

TERMS OF REFERENCE**Final Evaluation of the Regional Project*****"Strengthening Community Resilience and Regional Cooperation for Prevention of Violent Extremism in Central Asia"***

Position Title:	International Evaluation Consultant
Location:	Home-based
Type of Contract:	Individual Contract
Languages Required:	English, Russian is an asset
Expected workload:	Home-based for a period of 35 working days over 2 months with liaison with UNDP country offices in Kazakhstan, Kyrgyz Republic, Tajikistan, Turkmenistan, and Istanbul Regional Hub

Evaluation Summary

Project title:	<i>Strengthening Community Resilience and Regional Cooperation for Prevention of Violent Extremism in Central Asia</i>
Project implementation period:	2018-2020
Donor:	Government of Japan
Project budget:	\$6,417,311
Participating UNDP Offices:	Kazakhstan, Kyrgyz Republic, Tajikistan and Turkmenistan under strategic guidance of the Istanbul Regional Hub, with UNDP CO in Uzbekistan in the regional component.
Evaluation type:	Final
Evaluation purpose	The overall objective of the Evaluation is to measure the impact of the regional PVE project against the project Results Framework, in particular looking at whether the project outcome of strengthening the resilience of young men and women in targeted communities in Central Asia against the risk of violent extremism is achieved through the project activities led in the four countries
Duration:	August - October 2020

I. Background (project context)

The '**Strengthening Community Resilience and Regional Cooperation for Prevention of Violent Extremism in Central Asia**' project (2018-2020), supported by the Government of Japan and implemented by UNDP, is a regional project that aims to contribute to resilience to violent extremism in vulnerable communities in Kazakhstan, Kyrgyz Republic, Tajikistan and Turkmenistan through improving the socio-economic inclusion and participation of young men and women in their societies. The project activities at the country level focus on a) promoting safe and positive engagement platforms for youth to foster a greater sense of belonging and peer-to-peer support, and b) utilizing youth engagement platforms and support structures to provide young people with group-based skills and entrepreneurship development services and schemes. The project also comprises a regional component, that includes Uzbekistan and is co-led by UNDP Kazakhstan and UNDP's Istanbul Regional Hub (IRH). The regional component is geared at fostering knowledge exchange and collaboration across the region's stakeholders at different levels in Preventing Violent Extremism (PVE), by generating evidence base on PVE through research, and building networks among youth, regional institutions, civil society, governments, and the international community around PVE.

The project was developed in response to rising concern about the manifestations of the violent extremism challenge in Central Asia, including the several thousand individuals that have travelled to Syria and Iraq to join foreign conflicts. Central Asian nationals have been implicated in terrorist attacks internationally, including the Istanbul airport assault (2016), the Stockholm truck attack (2017), and the St. Petersburg metro bombing (2017). The trend also manifested as a security challenge to the region itself, with acts of violence in Tajikistan and Kazakhstan attributed to violent extremism. The expanding propaganda activities in local languages has been another challenge that aims to exploit the susceptibility of individuals to violent extremist narratives and behavior through targeted messaging.

The project builds upon UNDP's comprehensive strategic framework, [Preventing Violent Extremism through Inclusive Development and the Promotion of Tolerance and Respect for Diversity](#) that is based on [Secretary-General's Plan of Action to Prevent Violent Extremism](#) and on Agenda 2030 for Sustainable Development, particularly on Sustainable Development Goal 16. UNDP co-chairs the [Global Counter-Terrorism Coordination Compact working group](#) on PVE, which recognizes UNDP's leading role UN system-wide in the implementation of Pillar I (Prevention) [of the UN Global Counter-Terrorism Strategy](#); forges partnerships and mobilizes financial support for UNDP's PVE programme at all levels; and seeks the active involvement of faith-based, youth and women's organizations. In its recently published global report [Frontlines](#), UNDP highlights young people's contributions to PVE and paves the way for a new generation of ambitious and powerful youth-led and youth-inclusive initiatives, in line with the [United Nations Security Council Resolution 2250 \(2015\) on Youth, Peace and Security](#).

The project is based on three inter-linked outputs:

- Output 1: At-risk youth have access to and actively participate in 'safe' engagement platforms to foster positive alternative to extremist narratives, and develop a greater sense of belonging and peer-to-peer support.
- Output 2: Utilizing youth engagement platforms and support structures, youth will benefit from group-based skills- and entrepreneurship development services.
- Output 3: Regional youth networks established and knowledge sharing on PVE intensified.

The project duration is 2018-2020 with a total budget of USD 6,417,311 provided by the generous contribution of the Government of Japan. The project is expected to terminate on the 31 of December 2020.

II. Purpose and use of the Evaluation

The overall objective of the Evaluation is to measure the impact of the regional PVE project against the project Results Framework, in particular looking at whether the project outcome of strengthening the resilience of young men and women in targeted communities in Central Asia against the risk of violent extremism is achieved through the project activities led in the four countries. The Evaluation will also assess the impact of the regional component consisting of youth exchanges, regional dialogues, and research initiatives.

The Evaluation will be undertaken in accordance with the provisions contained in the Project Document and the project Monitoring and Evaluation Framework, as consistent with the UNDP Evaluation Policy, UNDP Evaluation Guidelines, other relevant rules and procedures of UNDP and guided by UN Evaluation Group norms, principles and standards¹ as the basis for its objectives, criteria and key questions. The Evaluation mainly seeks to assess the level of efficiency and relevance of the assisted interventions, as well as the validity of the Project components.

It is expected that the Evaluation will feed into management and decision-making processes and provide applicable information to UNDP, the Government of Japan, the Governments of Kazakhstan, Kyrgyz Republic, Tajikistan, and Turkmenistan, and local stakeholders about relevancy, efficiency, and effectiveness and the sustainability of the project results. The Evaluation results also should identify lessons learned from the regional PVE project interventions to display remaining and emerging challenges and needs, as well as the gaps that could not be covered by the project intervention, but require urgent and systemic action in the coming years, possibly as part of the potential next phase of the project. As a tool for evidence-based practices, the Evaluation results will serve as a clarification not only for the sustainability and exit strategies, but also for determination of the next steps interventions in target communities and other regions of the project countries.

III. Scope of the Evaluation

The Evaluation will primarily address the criteria of relevance, effectiveness, efficiency, sustainability and impact of the project results. Where discernible changes have occurred as a result of project interventions, the Evaluation should document evidence of this impact where it exists. The illustrative questions below examine the main planned areas of programmatic achievement as described in the

¹ Available at http://www.unEvaluation.org/papersandpubs/documentdetail.jsp?doc_id=22

Project Document, the Project Monitoring and Evaluation Framework and Global Performance Monitoring Framework. Questions are organized around each Evaluation criteria.

The evaluation will, to the greatest possible extent, be participatory, particularly with the involvement of young people as the main stakeholders of the project, but seek to be independent, credible and useful and adhere to the highest possible standards in Evaluation. It will be responsive to the needs and priorities of the region and serve as a mechanism for accountability and learning for UNDP. Moreover, the Evaluation will be consultative and engage the participation of a broad range of stakeholders. The Evaluation Consultant will be expected to work independently on the Evaluation although some organizational and technical support will be available from UNDP Country Offices and UNDP Istanbul Regional Hub.

The Evaluation will cover the criteria of relevance, effectiveness, efficiency, sustainability, impact and gender mainstreaming. Ratings must be provided on the following performance criteria. The completed table must be included in the evaluation executive summary.

The Evaluation criteria, under OECD/DAC Guidelines are (please see details under sample key questions) are:

- **Relevance:** The extent to which the activities undertaken as part of the regional PVE project are suited to the project outcome, priorities of the UNDP, Government of Japan, Governments of Kazakhstan, Kyrgyz Republic, Tajikistan and Turkmenistan and project beneficiaries. These include, but are not limited to:
 - The degree to which the objectives are (and continue to be) relevant vis-à-vis the preventing violent extremism (PVE) process, i.e. whether they address the key drivers of Violent Extremism (VE) identified in the initial analysis of the Project Document.
 - Whether important PVE gaps exist, or opportunities are being missed?
 - Did the activities and strategies fit the objectives, i.e. is there internal coherence between what the programme is doing and what it is trying to achieve?
 - To what extent were the interventions relevant to the needs and priorities of the target groups/beneficiaries?
 - To what extent have gender and human rights considerations been integrated into the programme design and implementation?
 - To what degree did the project consider the needs of youth, in their diversity, and take into account their views?
 - Does the project objective remain relevant throughout the implementation phase?

- **Effectiveness:** The extent to which the objectives of the regional PVE project are achieved. These include, but are not limited to:
 - To assess the degree to which envisaged outputs and outcomes have been achieved and reported achievements, and whether the project has contributed to a reduction of the drivers of VE at the community level.
 - Was the theory of change based on valid assumptions?
 - To assess the effectiveness of coordination and co-implementation between Country Offices.
 - To assess the degree of coordination and collaboration with the authorities.
 - To assess the degree to which project implementation was flexible and adaptive to the context.

- The extent to which the project mainstreamed a gender dimension and supported gender-responsive PVE.
 - The extent to which the project complemented work with different entities and had a strategic coherence of approach.
 - How have stakeholders have been involved in the programme's design and implementation?
 - What real difference have the activities made to the beneficiaries?
- **Efficiency:** The measure of how economically resources/inputs were used to achieve results. These include, but are not limited to:
 - To assess whether the project has utilized Project funding as per the agreed work plan to achieve the projected targets.
 - To analyze the role of the project Steering Committee (PSC) and whether this forum is optimally being used for decision making.
 - To assess the timeline and quality of the reporting followed by the project.
 - To analyze the performance of the M&E mechanism of the project and the use of various M&E tools.
 - To assess the qualitative and quantitative aspects of management and other inputs (such as equipment, monitoring and review and other technical assistance and budgetary inputs) provided by the project vis-à-vis achievement of outputs and targets.
 - To identify factors and constraints, which have affected project implementation including technical, managerial, organizational, institutional and socio-economic policy issues in addition to other external factors unforeseen during the project design.
 - How efficient is the overall staffing, planning and coordination within the project (including between the implementing COs and with stakeholders? Have project funds and activities been delivered in a timely manner?
 - How efficient and successful are the project's implementation approach, including procurement and other activities?
 - How efficiently does the project use the Steering Committee?
 - How well does the project collect and use data to monitor results? How well does it communicate with stakeholders and project beneficiaries on its progress? Does it use data to inform its implementation strategy?
 - How well does the project communicate on its implementation and results?
 - Overall, does the project provide value for money? Have resources been used efficiently?
 - To assess whether M&E system of the project facilitated timely tracking of progress towards project objectives by collecting information on chosen indicators continually; and that annual projects reports are complete, accurate.
 - **Sustainability:** The measure of whether the benefits of the project activities are likely to continue beyond the lifetime of the regional PVE project. These include, but are not limited to:
 - To assess preliminary indications of the degree to which the project results are likely to be sustainable beyond the Project's lifetime (both at the community and government level) and provide recommendations for strengthening sustainability.

- Does the intervention design include an appropriate sustainability and exit strategy? Has follow up support after the end of the project been discussed and formalized?
 - To assess to what extent UNDP and implementing partners have undertaken the necessary decisions and course of actions to ensure sustainability. This assessment should also include external and contextual factors and risks that may impact project sustainability.
 - How strong is the commitment of the Government and other stakeholders to sustaining the results of project's support and continuing initiatives?
- **Impact:** Positive and negative, direct and indirect, intentional or unintentional effects produced by the regional PVE project, including the impact of external factors. These include, but are not limited to:
 - How has the project enhanced and contributed to the development of national capacity?
 - To what extent does UN Project support achieve the results in its proposed timeline?
 - To assess the degree of involvement of national partners and aligning to existing priorities of the local government in targeted areas.
 - An analysis of the main lessons learnt in relation to the effectiveness of foreseen strategies and theories of change to achieve a PVE and peacebuilding impact.
 - What are the major lessons learnt (positive or negative) learned through the project? Are there concrete recommendations that could increase the success of future projects?
 - What, if any, significant unintended impacts/outcomes (positive or negative) were there beyond the original project plans?
 - What are the challenges encountered and what mitigation measures were taken? Did mitigation measures resolve the challenges?
 - To what extent does the progress have catalytic effect on national actors to engage in further PVE-relevant activities and donor support?

The Evaluation Consultant's main tasks will consist of the following duties and responsibilities:

- To assess overall performance against the project objective and the outcomes as set out in project document and other related documents.
- To assess the relevance, effectiveness, efficiency, impact, sustainability, value for money and client satisfaction of the project considering the findings for these criteria.
- To prepare a methodology for evaluating project through engagement with project stakeholders. Conduct remote meetings (online or phone) and gather substantive feedback from project stakeholders (Government, UNDP, local and community-based organizations, young people and project beneficiaries), building on the criteria and questions listed above but not limited to them.
- To provide recommendations for project's next phase for the donor consideration.

In all above assessment points, gender equality, human rights and conflict sensitivity have to be reflected as crosscutting issues.

The questions listed above are not considered final and it is expected that the Evaluation Consultant will develop an Evaluation matrix, which will relate to the above questions (and refine them as needed), the areas they refer to, the criteria for evaluating them, the indicators and the means for verification as a tool for the Evaluation. Final Evaluation matrix will be approved in the Evaluation inception report.

The Evaluation Consultant is expected to work with UNDP offices involved in the project, key national stakeholders, key local leaders and focal points, implementing partners, young people and project beneficiaries.

IV. The evaluation methodology

This section suggests potential approaches and methods for conducting the evaluation, as well as data sources and tools that will likely yield the most reliable and valid answers to the evaluation questions. However, the final decisions about the specific design and methods for the evaluation should emerge from consultations between the Evaluation Consultant and the UNDP about what is appropriate and able to meet the evaluation purpose, objectives and answers to evaluation questions.

The final evaluation will be conducted by using methodologies and techniques suitable for the evaluation purpose, objective and evaluation questions as described in this ToR. In all cases, the Evaluation Consultant is expected to analyse all relevant information sources, such as annual reports, project documents, field reports, mission reports, surveys and research conducted during the project, strategic country development documents and any other documents that may provide evidence on which to form judgements. The Evaluation Consultant is also expected to use interviews, surveys or any other relevant quantitative and qualitative tools as means to collect data for the evaluation. The Evaluation Consultant will make sure that the voices, opinions, and information of targeted participants of the regional PVE project are considered. The Evaluation Consultant should particularly ensure that the views of youth in their diversity, as the main stakeholders of the project, should be reflected within the evaluation process, including the methodology.

The methodology and techniques to be used in the evaluation should be agreed upon with UNDP and clearly outlined and described in detail in the Inception report and final evaluation report, and should contain, at a minimum, information on the instruments used for data collection and analysis, whether these be documents, interviews, field visits, questionnaires or participatory techniques. The methodology should reflect principles of conflict, gender and youth sensitivity, and human rights-based approach.

The Evaluation Consultant should seek guidance for her/his work in the following materials:

- UNEG [Norms for Evaluation in the UN System](#)
- UNEG [Standards for Evaluation in the UN System](#)
- UNDP [Evaluation Policy](#)
- UNDP [Toolkit for improving the impact of preventing violent extremism programming](#)

The Evaluation Consultant is encouraged to review the Results and Resources Framework of the Project that specifies the outputs, targets and indicators and the project Monitoring and Evaluation

Framework. Based on the objectives and scope mentioned above, the evaluation team will elaborate a methodology and plan, which will be approved by UNDP and validate information stemmed from contextual sources such as work plans or monitoring reports.

Evaluation may include, but is not limited to, the following methods of data collection:

- **Desk review** – review and identify relevant sources of information and conceptual frameworks that exist and are available (please, see Annex I).
- **Interviews** – structured, semi-structured, in-depth, key informant, focus group etc. that can be conducted through remote means (online, phone-based) to capture the perspectives of beneficiaries and non-beneficiaries, participating ministries, departments and agencies, relevant personnel from UNDP, central and local authorities, civil society stakeholders, other relevant stakeholders (including trainees, community members and community leaders), project beneficiaries, and others associated with the project.
- **Case studies** - in-depth review of one or a small number of selected cases, using framework of analysis and a range of data collection methods. Several case studies can be quite sophisticated in research design, however simpler and structured approaches to case study can still be of great value.
- **Information systems** – analysis of standardized, quantifiable and classifiable regular data linked to a service or process, used for monitoring (desirable but not crucial).

The evaluation will use available data to the greatest extent possible. This will encompass administrative data as well as various studies and surveys, including those conducted by UNDP offices. This approach will help address the possible shortage of data and reveal gaps that should be corrected as the result of the Evaluation.

The reliability of data at the district level should be considered as there may be differentiated availability of data at the local levels across different country settings. In this regard, it is necessary to use objective and subjective data available from the official sources (national and local statistics offices, administrative data), additionally verified by independent sources such as surveys and studies conducted by local and international research companies, civil society organizations and UN agencies. The relevant sources and access to data will be provided by UNDP and other implementing partners as available.

The Evaluation Consultant must provide evidence-based information that is credible, reliable, and useful. It must be easily understood by the regional project partners.

V. Evaluation products (deliverables)

The Evaluation Consultant will prepare reports which triangulate findings to address the questions of the final Evaluation, highlight key significant changes in regard to the key thematic policy documents, draw out lessons learned, present findings and recommendations, reflecting comments and feedback received. The structure of the reports should be used to guide the reader to the main areas (please, see Annex II for the Evaluation report template). The language of the reports should be simple, free from jargon and with specialist terms explained. The evaluation report and deliverables outlined in this Terms of Reference should be delivered to UNDP within the deadlines agreed upon by the

Evaluation Consultant and UNDP. Here are the principal evaluation products the Evaluation Consultant is accountable for following activities and deliverables:

1. **Evaluation inception report** (prepared after **Briefing** the Evaluation Consultant before going into the full-fledged data collection exercise and consist of *8-10 pages excluding annexes*) – to clarify the Evaluation Consultant’s understanding of what is being evaluated and why, showing how each evaluation question will be answered by way of: proposed methodology, proposed sources of data and data collection procedures, risk assessment, proposed questionnaires and surveys, respondent/stakeholder selection criteria among other items necessary for the evaluation process. Due to COVID-19, the evaluation is expected to be conducted remotely, therefore the methodologies offered should be relevant, effective, and efficient for remote evaluation purposes to the extent possible. The inception report should also outline the envisioned role of youth stakeholders in the evaluation process. The evaluation inception report should include a proposed schedule of tasks, activities and deliverables, which will be submitted to UNDP for approval.
2. **Evaluation matrix** (as a deliverable to be included in the Evaluation inception report) is a tool that the Evaluation Consultant creates as a map for planning and conducting an evaluation. It also serves as a useful tool for summarizing and visually presenting the evaluation design and methodology for discussions with UNDP. It details evaluation questions that the evaluation will answer, data sources, data collection, analysis tools or methods appropriate for each data source, and the standard or measure by which each question will be evaluated. (Please, see Table below)

Relevant Evaluation criteria	Key Questions	Specific Sub-Questions	Data Sources	Data collection Methods / Tools	Indicators/ Success Standard	Methods for Data Analysis
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3. **Draft evaluation report** (consists of 30-40 pages excluding annexes) – to be reviewed by UNDP and other respective stakeholders (as applicable) at the end of data collection. The draft evaluation report should contain all the sections outlined in the *Evaluation Report Template* (please, see Annex II). The Report should be logically structured, contain evidence-based findings, conclusions, lessons and recommendations, and should be free of information that is not relevant to the overall analysis. The Report should respond in detail to the key focus areas described above.
4. **Presentation:** The draft final report should be accompanied with a PowerPoint presentation, prepared for a stakeholders’ meeting in which the draft report will be presented and discussed interactively with participations of COs and where feasible and appropriate for the project stakeholders and/or Project Steering Committee. The presentation should be professionally designed, quickly bring the decision makers to the key information and points without overloading with unnecessary details.
5. **Final Evaluation report.** The final task of the Evaluation Consultant is to prepare a comprehensive and well-presented copy of the final Evaluation report, covering all section of *Evaluation Report Template* (please, see Annex II) and containing 30-40 pages excluding annexes². Evaluation brief and summary are required.

² Evaluation team may need to use ‘Times New Roman’ font at a size of 12 points, with Normal margin and line spacing 1.15.

The evaluation will be fully independent and led by the Evaluation Consultant. The Evaluation Consultant will ensure inclusive process of evaluation process and work in close coordination with all COs (at the planning the evaluation, its implementation and report review process), and will be logistically supported by COs, UNDP Kazakhstan and UNDP Istanbul Regional Hub. The COs (coordinated by UNDP Kazakhstan) will help facilitate contacts and set up meetings. Additional translation capacity will also be facilitated by UNDP, where needed. The participation of the UNDP staff in the review is required, as this will provide an instant opportunity for validating the findings and will assist in internalizing the learning. However, the reviewer does reserve the right to have some meetings without staff from UNDP or implementing agencies present, after the evaluation plan and process has been agreed with UNDP.

VI. Required skills and competencies of the Successful Individual Contractor

Functional Competencies:

- Understand conflict sensitive and human rights-based approaches and gender mainstreaming in programming;
- Understand results-based management principles, logic modeling/logical framework analysis;
- Demonstrate ability to communicate with various partners including government, civil society, private sector, UN Agencies and other development donors;
- Excellent organizational and time management skills;
- Strong analytical and research skills and experience in undertaking of similar assignments;
- Strong interpersonal skills and ability to work with people from different backgrounds to deliver quality products within a short timeframe;
- Excellent report writing skills as well as communication and interviewing skills;
- Be flexible and responsive to changes and demands;
- Be client oriented.

Corporate Competencies:

- Sound knowledge of the UNDP programming principles and procedures; the UNEG Evaluation Competency Framework, norms and standards; UNDP Evaluation Policy; conflict sensitivity and human rights-based approach (HRBA);
- Demonstrate integrity by modeling the UNDP's values and ethical standards;
- Promote the vision, mission, and strategic goals of UNDP;
- Good interpersonal skills and ability to work in a multi-cultural, multi-ethnic environment with sensitivity and respect for diversity;
- Fulfill all obligations to gender sensitivity and zero tolerance for sexual harassment.

Education:

- At least MA in international affairs, political science, development studies, conflict resolution, economics, statistics, sociology, or a related social science.

Experience:

- 5 or more years of relevant professional experience is required, including previous substantive research experience and involvement in monitoring and evaluation, strategic planning, result-

based management (evaluations in PVE, peacebuilding, conflict prevention, conflict resolution and other relevant fields);

- Experience with quantitative and qualitative data collection and analysis; participatory approaches;
- Prior monitoring and evaluation experience in Central Asia (especially Central Asian countries) is an asset;
- Knowledge of the social and political situation and regional development trends in Central Asian countries is an advantage.

Language Requirements:

- Proficiency in English language and proven report writing skills (in English) is required;
- Russian language is an asset.

It is demanded by UNDP that the Evaluation Consultant is independent from any organizations or personally has been involved in designing, executing or advising any aspect of the intervention that is the subject of the evaluation³.

VII. Evaluation ethics

The evaluation must be conducted in accordance with the principles outlined in the UNEG 'Ethical Guidelines for Evaluation'⁴ and should describe critical issues the Evaluation Consultant must address in the design and implementation of the present evaluation , including evaluation ethics and confidentiality of information providers, for example: measures to ensure compliance with legal codes governing areas such as provisions to collect and report data, particularly permissions needed to interview or obtain information about children and young people; provisions to store and maintain security of collected information; and protocols to ensure anonymity and confidentiality. The evaluation will be compliant with principles of conflict sensitivity, "do no harm" and human rights-based approaches, and gender sensitivity.

The Evaluation Consultant is also requested to read carefully, understand and sign the 'Code of Conduct for Evaluation Consultant in the UN System'⁵

More specifically, the evaluation is expected to adhere to the following principles in accordance with [UNDP Evaluation Policy](#):

- High ethical standards and norms must be upheld;
- Evaluations must be independent, impartial and credible;
- Planning and implementation of evaluations must be rule-bound;
- Evaluations should be carried out with high technical competence and rigor;
- Evaluation processes should be transparent and fully engaged with stakeholders.

³ For this reason, staff members the UNDP based in other country offices, the regional centres and Headquarters units should not apply for the position of the evaluation team.

⁴ UNEG, 'Ethical Guidelines for Evaluation', June 2008. Available at <http://www.uneval.org/search/index.jsp?q=ethical+guidelines>.

⁵ Please see, Annex VI

VIII. Implementation arrangements

The Evaluation Consultant will report to UNDP Kazakhstan, and will also liaise closely with UNDP Kyrgyz Republic, UNDP Tajikistan, UNDP Turkmenistan and UNDP Istanbul Regional Hub to conduct the evaluation. The Evaluation Consultant is expected to work independently to fulfil the deliverables detailed under the Terms of Reference but will seek explicit agreement from UNDP focal points before the finalization of each deliverable and initiating the evaluation process, particularly when it comes to reaching out to external stakeholders and project beneficiaries.

UNDP will support the Evaluation Consultant with providing clear and specific advice and support throughout the evaluation process, provide the Evaluation Consultant with administrative and logistical support and required data; connect the Evaluation Consultant with key evaluation stakeholders, and ensure a full inclusive and transparent approach to the evaluation; review and provide inputs on inception report, evaluation matrix, draft and final evaluation reports.

The assignment is home-based with every deliverable and communication with UNDP offices expected to be conducted remotely, particularly in light of COVID-19.

IX. Time-frame and expected deliverables

It is envisaged that the evaluation will take place in August – October 2020 and will involve 35 working days in total (please see the Table):

Results/Deliverables	Working days	Target Due Dates
The desk review conduct	5	28 August 2020
Evaluation inception report (to finalize Evaluation design and methods)	3	4 September 2020
Evaluations conduct for each country and the regional component (as per the methodology agreed upon with UNDP under the inception report).	19	5 October 2020
Draft report accompanied by power point presentation	5	12 October 2020
Final Evaluation report (incorporate comments provided)	3	19 October 2020
Total:	35	

X. Cost

The Evaluation Consultant is to propose an evaluation design fitting within the limits of available time and resources allocated for the evaluation.

XI. Application procedure

Interested candidates are invited to submit the following documents only in PDF and send by e-mail to the following address: procurement.kz@undp.org indicating Ref.2020-103 in the e-mail subject no later than 16:00 (Nur-Sultan time zone), 4 August 2020:

- Duly accomplished Letter of Confirmation of Interest and Availability and Financial Proposal that indicates the all-inclusive fixed total contract price, supported by a breakdown of costs, as per UNDP template provided;
- Detailed personal CV, indicating all past experience from similar projects, as well as the contact details (email and telephone number);
- Copies of higher education diplomas and other relevant documents;
- A list of provided services in the field of the evaluation, monitoring and social studies in public policy, development studies, sociology or a related social science for the last three years;
- Proposed methodology of final evaluation;
- Evaluation Budget⁶.

Due to the technical features of e-mail, the size of the file/s should not exceed 19 Mb per e-message. Please make sure you have provided all requested materials. ONLY fully submitted applications would be considered!!!

The type of Contract to be signed and the applicable UNDP Contract General Terms and Conditions, as specified in TOR, can be accessed at

<http://www.undp.org/content/undp/en/home/procurement/business/how-we-buy.html>

Due to large number of applications we receive, we are able to inform only the successful candidates about the outcome or status of the selection process.

XII. Price Proposal and Payment schedule

This is a lump sum contract for the entire contract which includes the total cost of carrying out the assignment, through to the end of the assignment. The interested candidate must submit his/her financial proposal in USD, using UNDP template form. The financial proposal should include all the expert's expenses, including professional fees and other costs necessary for obtaining the above results within the Terms of Reference.

Inception report	10%
Draft report accompanied by power point presentation	40%
Final report accompanied by power point presentation	50%

XIII. Criteria for Selection of the Best Offer

Individual contractor will be evaluated based on a Combined Scoring Method taking into consideration the combination of the applicant's qualifications and financial proposal.

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

⁷ UNEG, 'Standards for Evaluation in the UN System', 2005, available at: <http://www.unEvaluation.org/uneqstandards> and UNEG, 'Ethical Guidelines for Evaluation', June 2008, available at <http://www.uneval.org/search/index.jsp?q=ethical+guidelines>, and UNDP Evaluation Guidelines, available at: <http://web.undp.org/evaluation/guideline/>

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;
 Technical criteria weight (70%);
 Financial criteria weight (30%).

Minimal Technical Criteria	Weight, %	Min pass points	Max. points
University Degree/MA in international affairs, political science, development studies, conflict resolution, economics, statistics, sociology, or a related social science.	20 %	70	100
5 or more years of relevant professional experience, including previous substantive research experience and involvement in monitoring and evaluation, strategic planning, result-based management (evaluations in PVE, peacebuilding, conflict prevention, conflict resolution and other relevant fields).	30 %	105	150
Experience with quantitative and qualitative data collection and analysis, participatory approaches, prior monitoring and evaluation experience in Central Asia.	30 %	105	150
Proficiency in English language and proven report writing skills, Russian language is an asset.	20 %	70	100
TOTAL	100%	350	500

Only the highest ranked candidates who received a score of at least 350 points (70%) upon the result of the technical evaluation will be admitted to the financial assessment.

Approval

This TOR is approved by: Vitalie Vremis, Deputy Resident Representative

Signature: 

Name and Designation: Vitalie Vremis, Evaluation Commissioner

Date of Signing: 20/07/2020

XIV. Annexes

Annex I: A list of key documents, among others, to be consulted and analyzed:

- Project Document
- Project M&E framework
- Project progress reports
- Project steering committee meeting minutes
- Project working group meeting minutes (as available)
- Project financial reports
- Project meeting reports
- Project field reports
- Baseline data on relevant topics in the beginning of the project
- Previous surveys, assessments, and research conducted as part of the survey
- Country situation analysis, assessments and publications
- Country Programme Documents
- Strategic framework of partnership and development principles
- Relevant legislations, strategies, development plans and policy documents of national partners
- Relevant UNDP and UN Guidance Notes on PVE and M&E

Annex II: Evaluation report template

This template is intended to serve as a guide for preparing meaningful, useful and credible Evaluation reports that meet quality standards. It does not prescribe a definitive section-by-section format that all Evaluation reports should follow. Rather, it suggests the content that should be included in a quality Evaluation report. The descriptions that follow are derived from the UNEG 'Standards for Evaluation in the UN System' and 'Ethical Standards for Evaluations'⁷.

The Evaluation report should be complete and logically organized. It should be written clearly and understandable to the intended audience. In a country context, the report should be translated into local languages whenever possible. The report should also include the following:

Title and opening pages — should provide the following basic information:

- Name of the Evaluation intervention
- Time frame of the Evaluation and date of the report
- Countries of the Evaluation intervention
- Names and organizations of evaluation teams
- Name of the organization commissioning the Evaluation
- Acknowledgements

Table of contents — should always include boxes, figures, tables and annexes with page references.

List of acronyms and abbreviations

Executive summary — A stand-alone section of two to three pages that should:

- Briefly describe the intervention (the project(s), programme(s), policies or other interventions) that was evaluated.
- Explain the purpose and objectives of the Evaluation, including the audience for the Evaluation and the intended uses.
- Describe key aspect of the Evaluation approach and methods.
- Summarize principle findings, conclusions, and recommendations.

Introduction — should:

- Explain why the Evaluation was conducted (the purpose), why the intervention is being evaluated at this point in time, and why it addressed the questions it did.
- Identify the primary audience or users of the Evaluation, what they wanted to learn from the Evaluation, why and how they are expected to use the Evaluation results.
- Identify the intervention (the project(s) programme(s), policies or other interventions) that was evaluated—see upcoming section on intervention.
- Acquaint the reader with the structure and contents of the report and how the information contained in the report will meet the purposes of the Evaluation and satisfy the information needs of the report's intended users.

⁷ UNEG, 'Standards for Evaluation in the UN System', 2005, available at: <http://www.unEvaluation.org/uneegstandards> and UNEG, 'Ethical Guidelines for Evaluation', June 2008, available at <http://www.uneval.org/search/index.jsp?q=ethical+guidelines>, and UNDP Evaluation Guidelines, available at: <http://web.undp.org/evaluation/guideline/>

Description of the intervention — provides the basis for report users to understand the logic and assess the merits of the Evaluation methodology and understand the applicability of the Evaluation results. The description needs to provide sufficient detail for the report user to derive meaning from the Evaluation. The description should:

- Describe **what is being evaluated, who seeks to benefit**, and the **problem or issue** it seeks to address.
- Explain the **expected results map or results framework, implementation strategies**, and the key **assumptions** underlying the strategy.
- Link the intervention to **national priorities**, UNDAF priorities, corporate multi-year funding frameworks or strategic plan goals, or other **programme or country specific plans and goals**.
- Identify the **phase** in the implementation of the intervention and any **significant changes** (e.g., plans, strategies, logical frameworks) that have occurred over time, and explain the implications of those changes for the Evaluation.
- Identify and describe the **key partners** involved in the implementation and their roles.
- Describe the **scale of the intervention**, such as the number of components (e.g., phases of a project) and the size of the target population for each component.
- Indicate the **total resources**, including human resources and budgets.
- Describe the context of the **social, political, economic and institutional factors**, and the **geographical landscape** within which the intervention operates and explain the effects (challenges and opportunities) those factors present for its implementation and outcomes.
- Point out **design weaknesses** (e.g., intervention logic) or other **implementation constraints** (e.g., resource limitations).

Evaluation scope and objectives — the report should provide a clear explanation of the Evaluation's scope, primary objectives and main questions.

Evaluation scope — the report should define the parameters of the Evaluation, for example, the time period, the segments of the target population included, the geographic area included, and which components, outputs or outcomes were and were not assessed.

Evaluation objectives — the report should spell out the types of decisions Evaluation users will make, the issues they will need to consider in making those decisions, and what the Evaluation will need to achieve to contribute to those decisions.

Evaluation criteria — the report should define the Evaluation criteria or performance standards used. The report should explain the rationale for selecting the particular criteria used in the Evaluation.

Evaluation questions — Evaluation questions define the information that the Evaluation will generate. The report should detail the main Evaluation questions addressed by the Evaluation and explain how the answers to these questions address the information needs of users.

Evaluation approach and methods — the Evaluation report should describe in detail the selected methodological approaches, methods and analysis; the rationale for their selection; and how, within the constraints of time and money, the approaches and methods employed yielded data that helped answer the Evaluation questions and achieved the Evaluation purposes. The description should help the report users judge the merits of the methods used in the Evaluation and the credibility of the findings, conclusions and recommendations. The description on methodology should include discussion of each of the following:

Data sources — the sources of information (documents reviewed and stakeholders), the rationale for their selection and how the information obtained addressed the Evaluation questions.

Sample and sampling frame — If a sample was used: the sample size and characteristics; the sample selection criteria (e.g., single women, under 45); the process for selecting the sample (e.g., random,

purposive); if applicable, how comparison and treatment groups were assigned; and the extent to which the sample is representative of the entire target population, including discussion of the limitations of the sample for generalizing results.

Data collection procedures and instruments — Methods or procedures used to collect data, including discussion of data collection instruments (e.g., interview protocols), their appropriateness for the data source and evidence of their reliability and validity.

Performance standards — the standard or measure that will be used to evaluate performance relative to the Evaluation questions (e.g., national or regional indicators, rating scales). A summary matrix displaying for each of Evaluation questions, the data sources, the data collection tools or methods for each data source and the standard or measure by which each question was evaluated is a good illustrative tool to simplify the logic of the methodology for the report reader.

Stakeholder engagement — Stakeholders' engagement in the Evaluation and how the level of involvement contributed to the credibility of the Evaluation and the results.

Ethical considerations—the measures taken to protect the rights and confidentiality of informants (see UNEG 'Ethical Guidelines for Evaluation teams' for more information)⁸.

Background information on evaluation team —The background and skills of the consultant and the appropriateness of the technical skill mix, gender balance and geographical representation for the Evaluation.

Major limitations of the methodology — Major limitations of the methodology should be identified and openly discussed as to their implications for Evaluation, as well as steps taken to mitigate those limitations.

Data analysis — the report should describe the procedures used to analyze the data collected to answer the Evaluation questions. It should detail the various steps and stages of analysis that were carried out, including the steps to confirm the accuracy of data and the results. The report also should discuss the appropriateness of the analysis to the Evaluation questions. Potential weaknesses in the data analysis and gaps or limitations of the data should be discussed, including their possible influence on the way findings may be interpreted and conclusions drawn.

Findings and conclusions — the report should present the Evaluation findings based on the analysis and conclusions drawn from the findings.

Findings — should be presented as statements of fact that are based on analysis of the data. They should be structured around the Evaluation criteria and questions so that report users can readily make the connection between what was asked and what was found. Variances between planned and actual results should be explained, as well as factors affecting the achievement of intended results. Assumptions or risks in the project or programme design that subsequently affected implementation should be discussed.

Conclusions — should be comprehensive and balanced, and highlight the strengths, weaknesses and outcomes of the intervention. They should be well substantiated by the evidence and logically connected to Evaluation findings. They should respond to key Evaluation questions and provide insights into the identification of and/or solutions to important problems or issues pertinent to the decision making of intended users.

Recommendations — the report should provide practical, actionable recommendations directed to the intended users of the report about what actions to take or decisions to make. The recommendations should be specifically supported by the evidence and linked to the findings and conclusions around key questions addressed by the Evaluation. They should address sustainability of the initiative and comment on the adequacy of the project exit strategy, if applicable.

⁸ UNEG, 'Ethical Guidelines for Evaluation', June 2008. Available at <http://www.uneval.org/search/index.jsp?q=ethical+guidelines>.

Lessons learned — as appropriate, the report should include discussion of lessons learned from the Evaluation, that is, new knowledge gained from the particular circumstance (intervention, context outcomes, even about Evaluation methods) that are applicable to a similar context. Lessons should be concise and based on specific evidence presented in the report.

Report annexes — suggested annexes should include the following to provide the report user with supplemental background and methodological details that enhance the credibility of the report:

- ToR for the Evaluation
- Additional methodology-related documentation, such as the Evaluation matrix and data collection instruments (questionnaires, interview guides, observation protocols, etc.) as appropriate
- List of individuals or groups interviewed or consulted
- List of supporting documents reviewed
- Project or programme results map or results framework
- Summary tables of findings, such as tables displaying progress towards outputs, targets, and goals relative to established indicators
- Short biographies of the evaluation team
- Code of conduct signed by evaluation teams

The Evaluation Report will be submitted to the UN Agencies' Quality Assessment System to ensure the appropriate quality of the Evaluation and to make it available for knowledge sharing purposes.

Annex III: Evaluation Consultant Code of Conduct and Agreement Form

Evaluation Consultant:

- ✓ Must present information that is complete and fair in its assessment of strengths and weaknesses so that decisions or actions taken are well founded.
- ✓ Must disclose the full set of evaluation findings along with information on their limitations and have this accessible to all affected by the evaluation with expressed legal rights to receive results.
- ✓ Should protect the anonymity and confidentiality of individual informants. They should provide maximum notice, minimize demands on time, and respect people's right not to engage. Evaluation team must respect people's right to provide information in confidence, and must ensure that sensitive information cannot be traced to its source. Evaluation team is not expected to evaluate individuals, and must balance an Evaluation of management functions with this general principle.
- ✓ Sometimes uncover evidence of wrong doing while conducting Evaluations. Such cases must be reported discreetly to the appropriate investigative body. Evaluation team should consult with other relevant oversight entities when there is any doubt about if and how issues should be reported.
- ✓ Should be sensitive to beliefs, manners and customs and act with integrity and honesty in their relations with all stakeholders. In line with the UN Universal Declaration of Human Rights, evaluation team must be sensitive to and address issues of discrimination and gender equality. They should avoid offending the dignity and self-respect of those persons with whom they come in contact in the course of the evaluation. Knowing that evaluation might negatively affect the interests of some stakeholders, evaluation team should conduct the evaluation and communicate its purpose and results in a way that clearly respects the stakeholders' dignity and self-worth.
- ✓ Are responsible for their performance and their product(s). They are responsible for the clear, accurate and fair written and/or oral presentation of study imitations, findings and recommendations.
- ✓ Should reflect sound accounting procedures and be prudent in using the resources of the Evaluation.

Evaluation Consultant Agreement Form⁹

Agreement to abide by the Code of Conduct for Evaluation in the UN System

Name of Consultant: _____

Name of Consultancy Organization (where relevant): _____

I confirm that I have received and understood and will abide by the United Nations Code of Conduct for Evaluation.

Signed at *place* on *date* _____

Signature:

⁹ For more information on Code of Conduct please visit: www.unEvaluation.org/unegcodeofconduct