I. Position Information

Title: Local project evaluation consultant

Department/Unit: Democratic Governance and Peacebuilding

Reports to: UNDP's Kosovo Safety and Security Project Manager

Duty Station: Pristina

Expected Places of Travel (if applicable): No

Duration of Assignment: 08 July 2021 – 30 July 2021

Need for presence of IC consultant in office: N/A
☐ partial (explain)
☐ intermittent (explain)
☐ full time/office based (needs justification from the Requesting Unit):
Provision of Support Services:
Office space: No
Equipment (laptop, etc.)   NO
Secretarial Services   NO

II. Background Information

Cyber Security plays an important role in the development of Information and Communication Technology (ICT) and Internet services. The demand for Internet and computer connectivity has led to the integration of computer technology into products that have usually functioned without it, such as cars and buildings. Applications such as e-government, e-commerce, e-education, e-health and e-environment depend on the use of ICT. Even the essential services such as water and electricity supply are more and more relying on ICT.

The increasing reliance and thus dependency on ICT make societies vulnerable to threats such as cybercrime, that is, crime committed against or through computer data and systems. Attacks against information infrastructure and Internet services now have the potential to harm society in new and critical ways.

Cyber threats are already challenging public confidence in global institutions, governance, and norms, while imposing numerous economic costs domestically and globally. As the cyber capabilities of our adversaries grow, they will pose increasing threats to security, including critical infrastructure, public health and safety, economic prosperity and stability.
Critical infrastructure facilities, whether they are power plants, national railway or other forms of public transport, are increasingly being targeted. Cyber-attacks could cut off the supply of electricity to hospitals, homes, schools and factories. We rely so heavily on the efficient supply of electricity that its loss would also carry heavy implications for other vital services.

In addition to threatening critical infrastructures, cybercrime also abets:
- o   Child pornography;
- o   Banking and financial fraud;

o   Identity theft;
o   Intellectual property theft and etc.

In order to combat cybercrime, Kosovo institutions, in line with EU Cybersecurity measures, have taken steps in establishing the legal infrastructure to prevent and combat all forms of cybercrime however, many challenges remain. As such, Combating Cyber Crime in Kosovo (C3K) project was designed to support Kosovo's Cyber Security Strategy and Action Plan, with the aim to contribute to following outcomes:

1.   Institutions and Critical Information Infrastructure (CII) have skills to successfully implement cyber security measures and immediately respond to potential threats;
2.   Kosovo Police, Crime scene investigators, prosecutors and judges have the skills and resources to prevent, deter and convict cybercrime; and
3.   General population and institutions are more resilient against cybercrime.

Using the people-processes-technology approach, the project has developed capacities at individual and institutional level, including the provision of technology which is essential for the discharge of the mandate of the Kosovo Police and KOS-CERT. The project was implemented in close cooperation and coordination with the in close cooperation with the Kosovo Police, the Ministry of Internal Affairs (MoIA), Prosecutor's Office, Academy of Justice, KOS-CERT, with the aim to minimize and prevent cyber threats.
As the project entered its final stage of implementation a final evaluation of the project activities will be conducted to assess the overall progress of the project towards the expected results, and provide lessons learned and recommendations for future interventions of similar nature. To this end, the project will hire a local evaluation specialist, who will work jointly to achieve the expected results.

III. Objectives of Assignment

The overall objective of this consultancy assignment is to assess the overall achievement of the project in terms of its relevance, impact, effectiveness, efficiency, and sustainability, and elaborate on the lessons learned and recommendations for future improvements and interventions in preventing and deterring cybercrime. The scope of the evaluation of C3K Project should look both into the outcome-level results as well as the output-level results as key indicators of the overall project performance.

IV. Scope of work

- Conduct a desk review of relevant project-related documents and UNDP evaluation policies and, based on this information, draft and submit an inception report with appropriate methodology to be applied during the evaluation, as well as the work plan and any technical instruments to be used during the assignment, while being guided by the set of evaluation questions as presented below;
- Conduct on-site field visits, meetings, discussions, and interviews with relevant stakeholders and project beneficiaries in Kosovo which include, but are not limited to: Kosovo Police (Cyber Crime Investigation Section & ICT Directorate), Ministry of Internal Affairs (ICT Department), Kosovo Forensic Agency, Academy of Justice, Prosecutor's Office, Ombudsperson Institution, Agency for Free Legal, representatives of key civil society organizations, and implementing partners.

The Evaluator is expected to share the list of interviews to be conducted beforehand, and receive feedback and clearance from UNDP;

- Hold a debriefing workshop at the end of the mission with main stakeholders to summarize initial findings and recommendations;
- Based on the inception report and on the feedback received during the debriefing workshop, draft a final evaluation report containing the methodology applied, a presentation of findings, presentation of the
- lessons learned and clear strategic recommendations to the UNDP and its partners for future

interventions in rule of law. These recommendations should contain specifically to whom of each of the partners of the project they are addressed;

The final evaluation report should include the elements outlined below:

- Title and opening pages
- Table of contents
- List of acronyms and abbreviations
- Executive summary, including a summary of the lessons learned and recommendations
- Introduction
- Description of the intervention
- Evaluation scope and objectives
- Evaluation methodology
- Data analysis
- Findings and conclusions
- Lessons learned
- Recommendations
- Report annexes
- Finalize the final evaluation report, accounting for UNDP and stakeholders' feedback on the first draft.

The following evaluation criteria are to be used as per the UNDP methodology, and related evaluation questions are proposed for the evaluation process; however, these can be expanded, prioritized, and modified by the evaluator during the inception phase in consultation with UNDP.

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Evaluation questions:

Relevant evaluation criteria	Key questions suggested
Relevance	- Are/Were the project's activities relevant for the main beneficiaries? Has the initiative tackled key challenges and problems identified? - To what extent have the cross-cutting issues (such as, gender equality and women empowerment), principles and quality criteria been duly considered/mainstreamed in the project implementation and how well is this reflected in the project reports? How could they have been better integrated? - Have there been any changes in policies and strategy development that have affected the project? If yes, have necessary revisions and adaptations been designed? To what extent has the project been appropriately responsive to political, legal, economic, institutional, etc., changes in Kosovo? - How did the project link and contribute the national development priorities, the UNDP Kosovo programme's outputs and outcomes, the UNDP Strategic Plan and the SDGs? - How did the project contribute to the theory of change for the relevant UNDP Kosovo programme outcome? - What are the areas of relevance for future interventions in the target area?
Effectiveness	- To what level has the project reached the project purpose and the expected results as stated in the project document (logical framework matrix)? - In which areas does the project have the greatest achievements? Why and what have been the supporting factors? How can the project build on or expand these achievements? - In which areas does the project have the fewest achievements? What have been the constraining factors and why? How can or could they be overcome? - To what extent did the project contribute to the Kosovo programme outcomes and outputs, the SDGs, the UNDP Strategic Plan and national development priorities? - What challenges have been faced? What has been done to address the potential challenges/problems? What has been done to mitigate risks? - To what extent has the UNDP partnership strategy been appropriate and effective, and to what extent have stakeholders been involved in project implementation? - To what extent were project management and implementation participatory and is this participation contributing towards achievement of the project objectives?

	▪ To what extent has the project been appropriately responsive to the needs of the national constituents and changing partner priorities? ▪ To what extent has the project contributed to gender equality, the empowerment of women and the realization of human rights?
Efficiency	▪ Have the resources been used efficiently? How well have the various activities transformed the available resources into the intended results in terms of quantity, quality and timeliness? (in comparison to the plan) ▪ Were the project funds and activities delivered in a timely manner? ▪ To what extent do the M&E systems utilized by UNDP ensure effective and efficient project management?
Sustainability	▪ How has the project ensured sustainability of its results and impacts (i.e. strengthened capacities, continuity of use of knowledge, improved practices, etc.)? ▪ Did the project have a concrete and realistic exit strategy to ensure sustainability and what could be done to strengthen exit strategies and sustainability? ▪ Has ownership of the actions and impact been transferred to the corresponding stakeholders? Do the stakeholders / beneficiaries have the capacity to take over the ownership of the actions and results of the project and maintain and further develop the results? ▪ To what extent do stakeholders support the project's long-term objectives? ▪ To what extent the lessons learned were kept and documented by the project team on a continual basis and shared with appropriate parties who could learn from the project?
Impact	▪ Is there evidence of long-lasting desired changes, in which aspects? ▪ Has the project appropriately reached its target groups? Did the project serve the needs of vulnerable groups, i.e. women, youth, non-majority communities?
Stakeholders and Partnership Strategy	▪ How has the project implemented the commitments to promote ownership, alignment, harmonization, management for development results and mutual accountability?
Evaluation	▪ Were intended results (outputs, outcomes) adequately defined, appropriate and stated in measurable terms, and are the results verifiable?
Theory of Change or Results/Outcome Map	▪ Was the Theory of Change or project logic feasible and was it realistic? Were assumptions, factors and risks sufficiently taken into consideration?
Human rights	▪ To what extent have poor, minority groups, physically challenged, women and other disadvantaged and marginalized groups benefited from the project?
Gender	▪ To what extent have gender equality and the empowerment of women been addressed in the design, implementation and monitoring of the project? ▪ Is the gender marker data assigned to this project representative of reality? ▪ To what extent has the project promoted positive changes in gender equality and the empowerment of women? Were there any unintended effects?

V. Expected Results

Deliverables/Outputs	Estimated Duration to Complete	Target Due Dates	Review and Approvals Required	
Inception report (approx. 10 pages) containing appropriate methodology to be applied during the final evaluation, as well as the work plan and technical instruments to be used during the course of the assignment is drafted, submitted, and endorsed by UNDP.	3 w/ds	13 July 2021	KSSP Project Manager/ UNDP Assistant Resident Representative and Programme Coordinator	
Field visits, meetings and interviews in Kosovo are conducted, gathering data to be used in the final evaluation report.	4 w/ds	15 July 2020	KSSP Project Manager/ UNDP Assistant Resident Representative and Programme Coordinator	
Draft final Evaluation report with the methodology applied, a presentation of findings, a presentation of the lessons learned and clear strategic and operational recommendations to the UNDP and its partners is formulated, based on the findings acquired during the field mission to Kosovo and through the relevant project documentation, and submitted.	7 w/ds	23 July 2021	KSSP Project Manager/ UNDP Assistant Resident Representative and Programme Coordinator	
A debriefing workshop with key stakeholders is held and initial findings and recommendations presented.	2 w/d	26 July 2021	KSSP Project Manager/ UNDP Assistant Resident Representative and Programme Coordinator	
A finalized Final Evaluation report accounting for the UNDP, and stakeholders' feedback on the first draft is produced, submitted to, and validated by UNDP.	1 w/d	28 July 2021	KSSP Project Manager/ UNDP Assistant Resident Representative and Programme Coordinator	

VI. Recruitment Qualifications

Education:
- Bachelor's degree in law, ICT or similar field.

Experience:
- Minimum seven (7) years of professional experience in the area of the cybercrime investigation, ICT, Rule of Law, research and evaluation;
- Experience in conducting analyses, and evaluations;
- Strong working knowledge of UNDP and its mandate;
- Knowledge of results-based management evaluation, as well as participatory M&E methodologies and approaches is highly regarded;
- Excellent communication skills with various partners including donors;

Language requirements:
Fluency in English and Albanian is required, knowledge of Serbian is a strong asset.

VII. Scope of price proposal and schedule of payments

Remuneration - Lump Sum fixed Amount

The Contract is based on an all-inclusive lump sum, fixed amount in total 5,000 Eur. The payment will be processed upon final review, completion and approval of the final project evaluation report by the KSSP Project manager and UNDP's Assistant Resident Representative and Programme Coordinator.

VIII. Recommended Presentation of Offer

The following documents must be submitted:

- Duly completed Letter of Confirmation of Interest and Availability
- Personal CV and P11, indicating all past experience from similar projects, as well as the contact details (email and telephone number) of the Offeror and at least three (3) professional references;
- A methodology on how you will approach and complete the assignment;
- Copy of Diplomas and copy of Passport

IX. Criteria for selection of the Best Offer

Offers will be evaluated utilizing a combined Scoring method – where the qualifications and technical proposal will be weighted a max. of 70% and combined with the price offer which will be weighted a max of 30%.

X. Competencies

Core Competencies:
- Committed to highest regards of professionalism, impartiality, accountability, transparency, ethics, and integrity;
- Displays cultural, gender, religion, race, nationality, ethnicity, and age sensitivity and adaptability;
- Demonstrates substantial experience in gender equality and social inclusion.
- Treats all people fairly without favouritism.

Functional Competencies:
- Ability to work effectively within a team and develop good relationships with counterparts and stakeholders;
- Ability to synthesise research and draw conclusion on the related subjects;
- Ability to pay attention to details;
- Demonstrates transparency and provides feedback to all those who will contribute to the evaluation;
- Excellent interpersonal skills and ability to communicate effectively, both orally and in writing;
- Ability to establish effective working relations in a multicultural team environment;
- Commitment to accomplish work;
- Responds positively to critical feedback;
- Results and task oriented.

This TOR is accepted by:

Name: _____

Signature: _____

Date of Signature: _____