**TERMS OF REFERENCE**

### Title: Project Evaluator (Final project evaluation)

**Project:** Serbia at Your Fingertips – Digital Transformation for Development

**Reporting to:** Evaluation Manager

**Duty Station:** Belgrade, Serbia

**Duration:** 20 November 2020 - 15 March 2021

**Contract Type:** Individual Contract (IC) – for free-lance consultant or Reimbursable Loan Agreement (RLA) - if the consultant is working with institution or government or university

**a.         Purpose**

The purpose is to provide information about the results of the *Serbia at Your Fingertips – Digital Transformation for Development* project implementation.

1. **Objective**

The objective is to assess if and how project outputs/outcomes were achieved, the efficiency with which outputs/outcomes were achieved, how they contributed to the defined project impact, relevance for the national strategic framework and UNDP Country Programme outcome and sustainability of the results*,* and to provide recommendations for future engagement.

1. **Background Information**

In 2017 UNDP Serbia rolled out the multi-year project “Serbia at Your Fingertips – Digital Transformation for Development”, funded by the UK Government and Government of Serbia.  The overall objective of the project was to prepare and support Serbian public administration and the economy for digital transformation, enabling the Government of Serbia to provide by 2020 more transparency and accountable digital services that meet the expectations of citizens and the needs of the economy. This project is part of a wider UNDP Accountable Governance portfolio and key operational partner on the project was the Office for IT and e-Government. Close support was provided by the IT and Innovation Team of Delivery Unit and the Prime Minister's Office.

The *Serbia at Your Fingertips – Digital Transformation for Development* project was launched in 2017 and will be implemented till 31 Mar 2021. Additional information on the project can be accessed at <https://www.rs.undp.org/content/serbia/en/home/projects/digital-transformation.html>

*Serbia at Your Fingertips – Digital Transformation for Development* project was aimed to tackle the following outcomes and outputs (the first three outcomes refer to the system of digital governance, Outcome 4 addresses digital society and economy, while outcome 5 extends to infrastructure and other capital investments needed). **Only first three outcomes (funded by UK Government) of the project will be subject to evaluation.**

**Outcome 1 – Effective coordination and implementation of the government’s digital strategy by strengthened ITE:**

* **Output 1.1 – Developed ITE’s capacities for effective coordination and implementation of the government’s digital strategy**, by producing training materials and conducting trainings/certification for the ITE staff, implementing internal quality management standards, organizing team building/planning retreats and best practice exchanges (study tours, regional/international conferences etc.);
* **Output 1.2 – Provided support for other institutions in application of ICTs and e-government,** by producing training materials and conducting trainings for other institutions in application of ICTs, e-Government and information security;
* **Output 1.3 – Improved overall e-government policy/project/budget coordination and planning,** by supporting the ITE, Prime Minister’s Office, Coordination Council for e-Government and line ministries in policy/project/budget coordination and planning, organizing planning retreats etc.

**Outcome 2 – Established ICT platforms for provision of user-focused, accessible and inclusive e‑services:**

* **Output 2.1 – Supported development of the Government Network**, by conducting a study on the development of the Government Network and improving the ITE’s procedures, practices and systems for network monitoring, equipment management, service provision and customer support.
* **Output 2.2 – Supported development of the Government Cloud**, by preparing studies for the development of the Government Cloud and disaster recovery location(s), drafting related legislation, supporting establishment of a Government Cloud Service Centre, producing cloud readiness assessments for the existing e-government systems and developing a pilot Platform-as-a-Service for e-government applications, deploying/leasing of the cloud infrastructure.
* **Output 2.3 – Supported establishment of the key registries, interoperability mechanisms, reliable Government Service Bus and new integrated e-services**, by providing technical assistance for establishment of key registries and interoperability mechanisms (Citizens Registry, Meta Registry and Address Registry), conducting a study on improving scalability and resiliency of the Government Service Bus, developing a roadmap for introduction of new high-impact integrated (one‑stop‑shop) e‑services for citizens and businesses, and providing technical assistance in making more registries and databases available over the Government Service Bus.
* **Output 2.4 – Improved design, accessibility and functionality of the government portals and established a system for data collection, analytics and continuous improvement,** by implementing functional redesign of the Central e-Government Portal (CEGP), developing a set of Common Design Standards (CDS) for government portals and e-services, improving existing modules for e-service generation and e-participation, developing new modules with open API for user authorization, e-document delivery etc., supporting implementation of the CDS and the open API modules on other major government portals, establishing a system for continuous collection of data related to use of the government portals, Government Cloud and Government Network, providing software tools and training for Big Data processing, analytics and feeding the results back into the continuous improvement loop.

**Outcome 3 – Improved e-services based on user feedback and engagement with key stakeholders:**

* **Output 3.1 – Established an M&E framework**, by developing key indicators (gender responsive) and conducting a baseline study on the use of e-government services by citizens and businesses.
* **Output 3.2 – Engaged key stakeholders,** by supporting organization of annual conference „e‑Government Day” and other stakeholder engagement activities (e.g. round table discussions and other collaboration activities with key stakeholders, such as the Digital Serbia Initiative, NALED’s Alliance for e-Government, tech/start-up community etc.), contributing to shaping of Serbia’s approach to regional cooperation in the sphere of digitalization, including through Western Balkans Six initiative.
* **Output 3.3 – Engaged wider community, established a system for collecting feedback and innovation ideas,** by establishing a system for collecting and processing customer feedback on government portals, supporting continuous engagement with the public in the digital sphere (including via social networks), organizing thematic brainstorming sessions, hackathons and/or innovation challenges.

In line with the abovementioned, UNDP Serbia invites applications from qualified consultants in order to perform the final evaluation of the *Serbia at Your Fingertips – Digital Transformation for Development* project.

**Description of Responsibilities**

**a.         Scope of work**

The final evaluation should assess the relevance, effectiveness, efficiency, impact and sustainability of the project*.* It should assess what works and why, highlight intended and unintended results, and provide strategic lessons to guide decision-makers and inform stakeholders.

The Evaluator will review, analyze and provide conclusions and recommendations on the following:

* The contribution of the project to the implementation of relevant national strategic frameworks and UNDP’s Country Programme Document;
* Draw linkages to the SDGs and relevant targets and indicators for the area being evaluated
* The project contribution to the defined project outcome (i.e. transparency and accountable digital services that meet the expectations of citizens and the needs of the economy)
* The degree to which the project activities listed in the Project Document have been successfully implemented and desired outputs/outcomes achieved;
* What factors contributed to effectiveness or ineffectiveness;
* The efficiency of the project approach in delivering outputs;
* Assessment of external factors affecting the project, and the extent to which the project has been able to adapt and/or mitigate the effects of such factors;
* The approach to project management, including the role of stakeholders and coordination with other development projects in the same area;
* Which relevant crosscutting issues (gender, environmental safeguards, Human rights) have been included in the intervention
* The extent to which the target beneficiaries have benefited from the project activities, including women and vulnerable groups
* The level of beneficiaries’ and partners satisfaction with programme implementation and results;
* To identify lessons learned and good practices
* The potential for continuation or up scaling of the initiative and its sustainability.

**b. Methodology**

The evaluation approach has to respond to standard international practices in project evaluation. The proposed steps in conducting the evaluation will be:

* Review of project documentation, monitoring records and progress and other relevant reports;
* Initial meeting with Project Team to agree the specific design and methods for the evaluation, what is appropriate and feasible to meet the evaluation purpose and objectives. Agree on the evaluation questions that will need to be answered, given limitations of time and extant data;
* Prepare inception report with reconstructed Theory of change and evaluation matrix\* and interview guides for the primary data collection
* Organization of interviews with key staff involved in the project implementation;
* Discussions with members of the project team and project beneficiaries (government institutions, citizens, associations) to assess project's relevance and effectiveness of project implementation take note of their perceptions of accomplishments and potentials for further development and provide suggestions for management response to evaluation findings. Objectively verifiable data should be collected whenever available, to supplement evidences obtained through interviews and focus group discussions;
* Organize one-day debriefing on the initial findings for the Project Team, Implementing Partner and beneficiaries;
* Prepare Draft Evaluation Report and submit to UNDP for review and comments
* Incorporate received feedback into the Final Report;
* Prepare the Final Report\*\* with the Executive Summary based on solicited feedback from UNDP team and key stakeholders;
* Present the documents at a national consultation and dissemination workshop;
* Each evaluation criterion should be scored using the evaluations rating scale: Highly Satisfactory (HS), Satisfactory (S), Moderately Satisfactory (MS), Moderately Unsatisfactory (MU), Unsatisfactory (U) and Highly Unsatisfactory (HU), as follows

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| --- | --- | --- |
| A: Assessment of Project Outcomes and Outputs | Rating | **Weighting** |
| 1. **Project Effectiveness of achieving results** | Highly satisfactory (6) to Highly Unsatisfactory (1) |  |
| 1. **Project Efficiency in achieving results** | Highly satisfactory (6) to Highly Unsatisfactory (1) |  |
| 1. **Project Relevance** | Relevant or not relevant |  |
| Outcome rating | **Averaged from above** | **30%** |
|  |  |  |
| B: Sustainability |  |  |
| 1. **Sustainability of Results** | Likely (4) to Unlikely (1) |  |
| 1. **Sustainability within the Socio-Political setting** | Likely (4) to Unlikely (1) |  |
| 1. **Sustainability of Institutional framework and governance** | Likely (4) to Unlikely (1) |  |
| Overall Likelihood of sustainability | **Averaged from above** | **20%** |
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| C: Monitoring and evaluation |  |  |
| 1. **Project M&E design at entry** | Highly satisfactory (6) to Highly Unsatisfactory (1) |  |
| 1. **M&E plan implementation** | Highly satisfactory (6) to Highly Unsatisfactory (1) |  |
| M&E overall rating | **Averaged from above** | **20%** |
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| D: Implementation |  |  |
| 1. **Quality of UNDP project implementation** | Highly satisfactory (6) to Highly Unsatisfactory (1) |  |
| 1. **Inclusion of relevant crosscutting issues (gender, environmental safeguards, Human rights etc.** | Highly satisfactory (6) to Highly Unsatisfactory (1) |  |
| **Overall Implementation rating** |  | **30%** |
|  |  |  |
| Overall project quality | **Based on weightings of above scores.**  Highly satisfactory (6) to Highly Unsatisfactory (1) |  |

A following set of information sources about the project will be made available to the Evaluator:

* Project documents;
* Progress reports;
* Key documents (strategies, policy papers, monitoring reports, surveys etc.) produced by the project.

\* Inception report and evaluation matrix formats will be provided at the mission's outset

\*\*The final report must include, but not necessarily be limited to the elements outlined in the quality criteria for evaluation reports (Annex I constitute an integral part of this ToR).

**b. Deliverables and timelines**

It is expected that the evaluation will be completed within 30 working days, with the following deliverables due:

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| **Deliverables** | **Duration (working days)** | **Deadline** |
| Inception report including work plan and evaluation matrix prepared and accepted | 5 days | 26-30 November |
| Primary data collection phase (in-person and on-line interviews with the partners) | 10 days | 01 December - 15 December |
| Debriefing meeting organized for UNDP Project Team, Implementing Partner and beneficiaries | 1 day | 17 December |
| Draft Evaluation Report prepared and presented | 8 days | 19 December- 19 January |
| Final Evaluation report with Executive Summary addressing the UNDP comments prepared and accepted | 5 days | 22 – 26 January 2021 |
| Final comments and final revision of the Evaluation report | 1 day | 15 March 2021 |

Evaluator’s responses to UNDP comments on the draft report will be captured in the audit trail.

Travel costs (transport, accommodation and living costs) should be included in consultant’s lump-sum offer and payables agreed prior to start of the mission. In the event of escalation of COVID-19 epidemic to the extent that the travel through Serbia poses the health risk for TE consultant then the evaluation will be carried out remotely.

The criteria of utility, credibility, appropriateness will be used for assessing the quality of the evaluation report:

* The report has to be written in clear language (English);
* The Executive Summary should be a short chapter, highlighting the evaluation mandate, approach, key findings, conclusions and recommendations and not a copy-paste from the body text of the report or ToR;
* The information in the report has to be complete, well-structured and well presented;
* The information in the report has to be reliable i.e. well documented and supported findings;
* The information in the report has to addresses priority or strategic information needs;
* Recommendations have to be concrete and implementable;
* Human rights and gender equality perspective has been taken into account.

Detailed quality criteria are given in Annex 1.

The evaluation has to be conducted in accordance with the principles outlined in the [Ethical Guidelines for Evaluation](http://www.uneval.org/). Code of conduct is enclosed as Annex II and constitutes integral part of this ToR.

All deliverables should be in English language. All deliverables will have to be quality reviewed and approved or accepted by the Portfolio Manager - Competitiveness and Digital Governance in consultations with the Office for IT and e-Government.

**Qualifications and Experience**

**Education:**

* Master’s degree in relevant field of humanities, social science, economy or business administration.

**Work experience:**

* Minimum 5 years of relevant professional experience, in monitoring and evaluations and project or programme management preferably in international/multilateral development context
* Substantive experience in mid-term and final evaluations (including at least 10 evaluated projects, programs and country programmes)
* Experience in evaluating and monitoring technical cooperation and development activities and projects.
* Understanding of governance and public administration reform and use of innovative solutions and digital transformation.
* Familiarity with the region (particularly Serbia), its overall governance features, development needs, and directions.
* Familiarity with the UN(DP) evaluation policy, norms and standards.
* Knowledge in the use of computers and office software packages and handling of web-based monitoring systems.

**Personal qualifications:**

* Excellent analytical skills.
* Displays ability to synthesize research and reach empirically based conclusions on related subject.
* Strong writing skills.
* Proven capacity to produce reports.
* Displays capacity to provide experienced advice on best practices.
* Possesses knowledge of inter-disciplinary development issues.
* Focuses on result for the client and responds positively to feedback.
* Good application of Results-Based Management.
* Good communication, coordination and facilitation skills.
* Consistently ensures timeliness and quality of work.
* Treats all people fairly without favourism.
* Displays cultural, gender, religion, race, nationality and age sensitivity and adaptability.
* Demonstrates integrity by modeling ethical standards.

**Knowledge:**

* Consistently ensures timeliness and quality of project work.
* The ability to deliver clear, concise reports.

**Language:**

* Excellent knowledge of written and spoken Serbian and English;

**DOCUMENTS TO BE INCLUDED WHEN SUBMITTING THE PROPOSALS.**

**Application Procedure:**

Qualified and interested candidates are asked to submit their applications via UNDP Web site: [UNDP in Serbia](http://www.rs.undp.org/content/serbia/en/home.html) under section “Jobs” **no later than 11th November 2020.**

Application should include:

* CV in English language containing date of birth, contact information (home address, phone number, e-mail) and timeline of work experience (including description of duties).
* Offeror’s Letter (only PDF format will be accepted) confirming Interest and availability for the Individual Contractor (IC) Assignment. Can be downloaded from the following link: <http://www.undp.org.rs/download/ic/Confirmation.docx>. The Offeror’s Letter shall include financial proposal specifying a total lump sum amount for the tasks specified in this announcement with a breakdown of costs.
* Cover Letter – explaining why you are the most suitable for the work should be included in the CV.

**Note:** Only the short-listed applicants will be contacted and requested to submit **signed Offeror’s Letter Confirming Interest and Availability**including a price for the work envisaged in the section "Description of Responsibilities".

Any request for clarification must be sent by standard electronic communication to the e-mail [vacancy.rs@undp.org](mailto:vacancy.rs@undp.org). The procuring UNDP entity will respond by standard electronic mail and will send response, including an explanation of the query without identifying the source of inquiry, to all consultants.

**Financial Proposal:**

* **Lump sum contracts**

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

**Travel**

All envisaged travel costs must be included in the financial proposal. This includes all travel to join duty station/repatriation travel. In general, UNDP should 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.

**Evaluation**

*1. Cumulative analysis*

*When using this weighted scoring method, the award of the contract should 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 a pre-determined set of weighted technical and financial criteria specific to the solicitation.*

*\* Technical Criteria weight; 70%*

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| *1. Cumulative analysis*  *When using this weighted scoring method, the award of the contract should 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 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 would be considered for the Financial Evaluation*   |  |  |  | | --- | --- | --- | | ***Criteria*** | ***Weight*** | ***Max. Point*** | | *Technical* | *70%* | 1. *points* | | * Criteria A | At least 5 years of relevant professional experience, in monitoring and evaluations and project or programme management preferably in international/multilateral development context. 5 years of relevant professional experience will be scored with 25 points. Every additional year of relevant working experience will be scored with 1 additional point up to maximum of 30 points for criteria A. Relevant working experience has to be clearly demonstrated through submitted CV. | 30 | | * Criteria B | At least 10 evaluated projects, programs and country programmes (mid-term and final evaluations). 10 evaluated projects, programs and country programmes will be scored with 20 points. Every additional evaluation will be scored with 1 additional point up to maximum of 25 points for criteria B. Relevant working experience has to be clearly demonstrated through submitted CV. | 25 | | * Criteria C | Experience in evaluating and monitoring technical cooperation and development activities and projects will be scored with 10 points. Experience in evaluating and monitoring technical cooperation and development activities and projects has to be clearly demonstrated through submitted CV. | 10 | | * Criteria D | Proven understanding of governance and public administration reform and use of innovative solutions and digital transformation will be scored with 5 points. Understanding of governance and public administration reform and use of innovative solutions and digital transformation has to be clearly demonstrated through submitted CV. | *5* | | *Financial* | *30%* | *30 points* | |

**Additional Information:**

* Individual Contract (IC) will be applicable for individual consultants applying in their own capacity.
* Reimbursable Loan Agreement (RLA) will be applicable for applicants employed by any legal entity. Template of RLA with General Terms and Conditions could be found on:
* http://www.undp.org.rs/download/RLA%20with%20General%20Terms%20and%20Conditions.doc. In the case of engagement of Civil servants under IC contract modality a no-objection letter should be provided by the Government entity. The ‘no-objection’ letter must also state that the employer formally certifies that their employees are allowed to receive short-term consultancy assignment from another entity without being on “leave-without-pay” status (if applicable), and include any conditions and restrictions on granting such permission, if any. If the previous is not applicable ‘leave-without-pay’ confirmation should be submitted.

**Engagement of Government Officials and Employees**

* Government Officials or Employees are civil servants of UN Member States. As such, if they will be engaged by UNDP under an IC which they will be signing in their individual capacity (i.e., engagement is not done through RLA signed by their Government employer), the following conditions must be met prior to the award of contract:

(i) A “No-objection” letter in respect of the individual is received from the Government employing him/her, and;

(ii) The individual must provide an official documentation from his/her employer formally certifying his or her status as being on “official leave without pay” for the duration of the IC.

* The above requirements are also applicable to Government-owned and controlled enterprises and well as other semi/partially or fully owned Government entities, whether or not the Government ownership is of majority or minority status.
* UNDP recognizes the possibility that there are situations when the Government entity employing the individual that UNDP wishes to engage is one that allows its employees to receive external short-term consultancy assignments (including but not limited to research institutions, state-owned colleges/universities, etc.), whereby a status of “on-leave-without-pay” is not required. Under such circumstance, the individual entering into an IC with UNDP must still provide a “No-objection” letter from the Government employing him/her. The “no objection” letter required under (i) above must also state that the employer formally certifies that their employees are allowed to receive short-term consultancy assignment from another entity without being on “leave-without-pay” status, and include any conditions and restrictions on granting such permission, if any. The said document may be obtained by, and put on record of, UNDP, in lieu of the document (ii) listed above.