# Individual Contract

# Terms of References

## Identification of the Position

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| Job Title: | International Consultant for Final Project Evaluation |
| Project: | Integrated Local Development Project, phase III |
| Supervisor: | Country Office Evaluation Manager |
| Location: | Bosnia and Herzegovina |
| Travel requirement: | No |
| Practice Area: | Governance and Peacebuilding |
| Application deadline: | N/A |
| Type of Contract: | International |
| Duration: | September-October 2021 (up to 27 expert days) |
| Presence in the UNDP premises | Home based |

## Background and context

Together with Brčko District, there are 145 local governments[[1]](#footnote-2) in Bosnia and Herzegovina, of which 80 are in the entity of the Federation of Bosnia and Herzegovina and 64 in the entity of Republika Srpska. Local governments vary substantially in terms of size of their population, territory and development status, while at the same time having the same responsibilities. Local governments tend to be more responsive and present a good entry point for effort to strengthen the social contract between citizen and their governments.

The local governance legal framework lies at the entity level and also at the cantonal level within the Federation of Bosnia and Herzegovina. The framework laws are the Law on Local Self-Government of Republika Srpska and the Law on the Principles of Local Self Government of the Federation of Bosnia and Herzegovina. Other general provisions are given in the Constitutions and relevant legal framework of the cantons. For that matter, local government legal frameworks and fiscal arrangements vary between the two entities and between the subordinate ten cantons in the Federation of Bosnia and Herzegovina. Implementation of the local governance legal framework is complex, characterised by unclear apportionment of functional responsibilities across government levels, ultimately leading to inefficient service delivery at the local level.

Regarding the institutional framework, the Ministry of Administration and Local Self-Government is the main institution in charge of local governance affairs in Republika Srpska. However, no equivalent institution exists in the Federation of Bosnia and Herzegovina. The Federation of Bosnia and Herzegovina Ministry of Justice has oversight over the implementation of the local governance legal framework, while the actual responsibility for local government matters rests with the cantons.

Local governments are the key providers of essential public services at the local level. These services include local roads, water-supply and sewage, waste collection, disposal and management, heating, sports, culture, housing, etc. However, inadequate policy and legal frameworks, and limited financial resources often lead to under-provision of these vital public services to the citizens.

**Development planning and management system in the country: state of play, challenges and needs**

Bosnia and Herzegovina 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. Similarly, the country has not had a development strategy since 2007. However, in April 2021 the Council of Ministers of Bosnia and Herzegovina adopted the 2030 Framework for Sustainable Development Goals (SDG Framework in Bosnia and Herzegovina), preceded by its adoption by the governments of the two entities and Brčko District of Bosnia and Herzegovina. The SDG Framework provides long-term development pathways for the country, along with development accelerators and drivers. 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.

**At the state level**, there are numerous sectoral strategies; however, there is no single overarching country strategy, to set the country development directions. The country also lacks credible country-wide sectoral strategies in line with EU requirements and serving as basis for absorption of funds from the EU Instrument for Pre-Accession Assistance (IPA) II, as well as for implementation of necessary reforms. The state level strategies are rarely, if at all, connected with development strategies of lower government levels. The SDG Framework is currently being mainstreamed into the 2030 Strategic Framework for state-level institutions.

**Within the Federation of Bosnia and Herzegovina**, significant progress has been made since 2013 towards improvement of the regulatory framework related to development planning and management. The Law on Development Planning and Management and a number of by-laws operationalising the Law in practice have set in place a system where development strategies are implemented through institutional mid-term and annual planning, monitoring and reporting. This legal framework defines all aspects of the planning system in the Federation of Bosnia and Herzegovina, including timeframe, methodological and institutional frameworks, type of strategic and operational documents to be designed by governments at all levels in the entity and its linkages with financial planning.[[2]](#footnote-3) Key institutional holder of the development planning and management system in the Federation of Bosnia and Herzegovina is the Development Programming Institute of the Federation of Bosnia and Herzegovina. In line with the aforementioned legal framework, a new Development Strategy 2021-2027 for the Federation of Bosnia and Herzegovina has been designed and is currently undergoing parliamentary adoption procedure. Importantly, the Strategy is fully aligned with the SDG Framework in Bosnia and Herzegovina.

Similar system is in place in **Brčko District of Bosnia and Herzegovina**.

**At the level of the Republika Srpska,** the system has been developing with a somewhat slower pace; however, a new Law on Strategic Planning and Management was adopted in 2021, while preparation of key by-laws is underway. The new system in Republika Srpska is similar to the one in the Federation of Bosnia and Herzegovina, which ensures coherence in development management at sub-national levels in the country. Moreover, the Government of Republika Srpska created the Strategic Planning and Policy Coordination Unit within the Secretariat General of Republika Srpska Government, that is responsible for coordinating strategic planning and development management efforts. Republika Srpska does not have its integrated development strategy in place and steers development through a number of sectoral strategies; however, as the new Law on Strategic Planning and Development Management has been adopted, the Government plans to launch the preparation of the new development strategy in late 2021, aligned with the SDG Framework in BIH.

Since 2013, **cantons in the Federation of Bosnia and Herzegovina have** a harmonised development planning methodology in place, which guided the development of integrated strategies in all 10 cantons. In line with the new Law on Development Planning and Management in the Federation of Bosnia and Herzegovina, all cantons have prepared their new 2021-2027 development strategies, aligned with the FBIH Development Strategy. Most cantons have also established their development management units responsible for strategic planning and coordination of strategies’ implementation, monitoring and reporting. Moreover, significant progress has been achieved in ensuring vertical integration and communication in strategic planning between cantons and the Development Planning Institute of the Federation of Bosnia and Herzegovina.

**Local government level** planning and development management is most advanced and functional. It is based on the following main features: i) institutionalised and standardised local planning methodology; ii) over 80% of local governments country-wide have local development strategies; iii) local strategies are increasingly linked with municipal budgets; iv) some 40 % of local governments apply a local development management model, which helps translating strategies into development results. However, considering the new legal frameworks at the entity level, local strategies are now to be fully aligned with the new methodologies.

**About the Project**

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| --- | --- |
| **Project title** | Integrated Local Development Project (ILDP), phase III |
| **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** | 09 March 2017 |
| **Project dates** | 01 March 2017 |
| 31 December 2021 |
| **Project budget** | USD 8,506,546 |
| **Project expenditure at the time of evaluation** | 5,915,039.95 |
| **Funding source** | Government of Switzerland/SDC, UNDP, Government of BIH, IFAW |
| **Implementing party** | UNDP |

[**The Integrated Local Development Project, Phase III**](https://open.undp.org/projects/00091324)is supported by the Government of Switzerland and implemented by UNDP in Bosnia and Herzegovina. This is the project’s third, consolidation phase, which works to scale up and consolidate knowledge and systems whose creation has been initiated back in 2008, with the launch of the project. To that end, the Project provides assistance to a wide range of domestic partners to affirm a functional development planning and management subnational system, which reinforces effective delivery of public policies – including those related to integration to the European Union – and thus contributes to better development results. The entity public financing mechanisms are strengthened to reinforce the efforts of the system, ensuring vertical connectivity between higher government levels’ public funds and local priorities, contributing to improved local services, livelihoods and quality of life.

**The Overall objective** of the Project is “Functional development planning and management system at subnational levels contribute to better quality of life for the citizens and integration of Bosnia and Herzegovina

to the EU”.

**The Outcomes of the Project** are:

* **Outcome 1: Lead planning structures at entity level steer the development planning and management systems characterized by vertical and horizontal coordination and greater accountability towards the citizens.**

Expected achievements under this Outcome relate to the consolidation of the development planning and management systems in both entities, as well as replication of its principles and frameworks in Brčko District. As a result, relevant entity structures are capacitated and able to independently lead the future functioning of the sub-national systems without external assistance, equipped with regulatory frameworks and methodological tools. Vertical and horizontal policy dialogue within the sub-national systems are more structured, thus contributing to coordinated development planning and management, and EU integration processes. Knowledge and tools are handed over to relevant stakeholders and the rich Project knowledge heritage is sustained within the work routine of institutional partners.

* **Outcome 2: Local and cantonal governments effectively address needs of citizens and accelerate growth through inclusive development planning and management.**

Effective cantonal and local governance and development planning and management frameworks enable better outreach and anchoring of entity and national development policies and strategies. Therefore, results under this Outcome will ensure that local and cantonal governments are effectively addressing the needs of citizens and business, as well as accelerate growth through inclusive development planning and management systems. As a result of the Project support, local and cantonal development planning and management frameworks and practices will be sustained and scaled up as part of a harmonized and accountable sub-national system.

* **Outcome 3: Citizens, civil society organizations and media take pro-active part in development management and benefit from improved services.** Through this Outcome, the Project will ensure citizens’ scrutiny over public performance.

**The Outputs of the Project** are:

* Output 1.1: Lead planning structures at entity level and Brčko District capacitated and equipped with policy and regulatory frameworks and instruments.
* Output 1.2: Public financing mechanisms sustainably reinforce the development planning and management systems, resulting in improved livelihoods and service delivery for the citizens.Output 2.1: Local development planning and management frameworks and capacities are sustained and scaled up as part of a harmonized system, in line with EU requirements.
* Output 2.2: Core development planning and management frameworks and capacities at cantonal level further advanced and sustained as an integral part of a harmonized public system and EU integration processes.
* Output 3.1: Relevant civil society organizations and journalists capacitated to understand the development planning and management system and enable wider public engagement and scrutiny in its functioning.
* Output 3.2: Livelihoods and services for the citizens are improved through priority projects of local and cantonal governments.

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

Partnerships:

This project is funded by the Government of Switzerland and implemented by UNDP, in partnership with relevant institutions of Bosnia and Herzegovina, including: the Ministry for Human Rights and Refugees of Bosnia and Herzegovina, the Ministry of Justice of the Federation of Bosnia and Herzegovina, the Ministry of Administration and Local Self-Government of Republika Srpska and both Associations of Municipalities and Cities. Other partners include the Development Programming Institute of the Federation of Bosnia and Herzegovina, General Secretariat of the Republika Srpska Government and Brčko District of Bosnia and Herzegovina as well as the entity ministries of finance, the Ministry for European Integration and International Cooperation of Republika Srpska, the Investment and Development Bank of Republika Srpska and the Civil Service Agencies at the entity level.

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

Target groups and beneficiaries:

* Local Governments and cantons. The project works with partner local governments across the country, Brčko District BIH and the ten cantons in the Federation of Bosnia and Herzegovina and in Republika Srpska, helping them increase their capacities for planning and managing their development.
* Development Programming Institute of the Federation of Bosnia and Herzegovina and the Strategic Planning Department within the General Secretariat of the Republika Srpska Government. These institutions are key beneficiaries of project’s assistance in establishing coherent planning systems at sub-national level in BIH.

Main achievements:

* Full regulatory and methodological frameworks designed to support effective functioning of development planning and management systems in the Federation of Bosnia and Herzegovina and Brčko District of Bosnia and Herzegovina. Institutional capacities significantly strengthened as well as vertical coordination among different government levels (relevant for the entity of the Federation of Bosnia and Herzegovina).
* Regulatory framework for future strategic planning and development management system designed, preparation of methodological framework is underway. Institutional capacities significantly improved.
* Coherent development planning and management systems at the cantonal level established.
* Significant level of harmonization of strategic planning and development management at the local level.
* Capacity development tools and training programmes on new legal and methodological frameworks designed and anchored within the existing training systems (entity Civil Service Agencies) for future replication.
* Functional practitioners’ networks in the area of development planning and management established, enabling exchange of knowledge and practices among planners at cantonal and local level.
* Functional financing mechanism for local development priorities in Republika Srpska.
* Improved service delivery for over 250,000 citizens (communal services, healthcare, education, etc.)

## Evaluation purpose, objectives and scope

**a) Purpose**

## The purpose of this Final Project Evaluation (the Evaluation) is to provide an impartial review of the **Project Integrated Local Development Project, phase III,** 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, Government of Switzerland 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**,** if its inputs and activities led to expected outputs, and if and how the delivered outputs contributed to improved performance by project’s target groups and institutional beneficiaries enabling functional development planning and management system at subnational levels and better quality of life for the citizens in Bosnia and Herzegovina.

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 the Government of Switzerland 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 March 2017 and likelihood for their full achievement by the end of the project on 31 August 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 at sub-national levels in the country.

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

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 programme design, management and implementation, human resource skills, and resources.

## Evaluation criteria and key questions

The Evaluation of the **Project Integrated Local Development Project, phase III** will address the following questions, so as to determine the project’s relevance, effectiveness, efficiency, impact and sustainability, including lessons learned and forward-looking recommendations:

**Relevance**

* Were the project objectives relevant to the needs of the country and the beneficiaries, having in mind political, social, legal and institutional context of the country?
* Have the projects’ objectives been 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 social inclusion mainstreamed within the project? Has this mainstreaming been relevant to the needs of socially excluded groups and both women and men?
* Were adequate steps taken by the project to adjust its implementation strategy to the new circumstances and needs imposed by COVID-19 pandemic relevant?
* To what extent has the project been successful in ensuring complementarity, harmonisation and coordination with other relevant interventions of the governments in BiH and other donors, avoiding duplication of efforts and adding value?

**Effectiveness**

* To what extent have the intended results been 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 has the project managed to encourage policy dialogue on the relevant topic among policy-makers and instigate policy changes?
* To what extent has the project supported effective nationalisation of Agenda 2030 in the country?
* To what extend has 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? What accountability mechanisms have been applied in the projects?

**Efficiency**

* Have resources (financial, human, technical) been allocated strategically and economically to achieve the project results? Were the project activities implemented as scheduled and with the planned financial resources? Is the relationship between project inputs and results achieved appropriate and justifiable?
* To what extent has the project strengthened and promoted local ownership and leadership? To what extent have the target groups and other stakeholders taken an active role in implementing the project? What modes of participation have taken place? How efficient have partner institutions been in supporting the project’s implementation?
* Has the communication and outreach of the project been satisfactory?

**Impact**

* What is the project impact in qualitative as well as quantitative terms from a broader development and system building perspective? What would the development have been like without the project interventions in the area of concern?
* What are the positive or negative, intended or unintended, changes brought about by the project’s interventions?
* To what extent are key stakeholders/final beneficiaries satisfied with the implementation and results of the project, specifically in terms of the partnership support and what are specific remaining issues in the area of concern?
* To what extent has the project elevated cooperation between relevant institutions?
* How have cross-cutting issues, such as gender equality and reaching the most vulnerable, been effectively taken up?
* What real differences have the project interventions made to the beneficiaries? How many people have been affected? Have women and men equally benefited from the project?

**Sustainability**

* To what extent are the achieved outcomes and outputs sustainable? Will the outputs lead to benefits beyond the lifespan of the project? How could project’s results be further sustainably projected and expanded, having in mind the remaining needs? And by which institutions?
* To what extent has the project approach triggered the behavioural and policy change among the target institutional beneficiaries in relation to system development planning and management?
* To what extent has the project approach (intervention strategy) 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?
* What are the elements that do not deliver sustainable results?
* What are the innovations/ best practices that need to be further build upon?

**Future-looking concept and recommendations**

* What are, if relevant, after-project possible priority interventions and general recommendations, which could further ensure sustainability of project’s achievements and contribute to accelerated development in Bosnia and Herzegovina, particularly in the context of Agenda 2030?
* What could be possible after-project priority interventions and general recommendations for the Government of Switzerland and UNDP related to policy influencing, which could further ensure sustainability and scaling up of Project’s achievements?

The evaluation needs to assess the degree to which the project’s 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:\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 that may be needed 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 by Evaluators[[3]](#footnote-4).** 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 collection 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 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 project materials and deliverables including but not limited to the Project Document 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 Switzerland, Ministry for Administration and Local Self Governance, Development Programming Institute of the Federation of Bosnia and Herzegovina, Strategic Planning Department of Republika Srpska, Ministry for European Integration and International Cooperation of Republika Srpska, Investment and Development Bank of Republika Srpska, entity Civil Service Agencies, Association of Municipalities and Cities, and representatives of partner cantons and local governments.

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, etc. online interviews, mobile questionnaires, online surveys, and collaboration platforms (slack or yammer) 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 project’s results will be conducted exceptionally, 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 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.

**Stakeholders involvement:** During the evaluation process, the Evaluator is expected to talk with the senior representatives of the UNDP, Embassy of Switzerland, Project Board members and the representatives of local governments/institutions included in the project implementation.

The expected duration of the assignment is up to 27 work-days in the period September- October 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 methodology 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. Field 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 project, the Evaluation findings, lessons learned and specific recommendations for the project will be separately presented in distinct sections of the Evaluation Report**. *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**[[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, Embassy of Switzerland, 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 40 pages of the main body) should be logically structured (structure of the Evaluation Report is outlined in Annex 5 of the Terms of Reference), contain data and evidence-based findings, conclusions, lessons learnt 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 a **forward-looking actionable recommendations for the**

project, outlining key strategic priorities to be addressed after completion of the project in terms of policy dialogue and policy influencing by UNDP and the Government of Switzerland and UNDP and follow-up activities by the governments and public institutions in Bosnia and Herzegovina.

***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 | 5 September 2021 | 4 | Evaluator |
| Field data collection | 30 September 2021 | 15 | Evaluator |
| Evaluation debriefing | 4 October 2021 | 1 | Evaluator |
| Draft Evaluation Report | 10 October 2021 | 5 | Evaluator |
| Report review | 15 October 2021 | 0 | Evaluation Reference Group |
| Final Report | 20 October 2021 | 2 | 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.

The Evaluator is expected to provide an independent and substantiated review of the project achievements; capture underperformance; assess partnership strategy; capture feedback from beneficiaries of assistance provided by the project, produce the Evaluation Report in light of development results; and provide strategic forward-looking recommendations, outlining pathways for the period beyond this project 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.

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

* Qualifications/Education
* Advanced university degree in social sciences, political sciences, public administration or related field
* Experience
  + At least 5 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;
  + Previous experience in remote evaluation is an asset;
  + Understanding and knowledge of the political and administrative context in Bosnia and Herzegovina 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.[[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

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

Annex 7. Link to UNDP Evaluation Guidelines and Evaluation Quality Assessment Process

## Procurement Notice

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

**Procurement notice – GPN/ExpRes ONE Roster**

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| --- | --- | --- | --- |
| 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. Local governments are municipalities or cities. [↑](#footnote-ref-2)
2. The Integrated Local Development Project (ILDP) provided support in the design of the Law and relevant by-laws. [↑](#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)