. The assignment will also determine broader achievements, challenges, opportunities, and lessons learnt and make recommendations for strengthening of Kenya's implementation of FCPF REDD+ Project. The final evaluation will serve as both learning and accountability purposes and will seek to identify problems and constraints encountered by the project to date and formulate appropriate recommendations for corrective actions for effective implementation of future interventions. It will review the relevance, efficiency, effectiveness, sustainability, gender equality and human rights of the project's implementation in terms of achieving the project's objective, outcomes and delivering outputs. It will serve to fulfil UNDP's compliance and accountability requirements to donors, national stakeholders, and partners through an assessment of the results generated by the project since its inception. The underpinning specific objectives of the final evaluation are:

- i. To assess the relevance of the progress made towards achieving REDD+ planned objectives.
- ii. To assess the relevance and strategic positioning of the project to Kenya's climate change and carbon reduction commitments.
- iii. To assess (a) the progress made towards project results and whether there are any unintended results and (b) what can be captured in terms of lessons learned for ongoing and future UNDP's institutional capacity enhancement initiatives in Kenya.
- iv. To assess whether the project management arrangements, approaches and strategies were well-conceived and efficient in delivering the project.
- v. To analyse the extent to which the project enhances application of gender mainstreaming (gender equality and women's empowerment), rights-based approach and participation of other socially vulnerable groups such as the disabled in forest and forest resources management.
- vi. To determine broader achievements, challenges, opportunities, and lessons learnt and make recommendations for accelerating Kenya's readiness and strengthening implementation of FCPF REDD+ Readiness Project.

### 4. Scope of work

**Content:** The final evaluation will assess the FCPF REDD+ project design and implementation modalities, processes, deliveries, and planned results.

**Period:** The mid-term evaluation will cover the period of July 2018 – December 2021

**Location:** The evaluation will cover the communities and counties in which the REDD+ interventions are being implemented.

The project evaluation will cover the specific project duration, in all the geographic locations that it was being implemented. The evaluation will cover programme conceptualisation, design, implementation, monitoring and evaluation of results and will engage all project stakeholders – benefitting local communities, relevant ministries and institutions of the Government of the Republic of Kenya, Council of Governors, media, project donors, the private sector, UNDP, UN agencies, civil society organisations, academia, and other actors. The evaluation will also focus on performance of indicators agreed with funding partners.

Under the overall supervision of the Project Manager, the consultancy team composed of the International consultant (team Leader) assisted by the National Consultant will perform the following substantive duties and responsibilities:

In addition to assessing the relevance, effectiveness, and efficiency of the project, the evaluation will; a) explore the key factors that have contributed to the achieving or not achieving of the intended results; b) determine the extent to which the project is contributing to reducing deforestation and forest degradation in Kenya, address crosscutting issues of gender and human rights, forging partnership at different levels, including with government, donors, UN agencies, and communities; c) potential sustainability of the project for continued realisation of results; and d) draw lessons learned and best practices and make recommendations for future programming of projects of similar nature.

The evaluation will also assess the synergy between different projects and other UNDP initiatives contributing towards the same outcome areas.

## **5. Evaluation Criteria**

### **Cluster 1: Relevance**

1. To what extent has FCPF REDD+ Readiness Project aligned its implementation to the national climate change policies and strategies, including the National Climate Change Action Plan (2018-2022), implementation framework of the NDC, National Forest Policy 2016, the Big Four Agenda, National Strategy for the Attainment and Maintenance of 10% Tree Cover, Greening Kenya initiative etc?
2. To what extent have these national policies and strategies affected the implementation of FCPF REDD+ Readiness Project?
3. Is Kenya well positioned in relation to its governance structure, national and county participants capacities, resource availability, to manage and meet the FCPF REDD+ Readiness Project objectives, and to be ready for FCPF implementation by the target date?
4. Is the FCPF REDD+ Readiness Project on track to meet its objectives and outcomes as set in the results and resources framework (RRF)?
5. How have the initiatives under FCPF REDD+ Readiness Project remained nimble to changes in the priorities of the national and county governments, indigenous peoples and local communities?

### **Cluster 2: Effectiveness:**

1. To what extent has the FCPF REDD+ Readiness Project contributed to understanding of issues relevant to addressing deforestation and forest degradation in Kenya?
2. How has the project catalysed learning and knowledge sharing between government, indigenous peoples, local communities, private sector, civil society organizations and other stakeholders in addressing deforestation and forest degradation in Kenya?

3. How effective is the FCPF REDD+ Project management structure and how has it enhanced delivery of project outcomes?
4. What lessons can be drawn from implementation of the project to further enhance Kenya's REDD+ Readiness process?
5. How has the project successfully built or strengthened an enabling environment (systems, policies, stakeholder's engagement, etc.)?
6. What have been the main contributing and challenging factors towards project's success in attaining its targets?
7. To what extent has the design and implementation of the project identified and addressed the needs of women, youth, people with disabilities, and other marginalized demographics?

**Cluster 3: Efficiency:**

1. To what extent has the FCPF REDD+ Readiness Project been efficient in achieving results?
2. Based on project activity monitoring and achievement of indicator targets, to what extent has each of the expected project objectives and their related outputs been achieved according to the work plan or are likely to be achieved? Please disaggregate this by project component outcomes and outputs.
3. To what extent have the FCPF REDD+ Readiness Project resources been used to maximize its outcomes/outputs and provide early lessons for REDD+ Readiness and Implementation in Kenya?
4. How predictable has the disbursement of FCPF resources to support Kenya's REDD+ Readiness process?
5. How efficiently have resources (human resources, time, expertise, funds etc.) been allocated and used to provide the necessary support and to achieve the broader project objectives?
6. How can implementation of the REDD+ Readiness Project be improved to attain efficiencies, based on the lessons learnt from the project so far?

**Cluster 4: Impacts: Achievement of wider effects**

1. What are the key lessons, intended and unintended outcomes for Kenya's REDD+ readiness process?
2. To what extent are intended outcomes aligned to countries capacity to reducing deforestation and forest degradation, and ability to leverage performance-based payments?
3. What, if any, unintended outcomes have been realized so far? What are the key opportunities and risks associated with these unintended outcomes?
4. What impacts has the FCPF REDD+ Readiness Project had on (i) national and county level coordination of various climate change, afforestation, and REDD+ initiatives?
5. What catalytic impacts has the FCPF REDD+ Readiness Project had in shaping the REDD+ policy and institutional framework in countries that could determine longer term sustainability of national efforts on REDD+?
6. What good practices can be learned from the project that can be applied in accelerating delivery, improving the next phase and/or inform similar future projects?
7. What should have been different, and should be avoided in the next phase of the project or in similar projects?
8. Are project activities sustainable? What steps can be taken to enhance the sustainability of project objectives, components and results?

**Cluster 5 Sustainability: Likely continuation of achieved results.**

The sustainability criterion relates to whether the positive outcomes of the project and the flow of benefits are likely to continue after external funding ends or non-funding support interventions (such as: policy dialogue, coordination).

1. Is there national ownership of objectives and achievements, e.g. how far all stakeholders were consulted on the objectives from the outset, and whether they agreed with them and continue to remain in agreement?
2. What is the extent of policy support and the responsibility of the beneficiary institutions, e.g. how far are UNDP approaches and national policy corresponding, the potential effects of any policy changes; how far the relevant national, sectoral and budgetary policies and priorities are affecting the project positively or adversely; and the level of support from governmental, public, business and civil society organizations?
3. With regards to institutional capacity, e.g. of the Government (e.g. through policy and budgetary support) and counterpart institutions; the extent to which the project is embedded in local institutional structures; the likelihood of continuing the flow of benefits after the project ends (is it well-led, with adequate and trained staff, sufficient budget and equipment?); whether counterparts have been properly prepared for taking over, technically, financially and managerially?
4. Socio-cultural factors, e.g. whether the project is in tune with local perceptions of needs and of ways of producing and sharing benefits; whether it respects local power- structures, status systems and beliefs?
5. Financial sustainability, e.g. whether the products or services being provided are affordable for the intended beneficiaries and are likely to remain so after funding will end; whether enough funds are available to cover all costs (including recurrent costs), and continue to do so after funding will end; and economic sustainability, i.e. how well do the benefits provide economic benefits?
6. Technical (technology) issues, e.g. whether (i) the technology, knowledge, process or service introduced or provided fits in with existing needs, culture, traditions, skills or knowledge?
7. Are there any risks that may jeopardize the sustainability of the project?

### **Cluster 6: Cross-cutting Issues**

#### **Human rights:**

1. To what extent have the disadvantaged and marginalized groups benefited from the work of UNDP in the country?

#### **Gender equality:**

1. To what extent have gender equality and the empowerment of women been addressed in the design, implementation, and monitoring of the project?

### **Focus Group Guide (For Community level beneficiaries)**

1. What kind of assistance have you received from the project – explore if there has been training (what kind, how long, etc)?
2. Do you feel that these interventions are helpful? Are they addressing relevant issues that affect your livelihoods? Are there any gaps or is there something missing that would make the interventions more helpful?

3. How many of you here today have benefitted directly from the services provided under the UNDP (describe intervention)? Please explain the circumstances and how you benefitted.
4. Are you aware of any other individuals or groups that may have benefitted from similar services and interventions? Do you know of any other organisation other than UNDP that is providing similar interventions? How do you compare these other interventions with this one – what is better or not so good about this or them?
5. Are you aware of the coordination and management structure where you can get appropriate information and guidance about the project interventions? Do you feel that these mechanisms are appropriately accessible and responsive? Do they have sufficient knowledge and skills to address your issues?

Additional follow up questions may arise based on responses and discussions generated by the above questions.

## **6. Methodology**

The final evaluation will be carried out in accordance with following guidelines:

- UNDP/IEO Evaluation Guidelines (2019),
- UNDP/IEO Evaluation Guidelines in the context of COVID-19
- United Nations Group Evaluation Norms and Ethical Standards,
- OECD/DAC evaluation principles and guidelines

The project evaluation will employ qualitative and quantitative methods to assess the project based on the criteria above and to make recommendations for current and future programming. It will be carried out by an independent international consultant and will engage a broad range of key stakeholders and beneficiaries, including government officials, donors, Council of Governors, civil society organizations and UNDP staff. This evaluation is expected to take a “theory of change” (TOC) approach to determine causal links between the initiatives that UNDP Kenya has supported and observed progress in civil service capacity in the country. Evidence obtained and used to assess the results of UNDP support should be triangulated from a variety of sources, including verifiable data on indicator achievement, existing reports, and technical papers, stakeholder interviews, focus groups, surveys and site visits as applicable.

The evaluation will employ a combination of both qualitative and quantitative evaluation methods and instruments including:

- a) Document review of all relevant documentation. This would include a review of inter alia; project document (contribution agreement); theory of change and results framework; annual workplans; consolidated quarterly and annual reports; highlights of project board meetings and technical/financial monitoring reports.
- b) Semi-structured interviews with key stakeholders including key government counterparts, donor community members, representatives of key civil society organizations, UNCT members and implementing partners.
- c) Field visits and on-site validation of key tangible outputs and interventions. Other methods such as outcome mapping, observational visits, group discussions should be employed as necessary.

- d) Data review and analysis of monitoring and other data sources and methods should ensure maximum validity, reliability of data (quality) and promote use; the evaluation team will ensure triangulation of the various data sources.

The evaluators are expected to follow a participatory and consultative approach that ensures close engagement with the evaluation managers, implementing partners and direct beneficiaries. The final methodological approach including interview schedules, field visits and data to be used in the evaluation will be clearly outlined in the inception report and be fully discussed and agreed between UNDP, stakeholders and the evaluators.

## 7. Deliverables

The deliverables of the assessment are:

- a) Evaluation inception report (10-15 pages). The inception report should be carried out following and based on preliminary discussions with UNDP after the desk review and should be produced before the evaluation starts (before any formal evaluation interviews, survey distribution or field visits) and prior to the country visit in the case of international evaluators.
- b) Evaluation debriefings. Immediately following an evaluation, UNDP may ask for a preliminary debriefing and findings.
- c) Draft evaluation report (max 40 pages). UNDP and stakeholders will review the draft evaluation report and provide an amalgamated set of comments to the evaluator within 10 days, addressing the content required (as agreed in the inception report) and quality criteria as outlined in the UNDP evaluation guidelines.
- d) Evaluation report audit trail. Comments and changes by the evaluator in response to the draft report should be retained by the evaluator to show how they have addressed comments.
- e) Final evaluation report.
- f) Presentations to stakeholders and the evaluation reference group.
- g) Evaluation brief and other knowledge products agreed in the inception report.

**Table 1: Activity, deliverable and days allocated**

Sn.	Activity	Deliverable	Days allocated
1	Draft inception report that includes literature review design, methodology and detailed work plan.	<b>Inception Report</b>	<b>4 days</b>
2	Inception meeting initial briefing with reference group		
3	Stakeholder consultations with targeted beneficiaries conducted	<b>Consultations and data collected.</b>	<b>15 days</b>
4	Preparation of draft impact analysis report on REDD+ impact and results.	<b>Preliminary report</b>	<b>15 days</b>
5	Presentation of preliminary findings and meeting with stake holders	<b>Validation workshop</b>	<b>1 day</b>
6	Final report containing impact analysis of REDD+ Readiness project and incorporating comments provided by	<b>Final report</b>	<b>10 days</b>



	all stakeholders and submitted to UNDP in publishable quality.		
<b>Total number of working days</b>			<b>45 days</b>

## 8. Scope of price proposal and schedule of payment

The consultants shall be paid the consultancy fee upon completion of the following milestones:

- 20% after adoption of the inception report.
- 30% after presentation of the draft impact analysis report.
- 50% after the approval of the final report.

The consultancy fee will be paid as Lump Sum Amount (all inclusive of expenses related to the consultancy). The contract price will be fixed regardless of changes in the cost components.

## 9. Required Expertise and Qualification

### Qualifications of the Evaluation Lead

- An advanced degree in Project Planning Design and Management, Project monitoring and evaluation, Strategic Management, Results-Based Management, Natural Resource Management or related disciplines.
- At least 7 years' experience in coordinating monitoring, evaluation assignments, developing monitoring and evaluation systems, or research.
- An in-depth knowledge of results-based management, national planning and results accountability systems, monitoring and evaluation, knowledge management or related fields.
- Experience working with the United Nations, national or county government institutions, international non-governmental organizations, bilateral or multilateral development partners.
- Professional expertise in international development co-operation, in areas of environment and resilience, programme evaluations and impact assessments.
- Demonstrated analytical, communication and report writing skills.
- Fluency in written and spoken English and Swahili.
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## 10. Time frame for the impact analysis and M&E framework

The consultancy will be conducted between 4 October 2021 – 19 December 2021. The consultant will be provided with information to prepare a table with tasks, timelines and deliverables, for which the consultants will be responsible and accountable.

## 11. Implementation Arrangements

The UNDP Kenya Country Office will select the International consultant (Team Leader) through an open process in consultation with the partners. UNDP will be responsible for the management of the Team Leader and will in this regard designate an evaluation manager and focal point. Project staff will assist in facilitating the process (e.g. providing relevant documentation, arranging visits/interviews with key informants, etc.).

The evaluation manager will convene an evaluation reference group/technical working group (TWG) comprising of technical experts from partners and UNDP to enhance the quality of the evaluation. This TWG will review the inception report and the draft preliminary evaluation report to provide detailed comments related to the quality of methodology, evidence collected, analysis and reporting. The reference group will also advise on the conformity of processes to the UNDP and UNEG standards.

Limited administrative and logistical support will be provided to the Team Leader. The consultant will use her/his own laptop and cell phone. UNDP will develop a management response to the evaluation within 2 weeks of report finalization.

A national consultant will support the international consultant with assistance from the project team, for setting up meetings and conducting the evaluation, subject to advanced approval of the methodology submitted in the inception report. The national consultant will report to the international consultant and to the designated evaluation manager and focal point and work closely with the project team. The national consultant will work full time, based in UNDP Kenya or at home and will be required to travel to the project locations as part of the evaluation (depending on prevailing COVID-19 Ministry of Health prevention protocols). Office space and limited administrative and logistical support will be provided. The national consultant will use her/his own laptop and cell phone. UNDP will develop a management response to the evaluation within 2 weeks of report finalization.

## **12. Application and documents to be submitted**

### **Technical proposal**

- (a) Duly accomplished Letter of Confirmation of Interest and Availability using the template provided by UNDP.
- (b) Personal CV or P11, indicating all experience from similar projects, as well as the contact details (email and telephone number) of the Candidates and at least three (3) professional references indicating the last experience in the domain.
- (c) Brief description of why the individual considers him/herself as the most suitable for the assignment, and a methodology on how they will approach and complete the assignment.
- (d) Qualification documents of the consultant. These include certified degrees and certificates.
- (e) A detailed clear methodology will be applied to make the functional assessment more successful and the planning of activities which will be followed during this assessment exercise. The consultants wishing to submit his/her offer must note that this is the crucial part of his/her offer.
- (f) Any other document deemed relevant to this consultancy service.

### **Financial proposal**

A Financial Proposal must be submitted that indicates the all-inclusive fixed total contract price supported by a breakdown of costs as per template provided. If an Offeror 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 a Reimbursable Loan Agreement (RLA), the Offeror must indicate this at this point, and ensure that all such costs are duly incorporated in the financial proposal submitted to UNDP.

## **13. Criteria for selection of the consultants**

The offer will be evaluated by using the best value for money approach (combined scoring method). Technical proposal will be evaluated on **70%**. Whereas the financial proposal will be evaluated on **30%** based on sufficiency for applying the data gathering techniques and for obtaining reliable data for the Capacity Assessment in the timeframe indicated. Below is the breakdown of technical proposal on 100% which will be brought to 70%:

**International Consultant (Team Leader)**

No	Assessment criteria	Weight	Max. Point
	<b>Description of qualification</b>		
1	<b>Master’s degree in</b> Project Planning Design and Management, Project monitoring and evaluation, Strategic Management, Results-Based Management, Natural Resource Management or related disciplines, combined with capacity building work and institutional needs assessment.	10%	10
2	Minimum of <b>ten years</b> of accumulated experience in institutional capacity assessment, of which at least five years should be in international settings – preferably in African Region	25%	25
3	Good <b>knowledge of the UNDP Capacity Assessment Framework, experience applying UNDP Results Based Management Policies and Procedures, good knowledge of the UNDP DIM/NIM Guidelines and Procedures,</b> knowledge of Result-Based Management, Capacity Assessment methodologies, knowledge of participatory monitoring approaches; experience applying SMART indicators and reconstructing or validating baseline scenarios, demonstrable analytical skills	20%	20
4	<b>Adequate Methodology and work plan</b> (Capacity Assessment techniques for gathering and analyzing gender sensitive qualitative and quantitative data)	35%	35
6	Excellent English writing and communication skills	10%	10
	<b>TOTAL</b>	<b>100%</b>	<b>100</b>

**14. Application Process**

Qualified candidates are requested to apply by the 20 August 2021.

The application should contain:

- **Letter of interest** and availability using the standard template.
- **Technical proposal as described in the TORs.**
- **Financial Proposal** - specifying a total lump sum amount for the tasks specified in this announcement. The financial proposal shall include a breakdown of this lump sum amount

(number of anticipated working days – in home office and on mission, travel – international and local, per diems and any other possible costs).