

Individual Contract – Terms of References

# Identification of the Position

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| Reference: | 01361 |
| Job Title: | National Consultant for Final Project Evaluation |
| Project: | 00091911 |
| Supervisor | Amra Zorlak, Monitoring and evaluation analyst |
| Location: | Home Based - Sarajevo  |
| Travel is required: | No - [Travel Destinations] |
| Practice Area: | Sustainable Development and Poverty Reduction |
| Type of Contract: | Standard |
| Duration: | April - June 2021 (up to 30 expert days) |
| Presence in the UNDP premises | Partial presence |

# Background and Purpose of the Consultancy:

The disaster that struck Bosnia and Herzegovina in May 2014 affected a quarter of the country territory and approximately one million people, which is approximately 27% of the country’s population. Over 50% of local governments in the country were in some form affected by the event, with substantial damages recorded to the housing stock, infrastructure, vital service providers, and the country’s productive assets. The effect of the disaster on the most vulnerable merely exacerbated pre-existing problems and disproportionately impacted their lives. Nowhere was this exhibited more than in the case of returnees and those internally displaced.

In the aftermath of the disaster, the international community reacted swiftly, providing emergency and humanitarian assistance, as well as convening a donor conference in July 2014, pledging substantial funds for the rebuilding of the country. The first comprehensive recovery effort to hit the ground was the Flood Recovery Project financed by the European Union, rolled out in August 2014 and spearheaded by the United Nations Development Project (UNDP) in Bosnia and Herzegovina, along with the International Organization for Migration (IOM) and the United Nations Children’s Fund (UNICEF). Despite the intervention’s impressive outreach, with more than 610,000 people assisted, there remained a significant number of the most vulnerable yet to recover.

Based on data collected through the Recovery Gap Assessment conducted by UNDP in 2015 and subsequently verified through visits to 45 affected localities, both in the Federation of Bosnia and Herzegovina and Republika Srpska, and through contacts with relevant authorities at all levels of government, there were still ca 28,000 households (12,000 in the Federation of Bosnia and Herzegovina and 15,700 in Republika Srpska) that required further assistance to recover, including the needs for durable housing solutions or livelihood support. Specifically, a total of 4, 900 families (1,200 in the Federation of Bosnia and Herzegovina and 3,700 in Republika Srpska) resided in temporary or sub-standard housing, while another 10,800 low-income households suffered from the economic effects of the disaster.

**About the Project**

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| --- | --- |
| **Project title** | Flood Recovery – Housing Interventions Programme |
| **Atlas ID** | 00083429, 00105031, 00105032, 00105033 |
| **Corporate outcome and output** | UNDP Strategic Plan 2018-2021, Outcome 1; Output 1.1.3 |
| **Country** | Bosnia and Herzegovina |
| **Date Project document signed** | 31 August, 2017 |
| **Project dates** | 1 September 2017 – 30 June 2021 |
| **Project budget** | 14,488,469.77 |
| **Project expenditure at the time of evaluation** | 13,459,784.41 (31 December 2020) |
| **Funding source** | European Union |
| **Co-founding** | Government of Republika Srpska, Government of the Federation of Bosnia and Herzegovina, Zenica-Doboj Canton, 45 partner local governments, UNDP |
| **Implementing party** | UNDP (in partnership with the International Organisation for Migrations, Arbeiter-Samariter-Bund, Hilfswerk International) |

**The Flood Recovery - Housing Interventions Programme** encompasses two parallel projects:

* Flood Recovery- Housing Interventions in Republika Srpska (RS) and
* Flood Recovery- Housing Interventions in the Federation of Bosnia and Herzegovina (FBiH).

The Programme is funded by the European Union and co-funded by the Government of the FBiH, the Government of RS, Zenica-Doboj Canton, partner municipalities and cities, and UNDP in Bosnia and Herzegovina. It is implemented by UNDP in Bosnia and Herzegovina together with the International Organisation for Migrations (IOM), Arbeiter-Samariter-Bund (ASB), Hilfswerk International (HWI) and flood-affected partner municipalities and cities in both FBiH and RS from September 2017 until June 2021.

**The Overall objective** of the Programme is to support the sustainable recovery of flood- and landslide-affected communities in the entities of the FBiH and in RS. The Programme consists of different components all of which aim to assist with the normalization of peoples' lives in flood-affected areas and communities in 45 most-affected municipalities, combining the provision of sustainable housing with livelihoods support. The overall objective of the Programme is thus to assist the most vulnerable to recover from the effects of the disaster by providing multi-sectoral integrated assistance in restoring homes and recovering livelihoods.

**The Specific Objectives/Outcomes of the Programme** are:

Specific objective/Outcome 1: To improve living conditions for vulnerable households whose homes were substantially damaged or destroyed in the disaster.

Specific Objective/Outcome 2: To restore and develop economic and livelihood opportunities for low-income vulnerable households assisted with housing recovery.

**The Results/Outputs of the Programme** are:

* **Result / Output 1.1:** Socially and economically vulnerable households, rendered homeless by the 2014 disaster, provided with new homes.
* **Result / Output 1.2:** Socially and economically vulnerable households, residing in disaster-affected substandard housing, benefit from restored and improved homes.[[1]](#footnote-2)
* **Result / Output 2.1:** Livelihoods needs identified, enabling tailoring of income generation support for housing assistance beneficiaries.
* **Result / Output 2.2:** Vulnerable households benefit from a steady and sustainable income stream.

*Project Result Frameworks are available in [Annex 1](https://undpbh01st001.blob.core.windows.net/procurement-files/Annex_1_RRF_and_ToC_Flood_recover_RS_FBIH.docx).*

**Partnerships:**

The projects have two separate governance mechanisms, composed by the partner government institutions: Ministry for Human Rights and Refugees of Bosnia and Herzegovina, Ministry of Finance of RS (on behalf of Government of RS), Ministry of Spatial and Physical Planning of the FBiH (on behalf of Government of the FBiH), Delegation of the European Union, and UNDP, along with IOM, ASB and HWI as non-voting members.

The projects work with 45 partner local governments: 21 in RS (Banja Luka, Bijeljina, Bratunac, Brod, Doboj, Donji Žabar, Gradiška, Jezero, Kostajnica, Laktaši, Lopare, Modriča, Novi Grad, Petrovo, Prijedor, Prnjavor, Srbac, Šamac, Šekovići, Šipovo, Teslić, Ugljevik, Vlasenica, Zvornik); and 24 in the FBiH (Cazin, Doboj Istok, Domaljevac-Šamac, Goražde, Gračanica, Gradačac, Kakanj, Kalesija, Maglaj, Odžak, Orašje, Sapna, Srebrenik, Tešanj, Travnik, Tuzla, Vareš, Vogošća, Zavidovići, Zenica and Žepče).

*Overview of key stakeholders and partners and their roles in evaluation is provided in [Annex 2](https://undpbh01st001.blob.core.windows.net/procurement-files/Annex%202_List_Stakeholders_Flood_recovery_RS_FBIH.docx).*

**Target groups and beneficiaries:**

* **Local Governments**. The projects work with partner local governments in the FBiH and in RS, helping them effectively and sustainably resolve their outstanding obligations to the affected population.
* **Vulnerable families whose homes have been destroyed or damaged by the floods**. The projects target households from vulnerable social and economic categories permanently displaced in the 2014 flooding event, as well as those whose homes have been damaged and are deemed to fall short of the relevant housing standard. The intervention directly benefits 1,010 vulnerable families or more than 2,900 individuals (378 families in the FBiH and 632 families in RS), with at least 40% of them women, through housing construction or rehabilitation support. Some of these families are additionally included in the livelihoods component, which focuses on agricultural and entrepreneurship assistance packages.
* Entity and cantonal authorities. The projects engage with entity and relevant cantonal authorities to ensure their financial commitments are met, as well as to create synergies with their complementary investment and livelihood support interventions in target localities.

**Main achievements:**

The projects’ indicators are steadily progressing towards the final targets, and in some cases surpassing the expected results.

As for the project *Flood Recovery – Housing Intervention in RS*, the overview of results as of 31 December 2020, shows that most of the construction and rehabilitation activities have been completed along with a series of livelihoods programmatic interventions. Construction works have been finalized on 607 housing units (195 houses have been constructed and 412 rehabilitated). The project has completed all planned activities in relation to the selected 120 livelihoods beneficiaries engaged in agricultural production and self-employment/entrepreneurial activities. The additional annual income generated by beneficiary households amounts to 254,259 EUR. In addition, 513 housing units have undergone extensive quality assurance process.

The project *Flood Recovery – Housing Intervention in the FBiH* is also progressing towards the final targets, and in some cases surpassing the expected results. Construction works have been finalized on 365 housing units (189 houses have been constructed and 176 rehabilitated). The project provided support to 85 livelihoods beneficiaries who are engaged in agricultural production and self-employment/entrepreneurial activities. The additional annual income generated by beneficiary households as a result of the project amounts to 113,694.69. In addition, 257 housing units have undergone extensive quality assurance process, as planned.

**Impact of Covid-19:**

Starting from March 2020, the projects’ implementation period has coincided with the global outbreak of the COVID-19 pandemic. The COVID-19 imposed lockdown resulted in temporary halt of the activities in the field, both within the housing, as well as livelihoods component during March and April 2020. The projects hence adjusted implementation dynamics and modality wherever needed in order to overcome the new and unexpected circumstances. The mentoring for entrepreneurs and agricultural producers was implemented through online platforms, while the construction activities gradually continued by adhering to strict health and safety guidelines when it comes to protection measures and the number of construction staff present on the site. However, rehabilitation and quality assurance activities, which imply close contacts with beneficiaries, took longer to resume in full capacity due to higher risk of the virus spread.

**Relevance and alignment:**

By delivery of its objectives, the Programme as a whole, contributes to achievement of the targets set within the Sustainable Development Agenda 2030, more specifically the SDG 13 “Take urgent action to combat climate change and its impacts”, the SDG 11, “Make cities and human settlements inclusive, safe, resilient and sustainable” and SDG 8, “Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all”.[[2]](#footnote-3)

At design, the Programme overall and its projects were framed by the United Nations Development Assistance Framework for Bosnia and Herzegovina 2015-2020 and the UNDP Country Programme Document 2015-2020, contributing directly to higher change as defined by the Outcome 3, “By 2019, there is effective management of war remnants and strengthened prevention and responsiveness for man-made and natural disasters” and Outcome 4 “By 2019, economic, social and territorial disparities are decreased through coordinated approach by national and subnational actors”. At present, the Programme is aligned with the UNDP Country Programme Document 2021 – 2025, Outcome 1. By 2025, people benefit from resilient, inclusive and sustainable growth ensured by the convergence of economic development, and management of environment and cultural resources.

# Duties and Responsibilities:

## Scope of work

**a) Purpose**

The purpose of this Evaluation is to provide a conjoint, impartial review of the Flood Recovery – Housing Programme and its two integral projects the Flood Recovery – Housing Intervention in RS and the Flood Recovery – Housing Intervention in the FBiH. The Evaluation will assess their relevance, effectiveness, efficiency, impact, sustainability, management and achievements. The information, findings, lessons learned, and recommendations generated by the Evaluation will be used by the Project Boards, UNDP, European Union Delegation in Bosnia and Herzegovina and other relevant stakeholders to strengthen the remaining Programme implementation and inform future programming.

**b) Objective**

The Evaluation objective is to examine the overall performance of the two projects implemented through the Flood Recovery – Housing Programme, their results, inputs and activities, and how the outputs delivered by the projects added value to target groups and institutional beneficiaries. In addition, this evaluation aims to provide forward-looking recommendations to the European Union Delegation, UNDP, IOM, ASB, HWI and institutional partners on the remaining aspects in recovery from 2014 floods.

**c) Scope**

The Evaluation will assess the entire Programme. It will look into the extent to which the comprising projects’ outcomes and outputs have been achieved since their beginning on 1 September 2017 and likelihood for their full achievement by the end on 30 June 2021 (based on the Project Document and its results framework). The Evaluation will review the two sets of activities implemented under the projects and their contribution to the set outputs, capturing the changes triggered in sustainable recovery of flood- and landslide-affected communities.

The Evaluation will look into the critical aspects of the projects, such as construction and rehabilitation of housing units, results of the Livelihoods Needs Assessment, which was conducted for all selected beneficiaries and subsequent implementation of personalized livelihood assistance packages.

To the extent possible, the Evaluation will also assess how the projects, and the Programme as a whole, adjusted the implementation strategy to new circumstances imposed by the COVID-19 pandemic.

The evaluation will look into the projects’ processes, innovations, strategic partnerships and linkages in the specific country’s context that proved critical in producing the intended outputs and the factors that facilitated and/or hindered the progress in achieving the outputs, both in terms of the external environment and risks, as well as internal, including weaknesses in design, management, human resource skills, and resources.

# Evaluation criteraia and key questions:

The Evaluation will answer the following questions, to determine the relevance, effectiveness, efficiency, impact of the two projects and the Programme as a whole, as well as lessons learned and sustainability of their achievements. The Evaluation Report will review all these questions and aspects for each project component – i.e. for the FBiH and for RS in two distinct sections of the Evaluation Report. Joint section that captures strategic lessons learnt and recommendations from both projects will be presented in the Report as well.

**Relevance**

* Were the projects’ objectives relevant to the needs of their beneficiaries, having in mind political, social, legal and institutional context of the country, and what are the projects’ potentials to adequately contribute to development processes in the future?
* To what extent is gender equality respected and mainstreamed within the projects?
* To what extent the projects contributed to human rights of target groups?
* Were the steps taken by the projects to adjust its implementation strategy to the new circumstances and needs imposed by COVID-19 pandemic relevant?

**Effectiveness**

* To what extent were the projects’ activities implemented and intended results achieved? What are the main projects’ accomplishments? Overview of the projects’ progress against its indicators is to be provided in an Annex of the Evaluation Report.
* To what extent and how effectively have the projects’ specific approach and actions contributed to projects’ outputs and outcomes? If so, why? If not, why not?
* To what extent and through what mechanisms have the projects managed to transfer knowhow of implementing emergency rehabilitation projects to local governments?
* To what extend have the projects outreached marginalized groups (i.e. youth, persons with disabilities, returnees, internally displaced, minorities…)? Have the projects been implemented in accordance with a civic and human rights perspective: i.e. have target groups been participating in planning, implementation and follow up? Has anyone been discriminated by the projects through the implementation? Have the projects been implemented in a transparent fashion? Are there accountability mechanisms in the projects?
* Have the projects applied innovative approaches and solutions in the course of its implementation?

**Efficiency**

* Have resources (financial, human, technical) been allocated strategically to achieve the projects’ results? Were the projects’ activities implemented as scheduled and with the planned financial resources?
* Are there any weaknesses in the projects’ design, management, human resource skills, and resources?
* To what extent have the target groups and other stakeholders taken an active role in implementing the projects? What modes of participation have taken place? How efficient have partner institutions been in supporting the projects’ implementation?
* Were monitoring and quality assurance aspects of the projects adequately covered?
* To what extent the project utilised meaningful synergies with other relevant projects (UNDP or external), e.g. in the area of agriculture and livelihoods, floods recovery support, etc.?

**Impact**

* What are the projects’ effects and impact in terms of sustainable recovery of flood and landslide affected households and communities in Bosnia and Herzegovina, both in qualitative, as well as quantitative terms?
* What are the positive or negative, intended or unintended, changes brought about by the projects’ interventions and the Programme as a whole? This may, inter alia, include an overview of the number of beneficiaries benefiting from the housing rehabilitation or construction works and economic support implemented by the projects?
* To what extent are key stakeholders/final beneficiaries satisfied with the implementation of the projects, specifically in terms of the partnership support and what are specific remaining issues in the area of concern?
* To what extent have the projects elevated cooperation between relevant institutions?
* How have cross-cutting issues, such as disability, sustainability in the housing solutions, as well as reaching the most vulnerable, been effectively taken up?

**Sustainability**

* To what extent are the projects’ outcomes and outputs sustainable? How could projects’ results be further sustainably projected and expanded, having in mind the remaining issues of the floods recovery?
* To what extent has the projects’ approaches (intervention strategies) managed to create ownership of the key institutional stakeholders?
* To what extent have the capacities of relevant government institutions been strengthened to sustain the results of the projects? Which are, in this regard, challenges to overcome or potentials to be unlocked in the future?

**Strategic lessons learnt and recommendations**

* What are the main lessons learnt that can inform future recovery interventions?
* What would be directions to expand positive effects of the projects’ concept in the area of disaster risk management in the future?
* What could be possible after-projects priority interventions and general recommendations, which could further ensure sustainability and scaling up of Project’s achievements?

**The evaluation shall further assess:**

* If the projects have had any positive or negative effects on gender equality? Could gender mainstreaming have been improved in planning, implementation or follow up?
* Has the communication and outreach of the projects been satisfactory?

The evaluation needs to assess the degree to which the projects’ supported or promoted gender equality, a rights-based approach, and human development. In this regard, [United Nations Evaluation Group’s guidance on Integrating Human Rights and Gender Equality in Evaluation should be consulted.](file:///C%3A/Users/azorlak/Desktop/The%20evaluation%20need%20to%20assess%20the%20degree%20to%20which%20UNDP%20initiatives%20have%20supported%20or%20promoted%20gender%20equality%2C%20a%20rights-based%20approach%2C%20and%20human%20development.%20In%20this%20regard%2C%20United%20Nations%20Evaluation%20Group%E2%80%99s%20guidance%20on%20Integrating%20Human%20Rights%20and%20Gender%20Equality%20in%20Evaluation%20should%20be%20consulted.)

# Methodology:

Based on the [UNDP Evaluation Guidelines,](http://web.undp.org/evaluation/guideline/covid19.shtml) [UNEG Norms and Stand for Evaluations](http://www.unevaluation.org/document/detail/1914) and in consultations with UNDP Country Office, the Evaluation will be participatory, involving relevant stakeholders.

The Evaluation will be conducted by the National Evaluation Consultant (the Evaluator) who will propose an **adjusted methodology that will ensure effective implementation of the evaluation, including from viewpoint of the COVID – 19 pandemic circumstances, applying safety guidance and remote data collecting methods such as extended desk reviews, virtual stakeholder meetings and interviews[[3]](#footnote-4).** A detailed plan for the Evaluation process will be proposed by the Evaluator and agreed as part of the Evaluation Inception Report.

The proposed methodology should employ relevant quantitative, qualitative or combined methods to conduct the Evaluation, with focus on gender sensitive data collecting and analytical methods and tools applicable in the concrete case. The Evaluator is expected to combine standard and other evaluation tools and techniques to ensure maximum reliability of data and validity of the evaluation findings.

Limitations to the chosen approach/methodology and methods shall be made explicit by the Evaluator and the consequences of these limitations discussed in the proposed methodology. The Evaluator shall, to the extent possible, present mitigation measures to address these limitations.

The Evaluator is expected to carry out the evaluation process with careful consideration of these Terms of References. In cases where sensitive or confidential issues are to be addressed in the evaluation, the Evaluator should ensure an evaluation design that do not put informants and stakeholders at risk during the data collection phase or the dissemination phase.

Standard UNDP evaluation methodology would suggest the following data collecting methods:

* Desk review:The Evaluator will conduct a detailed review of the projects’ materials and deliverables including, but not limited to, the Project Documents and Addendums, theory of change and results framework, monitoring and Project quality assurance reports, annual workplans, consolidated progress reports etc. *An extensive list of documents for desk review is provided in* [*Annex 3*](https://undpbh01st001.blob.core.windows.net/procurement-files/Annex%203_List_of_documents_for_review_Flood_recovery_RS_FBIH.docx)*.*
* Key informant interviews: Using virtual technological solutions, the Evaluator will remotely interview representatives of UNDP, Delegation of the European Union, IOM, ASB and HWI and main institutional partners, including the Ministry for Human Rights and Refugees of Bosnia and Herzegovina, the Ministry of Finance of RS (on behalf of Government of RS), the Ministry of Spatial and Physical Planning of the FBiH (on behalf of Government of FBiH), as well as representatives of partner local governments.

A detailed list of the main stakeholders that may be considered for meetings is provided in [Annex 2.](https://undpbh01st001.blob.core.windows.net/procurement-files/Annex%202_List_Stakeholders_Flood_recovery_RS_FBIH.docx)

* Other methodologies, as appropriate, such as case studies, statistical analysis, social network analysis, etc. online interviews, mobile questionnaires, online surveys, collaboration platforms (slack or yammer) and satellite imagery are recommended to be used to gather data. Stakeholders that are dealing with existing emergencies should be given advance notice.
* Field visits/selected spot checks to collect relevant evidence on the projects’ results will be conducted depending on the epidemiological situation related to the COVID-19 pandemic and in compliance with all epidemiological measures effective in the country.

As an integral part of the evaluation report and specifically under the impact criteria, the Evaluator will review the projects’ effects and impact on the target groups. In this context and using online tools, the consultancy is expected to gain insights from both the partners and the beneficiaries.

**Stakeholders involvement:** During the evaluation process, the Evaluator is expected to talk with UNDP senior representatives, the Project team, representatives from the European Union Delegation to Bosnia and Herzegovina, IOM, Project Board members, representatives of target local governments included in the Project implementation.

The expected duration of the assignment is up to 30 workdays in the period April - June 2021.

# Evaluation tasks/deliverables:

Following the initial briefing and a detailed desk review, the Evaluator will be responsible for delivering the following products and tasks:

* **Inception Report (10 - 15 pages)** will be presented before the evaluation starts, showing how each evaluation question will be answered by proposing methods, sources of data and data collection procedures. The Inception Report should elaborate an **evaluation matrix** (*provided in* [*Annex 4*](https://undpbh01st001.blob.core.windows.net/procurement-files/Annex%204_Evaluation_Matrix_Template_Floo_recovery_RS_FBIH.docx)) for the Project and propose a schedule of tasks, activities and evaluation deliverables. The Evaluation Inception Report should follow the structure proposed in the [UNDP Evaluation Guidelines, p. 22-23.](http://web.undp.org/evaluation/guideline/documents/PDF/UNDP_Evaluation_Guidelines.pdf)
* **Evaluation and data collection:** Upon the approval of the Inception Report and the evaluation work plan by the UNDP, the Evaluator is expected to carry out the Evaluation. **Data collecting methodologies presented in the Evaluation Inception Report should limit the exposure of any consultant, Project team member, beneficiary or stakeholder to the pandemic,** therefore, strongly recommended is use of remote and virtual methodologies. Filed visits and physical spot checks can be undertaken exceptionally, depending on the epidemiological situation and in compliance with epidemiological measures effective in the country.
* **Draft Evaluation Report:** Based on the findings generated through desk review and data collection process, the Evaluator will prepare and submit the Draft Evaluation Report to the UNDP team and key stakeholders for review. **Following the implementation arrangements of the Programme, the Evaluation findings, lessons learned and specific recommendations for the two projects will be separately presented in distinct sections of the Evaluation Report**. The *structure of the Report is outlined in* [*Annex 5*](https://undpbh01st001.blob.core.windows.net/procurement-files/Annex%205_Report_structure_Flood_recovery_RS_FBIH.docx)*.*
* **Evaluation review process** (and eventual dispute settlement): Comments, questions, suggestions and requests for clarification on the evaluation draft will be submitted to the Evaluator and addressed in the agreed timeframe. The Evaluator should reply to the comments through the **evaluation audit trail document**[[4]](#footnote-5). If there is disagreement in findings, these should be documented through the evaluation audit trail, while effort should be made to come to an agreement.
* **Evaluation debriefing:** will be held with UNDP, IOM, ASB, HWI, European Union Delegation representatives, Project Board representatives and other key stakeholders to present main findings and recommendations in an online form (i.e. Skype/Zoom/Microsoft Teams briefing). In addition, short briefings on immediate findings with UNDP senior management will be considered after completion of the initial assessment.
* **Evaluation Report** (maximum 50 pages of the main body) should be logically structured (structure of the Evaluation Report is outlined in [Annex 5](https://undpbh01st001.blob.core.windows.net/procurement-files/Annex%205_Report_structure_Flood_recovery_RS_FBIH.docx) of the Terms of Reference), contain data and evidence-based findings, conclusions, lessons and recommendations, and be presented in a way that makes the information accessible and comprehensible. Finally, based on the evaluation findings and in a distinct report section, the Evaluator will provide an overall **forward-looking actionable recommendations.**

Programme, outlining key strategic priorities to be addressed after completion of the current project or in the potential next phase of the projects.

***UNDP Evaluation Guidelines Note:*** *As of 11 March 2020, the World Health Organization (WHO) declared COVID-19 a global pandemic as the new coronavirus rapidly spread to all regions of the world. If it is not possible to travel to or within the country for the evaluation then the evaluation team should develop a methodology that takes this into account, conduct of the evaluation virtually and remotely, including the use of remote interview methods and extended desk reviews, data analysis, surveys and evaluation questionnaires. This should be detailed in the Inception report and agreed with the Evaluation Manager.*

*If all or part of the evaluation is to be carried out virtually then consideration should be taken for stakeholder availability, ability or willingness to be interviewed remotely. In addition, their accessibility to the internet/ computer may be an issue as many government and national counterparts may be working from home. These limitations must be reflected in the evaluation report.*

*If a data collection/field mission is not possible then remote interviews may be undertaken through telephone or online (skype, zoom etc.). International consultants can work remotely with national Evaluator support in the field if it is safe for them to operate and travel****. No stakeholders, consultants or UNDP staff should be put in harm and the safety is the key priority. stakeholders and if such a mission is possible within the evaluation schedule.***

# Evaluation timeframe:

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| --- | --- | --- | --- |
| Deliverable | Anticipated timing | Number of days | Responsible party |
| Inception Report | 26 April 2021 | 4 | Evaluator  |
| Field data collection | 17 May 2021 | 15 | Evaluator  |
| Evaluation debriefing  | 20 May 2021 | 1 | Evaluator |
| Draft Evaluation Report  | 28 May 2021 | 5 | Evaluator  |
| Report review  | 04 June 2021 | 0 | Evaluation Reference Group |
| Final Report | 15 June 2021 | 5 | Evaluator  |

In line with the UNDP’s financial regulations, when determined by the Country Office and/or the consultant that a deliverable or service cannot be satisfactorily completed due to the impact of COVID-19 and limitations to the evaluation, that deliverable or service will not be paid. Due to the current COVID-19 situation and its implications, a partial payment may be considered if the consultant invested time towards the deliverable but was unable to complete to circumstances beyond his/her control.

## Deliverables/outputs

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| --- | --- | --- | --- | --- |
| # | Deliverables / Outputs | # of Days per Task | Due Date | Percentage |
|  | Conducted desk review of reference material and key informant interviews. Submitted Evaluation Inception Report by following the structure proposed in the UNDP Evaluation Guidelines. | 4 days | 26 April 2021 | 13.33%  |
|  | Conducted field data collection by following methodologies presented in the Inception Report and organized an online evaluation debriefing with relevant stakeholders. Submitted Draft Evaluation Report. | 21 days | 28 May 2021 | 70% |
|  | Completed final evaluation and provided a conjoint, impartial review of the Flood Recovery – Housing Programme and its two integral projects the Flood Recovery – Housing Intervention in RS and the Flood Recovery – Housing Intervention in the FBiH. Submitted Final Evaluation Report | 5 days | 15 June 2021 | 16.67%  |

# Competencies

## Core values

The Evaluation will be conducted by the National Evaluator who will design and implement the evaluation process in line with these Terms of References.

The Evaluator is expected to provide an independent and substantiated review of the Programme’s achievements; capture underperformance; review coherence and inter-connectivity between the projects; assess partnership strategy; capture feedback from beneficiaries of assistance provided by the Projects, produce Evaluation Report in light of development results; last but not least – recommend improvements that may be undertaken to ensure quality outcome, and provide strategic forward-looking recommendations, outlining pathways for the period beyond this Programme phase.

**a) Competencies**

**Core values**

* Demonstrates integrity and fairness by modelling UN values and ethical standards;
* Displays cultural, gender, religion, race, nationality and age sensitivity and adaptability.

**Core competencies**

* Demonstrates professional competence to meet responsibilities and post requirements and is conscientious and efficient in meeting commitments, observing deadlines and achieving results;
* Results-Orientation: Plans and produces quality results to meet established goals, generates innovative, practical solutions to challenging situations;
* Communication: Excellent communication skills, including the ability to convey complex concepts and recommendations, both orally and in writing, in a clear and persuasive style tailored to match different audiences;
* Team work: Ability to interact, establish and maintain effective working relations with a culturally diverse team;
* Client orientation: Ability to establish and maintain productive partnerships with national partners and stakeholders and pro-activeness in identifying of beneficiaries and partners’ needs and matching them to appropriate solutions.

# Required Qualifications

Specialized knowledge, language needs and experience the consultant/contractor must fulfill, an unambiguous description of the selection criteria including required degree of expertise:

**!!! Candidates who are not meeting the minimum requirements (education/ years of experience and knowledge/language requirements) will not be considered for the assignment – keep this in mind when preparing the TOR!!!!**

## Academic Qualifications/Education - Master’s degree in social sciences, economics, management, law, international development, political sciences or other related qualifications

## Experience

* At least 5 years of extensive Programme/Project evaluation experience;
* Sound knowledge of results-based management systems, and gender-sensitive monitoring and evaluation methodologies;
* Understanding and knowledge of the political and administrative context in Bosnia and Herzegovina;
* Previous experience in remote evaluation is an asset;

## Languages Requirements

* Fluency in English language and local languages of Bosnia and Herzegovina

## Other Requirements

* Excellent computer skills (MS Office applications) and ability to use information technologies as a tool and resource.

# Evaluation ethics:

This evaluation will be conducted in accordance with the principles outlined in the [UNEG ‘Ethical Guidelines for Evaluation’.](http://www.unevaluation.org/document/detail/102) The Evaluator shall 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 Evaluator 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. The Evaluator must be free from any conflict of interest related to this evaluation.[[5]](#footnote-6)

# Implementation arrangements and reporting relations:

The Evaluator will report to the Evaluation Manager appointed by UNDP, who will oversee and support the overall evaluation process. In addition, an evaluation reference group will be formed to provide critical and objective inputs throughout the evaluation process to strengthen the quality of the evaluation. The Country Office Senior Management will take responsibility for the approval of the evaluation report. UNDP will support the implementation of remote/ virtual meetings. An updated stakeholder list with contact details (phone and email) will be provided by the Country office to the evaluation team.

# TOR annexes:

[Annex 1. Project Logical Framework and Theory of Change](https://undpbh01st001.blob.core.windows.net/procurement-files/Annex_1_RRF_and_ToC_Flood_recover_RS_FBIH.docx)

[Annex 2. List of the main stakeholders and their roles in evaluation](https://undpbh01st001.blob.core.windows.net/procurement-files/Annex%202_List_Stakeholders_Flood_recovery_RS_FBIH.docx)

[Annex 3. List of documents to be considered for the evaluation desk review](https://undpbh01st001.blob.core.windows.net/procurement-files/Annex%203_List_of_documents_for_review_Flood_recovery_RS_FBIH.docx)

[Annex 4. Required Evaluation Matrix Template](https://undpbh01st001.blob.core.windows.net/procurement-files/Annex%204_Evaluation_Matrix_Template_Floo_recovery_RS_FBIH.docx)

[Annex 5. Standard outline for an evaluation report](https://undpbh01st001.blob.core.windows.net/procurement-files/Annex%205_Report_structure_Flood_recovery_RS_FBIH.docx)

[Annex 6. Code of Conduct](https://undpbh01st001.blob.core.windows.net/procurement-files/Annex%206_Code_of_conduct_Flood_recovery_RS_FBIH.docx)

# Signatures

|  |  |  |
| --- | --- | --- |
| Incumbent |  |  |
| Incumbent Name |  | Date |
| Name | Signature | Date |
| Supervisor |  |  |
| Amra Zorlak, Monitoring and evaluation analyst |  | Date |
| Name and Title | Signature | Date |
| Approved by |  |  |
| Raduska Cupac, Sector Leader |  | Date |
| Name and Title | Signature | Date |

1. The standards are based on the relevant guidelines proscribed by the Sectoral Working Group of the State Ministry for Human Rights and Refugees. [↑](#footnote-ref-2)
2. Source: <https://sustainabledevelopment.un.org/>. [↑](#footnote-ref-3)
3. UNDP Evaluation Guidelines: Evaluation During COVID-19. [↑](#footnote-ref-4)
4. Template available at <http://web.undp.org/evaluation/guideline/documents/PDF/UNDP_Evaluation_Guidelines.pdf>, p. 25 [↑](#footnote-ref-5)
5. [UNDP Evaluation Guidelines, Box 7. Sources of conflict of interest in evaluation](http://web.undp.org/evaluation/guideline/documents/PDF/UNDP_Evaluation_Guidelines.pdf). [↑](#footnote-ref-6)