# Individual Contract

# Terms of References

## Identification of the Position

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| --- | --- |
| Job Title: | International Consultant for Final Project Evaluation |
| Project: | SDG Roll-Out Support and Private Sector Engagement Project |
| Supervisor: | Country Office Evaluation Manager |
| Location: | Bosnia and Herzegovina |
| Travel requirement: | No |
| Practice Area: | Governance and Peacebuilding |
| Application deadline: | Click or tap to enter a date. |
| Type of Contract: | International |
| Duration: | June 2021 (up to 20 expert days) |
| Presence in the UNDP premises | Home based |

## Background and context

## Bosnia and Herzegovina (BIH) is an upper middle-income country in Southeast Europe with a population of 3.5 million. Accession to the European Union (EU) is an over-arching priority. Over two decades after the signing of the Dayton Peace Agreement, the EU accession is constrained by limited reform progress, frequent institutional and political deadlocks that hamper public sector performance and weaken citizens’ trust in government. The Opinion on BIH’ EU membership application3 indicates the country needs to significantly step up its efforts to align with the EU Acquis and enforce related legislation.

The human development and economic development trends show vulnerability. The 2030 Human Development Index is 0.780, placing the country in the high human development category. In 2020 real GDP contracted -5.5%, largely due to the COVID-19 crisis. Unemployment stands high at 16.6%[[1]](#footnote-2), particularly among young people (63.2%).

The governance system of BIH is extremely complex. The country comprises two entities - the Federation of Bosnia and Herzegovina (FBIH) and Republika Srpska (RS), with Brčko District as autonomous self-government, 10 cantons within the Federation of Bosnia and Herzegovina, as well as 145 local governments country-wide.

Policy design and delivery capabilities and systems are insufficient, challenged by complex vertical and horizontal cross-governmental coordination, which undermines quality of public service delivery and the potential to lift the country’s growth potential. The speed of public administration reform is slow, guided by the Strategic Framework of Public Administration Reform in BIH 2018-2022[[2]](#footnote-3).

Importantly, authorities at all levels in the country collaborated in the design of the 2030 Sustainable Development Goals Framework in BIH (SDG Framework in BIH), adopted in April 2030, which offers a unique opportunity for a common long-term sustainable development agenda.

**Agenda 2030 in BIH**

BIH does not have a consolidated country-wide development planning and management system in place, which would enable result-oriented prioritisation and delivery of policies and services for the citizens across all government levels. However, an important breakthrough was achieved with the design and recent adoption of the SDG Framework in BIH, which provides an overall sustainable development direction for all government levels in the country. The commitment of governments to jointly work on the achievement of the Agenda 2030 through the [SDG Framework in BIH](https://zamisli2030.ba/sdgs-framework-in-bosnia-and-herzegovina/) was communicated in the country’s first Voluntary Report (VNR) in 2019[[3]](#footnote-4). The preparation and presentation of the country’s first VNR before the High-Level Political Forum in New York represents a significant achievement as the process of its design and its actual presentation were fully lead by domestic institutional partners.

The SDG Framework will serve as the common development agenda providing an overall vision for all government levels in the country, along with key development pathways and 2030 targets, also serving as a unique cohesive country-wide strategic document that ties together the Agenda 2030, the EU requirements and domestic development priorities. Importantly, an additional review of the document from the perspective of resilience to crises was conducted, particularly in light of new realities resulting from the COVID-19 outbreak as well as possible future shocks.[[4]](#footnote-5)

Considering the multi-tier governance structure of BIH, further operationalisation of the Framework is being ensured through its mainstreaming into national and sub-national development strategies. Importantly, in the new 2021-2027 planning cycle, SDGs-aligned development strategies will for the first time be linked with mid-term and annual institutional plans and budgets, thus informing the allocation of public funds.

The SDG Framework in BIH recognizes the fact that, even though public budgets will be central for achieving the domesticated targets set in in the SDG Framework in BIH, public resources will not be sufficient to cover all the needs. The private sector must act as the primary engine of growth and thus crowding private capital into the domestic development agenda especially after the recent post-pandemic reality.

Engagement of the private sector in implementing Agenda 2030 is generally low. However, the SDG Roll-Out Support and Private Sector Engagement Project has made significant contribution to raising awareness on the role of the private sector in implementing the SDGs. In addition to awareness raising, the Project has piloted and shared practices of private sector’s engagement in Agenda 2030 through the SME innovation challenge implemented in 2020. Additionally, the SME decarbonation challenge is currently underway.

Moreover, a specific activity implemented by UNFPA under the Project has raised awareness on the SDGs among the youth.

**About the Project**

|  |  |  |
| --- | --- | --- |
| **Project title** | SDG Roll-Out Support and Private Sector Engagement Project | |
| **Atlas ID** | 00091324 | |
| **Corporate outcome and output** | UNDP Strategic Plan 2018-2021, Outcome 2, Output 1.2.1 | |
| **Country** | Bosnia and Herzegovina | |
| **Date Project document signed** | 08 November 2017 | |
| **Project dates** | 1 December 2017 | 31 December 2021 |
|  |  |
| **Project budget** | USD 1,649,049.03 | |
| Project expenditure at the time of evaluation | USD 988,115.46 | |
| **Funding source** | Government of Sweden | |
| **Implementing party** | UNDP | |

[SDG Roll-Out Support and Private Sector Engagement Project](https://www.ba.undp.org/content/bosnia_and_herzegovina/en/home/development-impact/SDGProject.html), financed by Sweden and implemented by UNDP, is designed to support authorities in BiH to translate the ambitious 2030 Agenda into action, by bringing the relevant stakeholders together around the SDGs Roadmap (SDGs Framework in BiH). This action entails an SDG aligning exercise through SDG-based planning, partnership building and introduction of adequate institutional arrangements, monitoring and reporting.

Importantly, efforts are made to engage the private sector actors in BiH and bring them together around the sustainable development agenda. The focus is on the important role of the private sector in this context, including in terms of their social responsibility, green businesses and greening businesses, as well as SDG acceleration, innovation and new business models, new business opportunities and markets. Profit-driven nature of companies is in focus, figuring out ways to present SDG principles and values as future business opportunities that will enable companies to grow and contribute to development priorities.

In line with the above, the **project outcome is defined as follows: “Public and private sector partners prepared for implementation of the SDGs in BiH”.** This Outcome will be achieved through two Outputs that are complementary, but distinct in terms of the stakeholder focus. The Project has two outputs:

**Output 1.** The SDG Roadmap for BiH developed, and implementation started. The Output is primarily focused on preparing institutions and key stakeholders for the SDG roll-out.

**Output 2.** Private sector actors sensitized and engaged in SDGs prioritization, planning and implementation. The Output is focused on the sensitization and engagement of the private sector in the SDGs, recognizing the catalytic and transformational role private sector as a key stakeholder has in the achievement of the SDGs

The Project was initially envisaged to last 24 months, however, due to complexity and the requests from the beneficiary, through three addendum iterations, the project will last 49 months (by the end of December 2021).

*Detailed outline of the Project Result Framework is available in Annex 1.*

Partnerships:

This project is funded by Sweden through the Swedish International Development Cooperation Agency (Sida) and implemented by UNDP in Bosnia and Herzegovina.

Key Project partners include the BIH Ministry of Foreign Affairs, the BIH Directorate for Economic Planning, the Government of Brčko District BIH, the RS Ministry for European Integration and International Cooperation and the FBIH Development Planning Institute. Foreign Trade Chamber of Bosnia and Herzegovina is the principal partner for the private sector. In addition, some project activities were outsources to UNICEF and UNFPA.

*Overview of key stakeholders and partners and their roles in evaluation is provided in Annex 2.*

Target groups and beneficiaries:

* The SDG Working Group comprising formally appointed representatives of the BIH Ministry of Foreign Affairs, the BIH Directorate for Economic Planning, the Government of Brčko District BIH, the RS Ministry for European Integration and International Cooperation and the FBIH Development Planning Institute (now transformed into an SDGs Council).
* Private sector companies.
* Planning units at the BIH, FBIH, RS and Brčko District levels, and a number of planning units at the cantonal and local government levels.
* State and entities’ statistical agency/institutes.
* Civil society organizations, youth, academia.
* Regional Business Development Agencies.

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

* Finalization and presentation of the first BIH VNR in New York in July 2019.
* Design and adoption of the SDG Framework in BIH.
* Establishment of the SDG Council as the coordinating and monitoring body for Agenda 2030.
* Launch of alignment of strategic documents at different government levels with the SDG Framework.
* Engaging private sector stakeholders through an SDGs Business Week.
* Introducing an SDGs Business Pioneers Award and its institutionalization.
* Piloting an SDG Accelerator for SMEs.
* Piloting local governments’ SDGs Pioneers Award.

Impact of Covid-19: Starting from March 2020, the projects’ implementation was negatively affected by the global outbreak of the COVID-19 pandemic. The COVID-19 imposed lockdown resulted in temporary halt of the activities in the field, which caused delays in timely completion of some of the activities. The Project has readjusted its activities to the new mode of work and importantly, supported the partners in addressing recovery from and resilience to pandemic. More specifically, resilience to crises has been systematically addressed within the SDGs Framework in BIH, while the SDGs local government’ SDGs Pioneers Award in 2021 targets the support of local governments to economic recovery.

Relevance and alignment: The Project directly contributes to the achievement of Agenda 2030 in the country. The SDG Framework in BIH serves as the key reference document to the United Nations Development Assistance Framework for Bosnia and Herzegovina 2015-2020 and the UNDP Country Programme Document 2015-2020.

## Evaluation purpose, objectives and scope

**a) Purpose**

## The purpose of this Final Project Evaluation (the Evaluation) is to provide an impartial review of the **SDG Roll-Out Support and Private Sector Engagement Project in BIH,** in terms of its relevance, effectiveness, efficiency, impact, sustainability, overall performance, management, and achievements. The information, findings, lessons learned and recommendations generated by the Evaluation will be used by the Project Board, UNDP, Sida and other relevant stakeholders to strengthen the remaining Project implementation and inform future programming.

**b) Objective**

The Evaluation objective is to examine the overall performance of the Project, its results, inputs and activities, and how the outputs delivered added value to project’s target groups and institutional beneficiaries.

In a substantive analysis of the effectiveness of the project approach and feedback from beneficiaries and relevant stakeholders, the evaluation should assess cause and effect relations within the project, identifying the extent to which the observed changes can be attributed to the project.

In addition, this Evaluation aims to provide forward-looking recommendations to Sida and UNDP on the sustainability of the project results and the project’s scaling up potentials.

**c) Scope**

The Evaluation will assess the extent to which the planned project outcomes and outputs have been achieved since the beginning of the project on 1 December 2017 and likelihood for their full achievement by the end of the project on 31 December 2021 (based on the Project Document and its results framework). The Evaluation will investigate the overall project performance and results (reviewing the set of activities implemented and their contribution to the set outputs and outcomes), capturing the changes triggered by the project in the area of development planning and management.

To the extent possible, the Evaluation will also consider the results of the project’s contribution to address the COVID-19 pandemic delivered in 2020.

The Evaluation will look into the project’s 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, crisis caused by the pandemic, as well as internal, including weaknesses in project design, management and implementation, human resource skills, and resources.

## Evaluation criteria and key questions

The Evaluation of the **SDG Roll-Out Support and Private Sector Engagement Project in BIH** will address the following questions, so as to determine the project’s relevance, performance, results, effectiveness, efficiency, impact, sustainability and coherence, including quality of the Project design, internal logic, strategic complementarities, partnership, lessons learned and forward-looking recommendations:

**Relevance**

* Were the project’ 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?
* Were the projects’ objectives consistent with the country’s priorities, including the EU accession agenda, Agenda 2030 and other effective strategic frameworks?
* To what extent is gender equality and human rights respected and mainstreamed within the projects?
* Were adequate steps taken by the project to adjust its implementation strategy to the new circumstances and needs imposed by COVID-19 pandemic relevant?

**Effectiveness**

* To what extent were the project activities implemented and the intended results achieved? What are the main project accomplishments? Overview of the project progress against the result framework indicators is to be provided in an Annex of the Evaluation Report.
* To what extent and how effectively have the project specific approach and actions contributed to its outputs and outcomes? If so, why? If not, why not?
* To what extent the project supported effective nationalisation of Agenda 2030 in the country?
* To what extent the project engaged and promoted sustainable development in the private sector in BIH?
* To what extent the project activities contributed to promotion of greener, more sustainable and circular business models?
* To what extend have the project 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?

**Efficiency**

* Have resources (financial, human, technical) been allocated strategically to achieve the project results? Were the project activities implemented as scheduled and with the planned financial resources?
* Are there any weaknesses in project 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?

**Impact**

* What are the project effects in terms of supporting nationalisation of Agenda 2030, integrating sustainable development pillars and SDG targets into governments’ strategies?
* What are the positive or negative, intended or unintended, changes brought about by the project interventions?
* To what extent are key institutional and private sector stakeholders/final beneficiaries satisfied with the implementation of the project, specifically in terms of the partnership support and what are specific remaining issues in the area of concern?

**Sustainability**

* To what extent are the project’s outcomes and outputs sustainable? How could the project results be further sustainably projected and expanded, having in mind the remaining and emerging needs?
* To what extent the project approaches triggered the behavioural and policy change among the target institutional beneficiaries and private sector?
* To what extent has the project approaches (intervention strategy) managed to create ownership of the key institutional stakeholders and private sector?
* 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?

**Coherence:**

* To what extent other complementary interventions influenced the Project, including complementarity, harmonization and co-ordination with others, and the extent to which the intervention is adding value while avoiding duplication of effort.

**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?
* What are the innovations/ best practices that need to be further build upon?
* What are the elements that do not deliver sustainable results and should be changed or phased out?

**Future-looking concept and recommendations**

* What would be directions to expand positive effects of the project concept to support implementation of the SDGs in BIH?
* What could be possible after-project priority interventions which could further ensure sustainability and scaling up of project achievements in accelerating implementation of Agenda 2030 in the country?

As mentioned above, the evaluation needs to assess the degree to which the project supported or promoted gender equality, a rights-based approach, and human development. In this regard, the [United Nations Evaluation Group’s guidance on Integrating Human Rights and Gender Equality in Evaluation should be consulted.](file://C:\Users\azorlak\Desktop\The%20evaluation%20need%20to%20assess%20the%20degree%20to%20which%20UNDP%20initiatives%20have%20supported%20or%20promoted%20gender%20equality,%20a%20rights-based%20approach,%20and%20human%20development.%20In%20this%20regard,%20United%20Nations%20Evaluation%20Group’s%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 International Evaluation Consultant (the Evaluator) who will propose an adjusted evaluative methodology to implement the evaluation effectively in the COVID–19 pandemics circumstances, applying safety guidance and remote data collecting methods such as extended desk reviews, virtual stakeholder meetings and interviews. The methodology and a detailed plan for the Evaluation process will be proposed by the Evaluator and agreed as a 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 the 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 them. A clear distinction is to be made between evaluation approach/methodology and methods.

The Evaluator is expected to facilitate the entire evaluation process with careful consideration of these Terms of Reference.

In cases where sensitive or confidential issues are to be addressed in the evaluation, the Evaluator should ensure an evaluation design that does not put informants and stakeholders at risk during the data collection 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.*
* Key informant interviews: Using virtual technological solutions, the Evaluator will remotely interview representatives of UNDP, Government of Sweden, members of the BIH SDG Council (BIH Ministry of Foreign Affairs, BIH Directorate for Economic Planning, FBIH Development Planning Institute, RS Ministry for European Integration and International Cooperation and Brčko District Government), representatives of 1-2 cantons and local cantons, the BIH Chamber of Commerce, as well as representatives of 2-3 private companies. Informants will also include UNICEF, UNFPA, UN Women as well as 1-2 UNDP projects relevant for the interventions supported. UNDP will ensure interpretation for meetings and interviews as needed. *Detailed list of main stakeholders that may be considered for meetings is provided in Annex 2.*
* Other methodologies, as appropriate, such as case studies, statistical analysis, social network analysis, online interviews, mobile questionnaires, online surveys, collaboration platforms are recommended to be used to gather data. Stakeholders that are dealing with existing emergencies should be given advance notice.

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

The expected duration of the assignment is up to 20 work-days in 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*) 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.
* **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. *Structure of the Report is outlined in Annex 5.*
* **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**[[5]](#footnote-6). 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 debriefings:** Short briefing on the immediate findings will be considered with UNDP senior management after completion of the initial assessment. A debriefing will also be held with UNDP Bosnia and Herzegovina, Government of Sweden representatives and key stakeholders to present main findings and recommendations via virtual communication tools (Zoom, MS Teams, etc).

**Evaluation Report** (maximum 50 pages of the main body) should be logically structured, contain data and evidence-based findings, conclusions, lessons learned 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 **forward-looking actionable recommendations and suggestions for the potential way forward for the intervention,** outlining key strategic priorities to be considered.[[6]](#footnote-7)

## Evaluation timeframe

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| --- | --- | --- | --- |
| **Deliverable** | **Anticipated timing** | **Number of days** | **Responsible party** |
| Inception Report | 1 June 2021 | 4 | Evaluator |
| Field data collection | 15 June 2021 | 6 | Evaluator |
| Evaluation debriefing | 17 June 2021 | 1 | Evaluator |
| Draft Evaluation Report | 25 June 2021 | 5 | Evaluator |
| Report review | 28 June 2021 | 0 | Evaluation Reference Group |
| Final Report | 30 June 2021 | 4 | 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.

## Evaluation team composition and required competencies

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

**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.

**b) Required qualifications for the International Evaluation Consultant**

* Academic Qualifications/Education
* Advanced university degree in social sciences, political sciences, public administration or related field
* Experience
  + At least 7 years of extensive project/programme evaluation expertise and experience in the area of sustainable development and system-building interventions;
  + 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; knowledge of local languages of BIH is an advantage.
* Other
* 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.[[7]](#footnote-8)

## 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

Annex 2. List of the main stakeholders and their roles in evaluation

Annex 3. List of documents to be considered for the evaluation desk review

Annex 4. Required Evaluation Matrix Template

Annex 5. Standard outline for an evaluation report

Annex 6. Code of Conduct

## Procurement Notice - GPN/ExpRes ONE Roster

1. **Sourcing of candidates (please complete applicable section):**

|  |  |  |  |
| --- | --- | --- | --- |
| Advertisement: | Yes: ☐  No: ☒ | If yes: Dates (from XXXX):  Local website:  Global website: | Yes☐ No: ☐  Yes: ☐No: ☐ |
| Sourcing through Registry: | Yes: ☐  No: ☒ | Direct contracting | Yes: ☒ No: |

1. **Documents to be included when submitting the proposals**

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| --- |
| Interested individual consultants must submit the following documents/information to demonstrate their qualifications and interest: N/A |

1. **Financial Proposal**

|  |
| --- |
| **Contract is based on the lump sum fee.** |

1. IV quarter 2020 Labour Force Survey, Agency for Statistics of Bosnia and Herzegovina. [↑](#footnote-ref-2)
2. Reference: <http://rju.parco.gov.ba/en/o-rju/strateski-okviri-za-rju/>. [↑](#footnote-ref-3)
3. Reference: <https://sustainabledevelopment.un.org/memberstates/bosniaherzegovina>. [↑](#footnote-ref-4)
4. The working group consists of formally appointed representatives of the BiH Ministry of Foreign Affairs, the BiH Directorate for Economic Planning, the FBiH Development Planning Institute, the RS Ministry for European Integration and International Cooperation, representatives of the Government of Brčko District BIH as well as BIH and entity statistical offices. [↑](#footnote-ref-5)
5. Template available at <http://web.undp.org/evaluation/guideline/documents/PDF/UNDP_Evaluation_Guidelines.pdf>, p. 25 [↑](#footnote-ref-6)
6. Evaluation Report Template available at <http://web.undp.org/evaluation/guideline/documents/PDF/UNDP_Evaluation_Guidelines.pdf>, p.49 [↑](#footnote-ref-7)
7. [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-8)