

Mid-term Evaluation of Merged Areas Governance Project (MAGP)

Terms of References (TORs) for Governance Specialist

Project/Project Summary

| | | |
|---|--|------------------------------|
| Project/outcome title | Merged Areas Governance Project (MAGP) | |
| Atlas ID | 00108127 | |
| Corporate outcome and output | <p>Outcome 9: Increased effectiveness and accountability of governance mechanisms</p> <p>Output 9.1: Democratic governance of state institutions, including Parliament, Provincial assemblies, local governments and electoral management bodies, strengthened to be responsive to citizens and accountability, for improved service delivery.</p> | |
| Country | Pakistan | |
| Region | Asia Pacific Region | |
| Date project document signed | Feb 2019 | |
| Project Dates | Start January 2018 | Planned End December 2022 |
| Project budget | USD 25.8 million | |
| Project expenditure at the time of evaluation | USD 14.8 million (as of 31st December, 2020) | |
| Funding source | DFID, CSSF (Conflict Security and Stability Fund), USAID | |
| Implementing Party | UNDP Pakistan | |

1. Background and context

On 28 May 2018, the 25th Amendment to the Constitution of Pakistan was passed, resulting in the merger of the Federally Administered Tribal Areas (FATA) into neighbouring Khyber Pakhtunkhwa (KP) province. The merger, one of the most consequential reforms in Pakistan's 70-year history, is an unprecedented extension of constitutional rights and governance structures to 5million of the poorest people in Pakistan.

The Merged Areas Governance Project (MAGP) is a unified project across the Merged Areas (MAs) to build the capacity of government institutions and assist the Government of Khyber Pakhtunkhwa (GoKP) in the integration and mainstreaming of these districts. The project provides technical assistance to introduce and enhance inclusive and responsive governance structures, support the extension of rule of law institutions and services, implement evidence and information-based policy and planning, improve financial and economic management and

build implementation capacities at all levels. MAGP provides technical assistance to the GOKP to successfully implement the reform agenda and make the merger successful through the provision of technical support for identifying and bridging procedural, structural and capacity gaps. The project is being implemented using a Problem-Driven Iterative Adaptation (PDIA) methodology to deliver needs-based and flexible support to the Government of Khyber Pakhtunkhwa.

The project closely coordinated the erstwhile FATA secretariat for the establishment of the Directorate of Transition and Reforms (DTR) until the merger in May 2018. After the merger on May 25th, 2018, MAGP redirected its' focus towards supporting the implementation of reforms, which caused a considerable shift in the Project's planning and coordination process. The initial challenge was to address the critical need for administrative cohesion between KP and FATA and support the provincial government in making timely and relevant decisions to address this challenge. MAGP project provided high-level strategic assistance to the KP Government and ensured that previous reporting lines under the FATA Secretariat be aligned with relevant departments under the KP Government's infrastructure.

Secondly, the project established dedicated support units in critical government departments for providing technical assistance to the government for implementation of reforms in the Merged Areas. Currently, three of the dedicated support units established under the Project have concluded their mandated tasks and are no longer functional (Strategic Support Unit, Chief Secretary Delivery Unit, and Finance Delivery Unit) while four units (Chief Minister's Strategic Communication Unit, Local Government Reforms Unit and KP Board of Revenue reforms Cell and Economic Development Unit) remain functional and provide required capacity support to concerned government departments.

The Merged Areas Governance project's theory of change builds on the provision of four core lines of support which is captured by the following four outputs of the project.

Output 1: Improved service delivery of administrative and governance institutions in the merged areas:

The integration of the Merged Areas in KP required the extensive introduction of governance and rule of law institutions resulting in greater access to services and constitutional rights for the population. The previous governing structures prevalent in the Merged Areas differ significantly from the rest of KP at both the District and Secretariat level, while rule of law institutions are largely absent, with no history of operation in the areas.

The project provides technical assistance to the alignment of the administrative structure of both entities with a focus on integrating human resource systems. Smooth integration of these administrative structures will lead to improved service delivery and implementation of provincial policies and initiatives to the Merged Areas. Financial and accounting systems in KP differ significantly from the Merged Areas, as they comply with different financial and accounting frameworks. The project supports Public Financial Management (PFM) reforms in the Merged Areas, leading to the integration of accounting and financial systems. Improved accounting and auditing systems will lead to fiscal discipline and better management of resources in the area. Land settlement and district level institutional support is also included.

Output 2: Relevant authorities are strengthened through the provision of policy-level support on local governance structures in the Merged Areas

A key element of MAGP's work is to ensure that local government elections in the Merged Areas-where there has never been an elected local governance structure-are held alongside the rest of the province. To date, UNDP has supported the KP Government in the formation of a Local Government (LG) framework and will support LG elections in 2021, including the capacity building of newly-elected officials. Technical Assistance has been provided for the review and revision of the KP LG Act 2013 and other associated documents such as Rules of Business and by-laws. Moreover, technical assistance was provided to the relevant authorities, including the Election Commission, in holding the delimitation exercise and provincial assembly elections themselves.

Output 3: Improved public trust in Government's led reforms process in the merged areas

A critical risk to the reform process is derailment due to a communication gap between the provincial government and the local communities. Negative media commentary, or inadequate information can erode political will or momentum around the process, leading to the significant risk of a disaffected local population that believes progress against delivering services and rights to be inadequate. As such, citizens must be made aware of the government's efforts to fulfil promises and avail facilities that the government has created for them.

The areas of work under this output is to mitigate risk by focusing on local communities-with a focus on women inclusion-through extensive consultations and strategic communication campaigns on the reforms process, working through the Strategic Communications Unit with the Chief Secretary's office. A key focus of this work is to inform the local communities about the overall impact of extension of governance institutions, particularly with regards to empowerment and awareness-raising of their legal rights. Campaigns were also designed to reduce local apprehensions around the shift in the governing system. Both top-down and bottom-up communication approaches are being utilized. For example, a civic and voter education campaign to inform and educate the citizenry about the upcoming Local Government reforms alongside grassroots community dialogues, inter-agency, and provincial-level dialogues and events on the integrations process are supported.

Output 4: Government and Private Sector Supported to Deliver the Socio-Economic Dividends of Merger

For the integration process to be successful, the population must benefit from the economic dividends of the merger. One of the key components of economic integration is the implementation of the Tribal Decade Strategy and Accelerated Implementation Plan. Furthermore, the Finance Department was supported in including the Merged Areas in the provincial fiscal planning and budgetary processes. The activities envisaged under this output also cover technically supporting the Provincial Finance Department in negotiating the National Finance Commission (NFC) share for resourcing the Multi-year Development Plan.

Previously, the Merged Areas lacked access to provincial socio-economic inclusion initiatives. Activities planned under this output also involve supporting the provincial government, specifically the Planning and Development department in the extension of coverage of these initiatives to these areas. The initiatives' support includes health, education, employment generation, etc., with a focus on the inclusion of women. The project also engages the private sector in areas such as health, education, and mines and minerals.

2. Evaluation purpose, scope and objectives

2.1 Evaluation Purpose/Objectives

1. To evaluate the achievements of the project against UNDP Pakistan's Country Project Document (CPD) Outcome/CPD Output/Project indicators and intended and unintended impacts on government counterparts and local communities.
2. To evaluate whether the CPD output/Project Output Results have been achieved in a cost-effective manner.
3. To determine whether cross cutting issues such as gender, inclusion and sustainability were mainstreamed in the implementation of the project.
4. To evaluate the effectiveness of the project in reaching its objectives.
5. To suggest improvements for the future, based on lessons learned to date, for ongoing project interventions and suggest replication of best practices and experiences.

Scope of Evaluation:

The scope of the evaluation covers the interventions carried out from the inception of MAGP in 2018 until 31st December 2020. The Merged Areas Governance Project (MAGP) was initiated in January 2018 with financial support from DFID-CSSF. Due to access and security issues in the MAs and the immediate merger of erstwhile FATA with the KP province in May 2018 the project was unable to conduct a baseline exercise and this mid-term evaluation will be the first Project evaluation to be conducted.

For this purpose, UNDP Pakistan seeks the services of a Lead Evaluator and Subject Specialist to provide evaluation expertise for UNDP supported MAGP project activities. The geographic area for the evaluation will include Peshawar i.e departments at the provincial level which have been supported during MAGP. However, outcomes should consider the entire merged areas wherein the project has intervened for capacity building of the relevant government departments such as local government department (TMAs) and capacity building for the district level staff on annual budget cycle and KPIFMIS extension.

The evaluator will compile lessons learnt, and provide recommendations that will facilitate updates to the design of the project and related future interventions. The evaluation will be based on five assessment criteria defined by the United Nations Evaluation Group (UNEG) i.e. efficiency, effectiveness, relevance, impact and sustainability.

This scope of work includes evaluation of project interventions and resources falling under all four outputs of MAGP.

Target groups for the evaluation include officials from the government departments which have been supported: Local Government, Planning and Development, Board of Revenue, Chief Secretary Office, Strategic Communication's Unit, Finance Department, Rule of Law institutions, District Commissioner offices, development partners (all three donors), and Implementing Partners (IPs including FATA Research Center, IM sciences and Midas Communications).

Note: Travel to the Merged Areas and primary data collection from communities is not required.

Scope of Work:

A Lead Evaluator will lead the evaluation process and will be responsible:

1. To assess/evaluate project achievements against UNDP Pakistan's Country Project Document (CPD) Outcome/CPD Output/Project indicators, and intended and unintended impacts on ECP, parliamentary bodies and democratic space
2. To assess whether the CPD output/Project Output Results have been achieved in a cost-effective and cost-efficient manner
3. To determine whether cross cutting issues such as gender, inclusion and sustainability were mainstreamed in the implementation of the project
4. To identify lessons learned on effectiveness of the project design, intervention strategies and implementation
5. The evaluation shall mainly focus on relevance of project activities to needs of the beneficiaries/institutions, effectiveness and efficiency of implementation approach, and sustainability and impact of the project interventions
6. To suggest improvements for future and ongoing programmes and suggest replication of the best practices and experience

The Lead Evaluator will steer the evaluation process from evaluation design to completion of the assignment, and directly oversee inputs by the Subject Specialist.

While the Subject Specialist evaluator will support and assist the Lead Evaluator during planning and implementation of activities for this evaluation. The Lead Evaluator and Subject Specialist will plan and execute the evaluation process in collaboration with UNDP team and in direct coordination with the Project team. The Lead Evaluator will ensure that the assignment is completed within the agreed timeframe.

Location of the assignment will be Islamabad. Any travel outside of Islamabad will be reimbursed as per UNDP policies.

3. Evaluation criteria and key questions

Evaluation Criteria: Impact of project interventions will be measured against the following criteria

Relevance, effectiveness, efficiency, impact and sustainability.

These are discussed below separately.

A. Relevance: Relevance of project interventions assessed for the extent to which they are focused on strengthening democratic institutions. It also refers to the extent to which the project responds to the needs and priorities of citizens of Pakistan.

B. Effectiveness: extent to which project objectives have been attained or are likely to be attained; and the extent to which people and democratic institutions have benefitted from project interventions

C. Efficiency: Is the relation between inputs of resources and results achieved appropriate and justifiable?

D. Impact: Explore if and how various project components had a positive/less positive/no impact on each other

E. Sustainability: Assess the sustainability of results achieved, such as stakeholder capacity developed and policy plans adopted.

Key Evaluation Questions:

Specifically, the evaluation will assess the relevance, efficiency, effectiveness, impact and sustainability of MAGP results achieved through the questions listed below. Specific questions must be developed by the Lead Evaluator and Subject Specialist in-line with project documents and available data. There will be an emphasis on cross cutting themes such as gender and Human Rights, given the scope and sensitivity of MAGP objectives.

This list of questions is representative and not exhaustive and will be further detailed and agreed upon as part of the evaluation inception report.

A. Relevance:

- a) To what extent was the project in line with the national development priorities, the country programme's outputs and outcomes, the UNDP Strategic Plan, and the SDGs?
- b) To what extent does the project contribute to the theory of change for the relevant country programme outcome? How relevant are the project's four components for supporting the merger/integration and development of the MAs?
- c) To what extent were lessons learned from other relevant projects considered in the project's design as well as during its execution between 2018 and 2020?
- d) To what extent does the project contribute to Leave No One Behind, gender equality, the empowerment of women, and the human rights-based approach?
- e) Evaluate the extent to which MAGP implementation strategy has been responsive to the emerging needs and priorities of Government counterparts and the context of the emerging development scenario of the MAs.

B. Efficiency:

- a) To what extent have the UNDP project implementation strategy and execution been efficient and cost-effective?
- b) To what extent has there been an economical use of financial and human resources? Have resources (funds, human resources, time, expertise, etc.) been allocated strategically to achieve outcomes?
- c) To what extent have project funds and activities been delivered on time, keeping a value addition approach?

C. Effectiveness

- a) To what extent were the objectives of the four project outputs achieved with evidence of results?

Output 1: Improved service delivery of administrative and governance Institutions in the merged areas:

Output 2: Relevant authorities are strengthened through the provision of policy-level support on local governance structures in the Merged Areas

Output 3: Improved public trust in Government's led reforms process in the merged areas

Output 4: Government and Private Sector Supported to Deliver the Socio-Economic Dividends of Merger

- b) What factors have contributed to achieving or not achieving intended country programme outputs and outcomes?
- c) To what extent has the UNDP partnership and resource mobilization strategy with Government departments, UN agencies, and international donors ensured coordinated support for the development of MAs?
- d) In which areas does the project have the greatest achievements and the fewest successes? Why and what have been the supporting or constraining factors? How can the project build on achievements and overcome the constraints in the next years?
- e) To what extent has the project management and implementation been participatory, flexible, adaptive, and responsive to emerging needs and priorities of the MAs?

D. Impact

- a) Explore if and how various project components had a positive/less positive/no impact on each other
- b) What has been the impact of MAGP interventions for the historical merger of FATA with KP, in terms of integrating FATA systems and processes with the rest of KP?
- c) What has been the impact of capacity building initiatives for government officials and other related stakeholders?
- d) Did the project address cross cutting issues such as gender mainstreaming, inclusion and human rights?
- e) Was there evidence of results and recognition of UNDP support?

E. Sustainability:

- a) Assess the sustainability of technical assistance to the government departments for continuity of the functions that are currently being performed by the embedded units of MAGP.
- b) The extent to which the government has done planning for continuity of the same functions after the phase-out of the project.
- c) Are there any financial risks that may jeopardize the sustainability of project outputs?
- d) Are there any social or political risks that may jeopardize the sustainability of project outputs and the project's contributions to country programme outputs and outcomes?
- e) To what extent are lessons learned being documented by the project team continually and shared with appropriate parties who could learn from the project?

Cross-cutting themes:

Gender equality

- a) To what extent have gender equality and the empowerment of women been addressed in the design, implementation, and monitoring of the project?
- b) To what extent has the project promoted positive changes in gender equality and the empowerment of women? Were there any unintended effects?

Human Rights

- a) To what extent have poor, indigenous and physically challenged, women and other disadvantaged and marginalized groups benefited from MAGP interventions?

Please note that specific questions on the key outputs of MAGP are expected to be included in the inception report. The Lead Evaluator, with support from the Subject Specialist, will finalize the specific questions to be used in coordination with UNDP.

4. Methodology

The evaluation process is designed as per UNDP guidelines in line with the four outputs of the MAGP project. The evaluation process will be carried out by two experts; i.e. Lead Evaluator and Subject Specialist in coordination with the UNDP team. The evaluation team; i.e. Lead Evaluator and Subject Specialist, will conduct exhaustive document review, before designing qualitative (and quantitative where relevant) data collection tools and ascertain the effectiveness and impact of the project interventions. The subject specialist is fully responsible for supporting the lead in all manner of data collection, analysis and report writing. The Lead Evaluator will be the sole coordinating point for UNDP.

Qualitative data will be collected as primary data, applying a series of social research methods including semi-structured interviews, interviews with key informants and discussions. This will be useful to assess the extent to which the strategies and activities undertaken by the MAGP project have achieved objectives given in the project documents¹; positive achievements of the interventions; challenges faced during implementation and steps taken to address them; lessons learned; and possible recommendations to guide the project in future. In order to get a holistic appraisal of the above mentioned, the evaluation will engage relevant stakeholders in consultation with UNDP teams.

The methodology and evaluation questions will be finalised by the Lead Evaluator and Subject Specialist in coordination with UNDP and will be part of the inception report.

It is visualized that the methodology will encompass the following of two methods including:

- **Document review** –Review of the following project documents and reports prepared during the project implementation
 - Project document/Project proposals and other relevant documents
 - Theory of change and results framework
 - Project reports including monthly, quarterly and annual reports
 - Training reports
 - Research reports
 - Annual workplans.
 - Evaluation/monitoring reports
 - Project supported publications and IEC materials.
- **Interviews, participatory meetings & discussions** with key stakeholders

All interviews and discussions should be undertaken as per UNDP evaluation guidelines. UNDP team might accompany evaluators, as observers, during discussions and interviews with some key stakeholders. In addition to meetings with UNDP staff, other meetings include project team members, Management Support Unit, Democratic Governance Unit and Deputy Resident

¹ Project Documents for MAGP are the three project proposals signed with donors; i.e. DFID, CSSF and USAID; as well as workplans, results framework and other strategic documents.

Representative. Approximately 20-30 interviews and discussions will be conducted with partners and stakeholders. Interviews with stakeholders based in locations other than Islamabad and Peshawar may be held online. Questions for the interviews may be shared beforehand with the interviewees.

Evaluation team is not expected to travel to the Merged Areas.

Based upon the above assessment, the evaluation team will compile lessons learnt and make recommendations for the future.

The data gathered during evaluation process will be the property of UNDP.

5. Evaluation products (key deliverables)

1. **Evaluation Workplans and Inception Report:** Proposed approach, methodology, timeline, and estimated budget for completion of the work requested. The Lead Evaluator will submit an inception report, with support from the Subject Specialist, reflecting the evaluators understanding of the assignment, schedule of tasks, activities and deliverables. Evaluators can start conducting interviews before finalizing the inception report. The finalized evaluation work plan can be modified with UNDP's approval throughout implementation of the assignment if conditions or needs change. The finalized plans, given in the inception report, with attached approved amendments will be used as the basis for assessing completion and quality of the assignment.
2. **Draft Evaluation Report:** After the field activities, the Lead Evaluator will submit a draft evaluation report of MAGP, highlighting achievements, constraints, and lessons learnt as well as corrective measures where required and recommendations
3. **Evaluation report audit trail and final evaluation report.** 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. After receiving written comments and feedback to the draft evaluation report from UNDP, the evaluation team will submit a final report addressing this feedback.
4. Separate 1-2 pager **summary brief** with infographics summarizing the key findings of the evaluation for sharing with external audiences.
And **submission of data to UNDP:** all the primary data collected for this assignment will be submitted to UNDP in electronic form within 30 days of completion of assignment.

The Evaluation Report should contain the following:

- Title page
- List of acronyms and abbreviations
- Table of contents, including a list of annexes
- Executive summary
- Introduction: background and context of the project
- Description of the project – it's logic theory, results framework
- Purpose of the evaluation
- Key questions and scope of the evaluation
- Approach and methodology
- Findings
- Analysis - explanation and interpretation of findings
- Conclusions

- Lessons learnt and recommendations
- Annexes

Report format will be finalized by the evaluation team in consultation with UNDP.

5.1. Related Evaluation Activities

To achieve the objectives and produce the deliverables of the evaluation, the Lead Evaluator will be expected to undertake related activities including:

1. **Contextualize MAGP interventions:** The Lead Evaluator will contextualize MAGP interventions as related to the process and challenges of the merger between FATA and KP.
2. **Prepare Inception Report:** The Lead Evaluator will present an Inception Report elaborating the evaluation methodology to the stakeholders at the beginning of the evaluation.
3. **Meetings with stakeholders**
 - a. The UNDP project team will brief the Lead Evaluator and Subject Specialist and provide all necessary details and clarifications on the documents made available for the document review.
 - b. The evaluation team will have meeting and discussions with the project team, Chief Technical Advisor, Assistant Resident Representative Democratic Governance Unit, Management Support Unit (MSU), Deputy Resident Representative and Resident Representative UNDP.
 - c. Evaluation team will meet with the following government and IPs: Local Government, Planning and Development, Board of Revenue, Chief Secretary Office, Strategic Communication's Unit, Finance Department, Rule of Law institutions, District Commissioner offices and Implementing Partners (IPs including FATA Research Center, IM sciences and Midas Communications).
 - d. The evaluation team will meet with bilateral donor representatives present in the country including DFID, CSSF (both jointly known as FCDO now) and USAID.
4. **Consultation on draft report and recommendations** following the submission of the draft report, undertake consultations with UNDP to receive feedback for incorporation into the final report.
6. **Required qualifications, competencies and skills for Subject Specialist**
 - Master's Degree in Social Sciences, Public Policy or Economics.
 - Minimum of 8 years of experience in advising governance, stabilization, and institutional development programmes in developing countries, especially Pakistan.
 - Demonstrated experience in conducting evaluations related to: governance, institutional development and government structures and within the Pakistani context.
 - Demonstrated understanding of Human Rights-especially gender and socio-economic inclusion, as cross-cutting themes.
 - Familiarity with international context and post-conflict/ crises in developing societies.
 - Familiarity with UNDP/UN evaluation policies and procedures, and with the programming principles of the UNDP/UN will be an asset.
 - Experience and knowledge of the socio-political context of the MAs and Khyber Pakhtunkhwa would be a strong asset.

- Proven capacity to effectively analyze, and present data/information.
- Excellent communication and writing skills in English, ability to organize and synthesize information in a systematic manner
- Ability to communicate effectively in Urdu and English. Knowledge of Pashto will be an added advantage.

6.1. Competencies

Corporate Competencies:

- Demonstrates integrity by modelling the UN's values and ethical standards (human rights, peace, understanding between peoples and nations, tolerance, integrity, respect, impartiality) results orientation;
- Promotes the vision, mission, and strategic goals of UNDP;
- Displays cultural, gender, religion, race, nationality and age sensitivity and adaptability.

Functional Competencies:

- Consistently approaches work with energy and a positive, constructive attitude;
- Demonstrates good oral and written communication skills;
- Has the ability to work both independently and in a team, and ability to deliver high-quality work on tight timelines.

Behavioural competencies:

- Gender-sensitive;
- Comfortable working in dynamic environments that change frequently;
- Able to perform in a high-stress and difficult security environment, with austere living quarters.

Computer Skills:

- Proficiency in MS Office and statistical analysis software

7. Evaluation ethics

This evaluation will be conducted in accordance with the principles outlined in the UNEG 'Ethical Guidelines for Evaluation'. The consultant must safeguard the rights and confidentiality of information providers, interviewees and stakeholders through measures to ensure compliance with legal and other relevant codes governing collection of data and reporting on data. The consultant must also ensure security of collected information before and after the evaluation and protocols to ensure anonymity and confidentiality of sources of information where that is expected. The information knowledge and data gathered in the evaluation process must also be solely used for the evaluation and not for other uses with the express authorization of UNDP and partners.

8. Management and implementation arrangements

Deputy Resident Representative, UNDP Pakistan, will be the Evaluation Commissioner (EC) and Head of Management Support Unit will be the Evaluation Manager (EM). EC will be supported by EM in safeguarding the independence of the evaluation exercise and ensure the quality of evaluation in a timely fashion. To ensure independence and impartiality, EM will be the focal person for this evaluation. EM will ensure that the evaluation is conducted as per the evaluation plan and in line with this ToR.

DGU staff and MAGP project team will facilitate EM and the work of the Lead Evaluator before and during the assignment period. These TORs shall be the basis upon which compliance with assignment requirements and overall quality of services provided by the Lead Evaluator will be assessed by UNDP. Lead Evaluator will perform the tasks mentioned below, in coordination with the Subject Specialist, being hired for the MAGP evaluation process. Lead Evaluator will steer the process and be responsible for quality assurance and timely submission of final report.

9. Time frame for the evaluation process.

Duration of the Work: The duration of the work is 30 working days. Detailed time frame for evaluation is given below:

| S# | Deliverables | Description of deliverables | Submission timeline | Payment Instalment Schedule |
|----|---------------|---|---|-----------------------------|
| 1. | Deliverable 1 | Inputs to inception report including methodology and key questions and workplan | 5 days from signing contract | 20% of the instalment |
| 2. | Deliverable 2 | Support to Draft Evaluation Report which obtains data collection from field visits | 15 days from submission of inception report | 25% of the instalment |
| 3. | Deliverable 3 | Support to Evaluation report audit trail and Final Report | 8 days ² from submission of draft report | 35% of the instalment |
| 4. | Deliverable 4 | Input to the Submission, presentation of evaluation summary brief and submission of evaluation data to UNDP | 13 days after submission of final report | 20% of the instalment |

10. Submission process

Following documents should be included when submitting the proposals:

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

- 1) Duly accomplished **Letter of the contract of Interest and Availability** using the template provided by UNDP (Annex).
- 2) **Personal CV or P11 Form**, 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.
- 3) **Technical proposal:**
 - a. Brief description of why the applicant is the most suitable candidate for the assignment
 - b. A methodology on how s/he will approach and complete the assignment.
 - c. Brief description of inception report

² During this period, a series of discussion and feedback in writing between UNDP/Lead Evaluator will take place for the finalization of document

- 4) **Financial proposal** that indicates the all-inclusive fixed total contract price, supported by a breakdown of costs, as per template provided (Annex)

11. Evaluation Criteria

Cumulative analysis

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

- Responsive/compliant/acceptable, and
- Having received the highest score out of a pre-determined set of weighted technical and financial criteria specific to the solicitation. 70%-30%.

* 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

- Criteria A: Relevance of Education – Max 10 points
- Criteria B: Competencies and special skills – Max 5 points
- Criteria C: Relevance of experience – Max 30 points
- Criteria D Description of approach/methodology to assignment (if applicable) – Max 25 points

Technical Criteria – Maximum 70 points

| Criteria | Weight | Max. Point |
|---|---|------------|
| Technical Competencies | 70 | |
| Master's Degree in Social Sciences, Public Policy or any other related discipline | 10 | |
| Minimum of 8 years of experience in advising governance, stabilization, and institutional development programmes in developing countries, especially Pakistan | 30 | |
| Desired competencies and special skills | 5 | |
| Approach/methodology to assignment | 25 | |
| Financial | 30 | |
| Total Score | Technical score 70 + 30 Financial | |
| Weight per Technical Competence | | |
| Weak: Below 70% | The individual consultant/contractor has demonstrated a WEAK capacity for the analyzed competence | |
| Satisfactory: 70-75% | The individual consultant/contractor has demonstrated a SATISFACTORY capacity for the analyzed competence | |
| Good: 76-85% | The individual consultant/contractor has demonstrated a GOOD capacity for the analyzed competence | |
| Very Good: 86-95% | The individual consultant/contractor has demonstrated a VERY GOOD capacity for the analyzed competence | |

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| Outstanding: 96-100% | The individual consultant/contractor has demonstrated an OUTSTANDING capacity for the analyzed competence |
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12. Annexes

These will be provided to evaluators after signing the contract with UNDP and/or during inception meeting:

- a. Relevant project documents/proposals
- b. Key stakeholders and partners
- c. Documents to be reviewed and consulted
- d. Yearly targets versus results reported
- e. Yearly budgets (donor-bifurcated) versus expenditure reported (Variance analysis)
- f. PQAs (design, implementation)
- g. Evaluation Quality criteria
- h. Evaluation matrix template
- i. Draft outline of the evaluation report format
- j. Code of conduct forms.