



## I. Position Information

**Title:** International Consultant – Final Evaluation of the joint project "Empowering Youth for a Peaceful, Prosperous and Sustainable Future in Kosovo 2019-2021"

**Department/Unit:** Democratic Governance and Peacebuilding

**Reports to:** Joint Project Coordinator

**Duty Station:** Kosovo

**Expected Places of Travel (if applicable):**

**Duration of Assignment:** 20 March 2021 – 30 April 2021 (37 working days)

**Need for presence of IC consultant in office:** remotely

partial

intermittent (explain)

full time/office based (needs justification from the Requesting Unit)

### Provision of Support Services:

Office space: No

Equipment (laptop etc): No

Secretarial/Logistical Services: Yes – Joint Project Team

Signature of the Budget Owner: Ferdinand Nikolla, Joint Project Coordinator

## II. Background Information

The "Empowering Youth for a Peaceful, Prosperous, and Sustainable Future in Kosovo" (EYPPSFK) project, funded by the UN Secretary-General's Peacebuilding Fund within the Immediate Response Facility (IRF), is an 27-month joint initiative implemented by UNDP-UNV, UNICEF and UN Women, under the strategic guidance of the UN Development Coordinator in Kosovo. The project directly engages positive influencers of a shared future, namely young women and men from communities divided by perpetuation of conflict dynamics, and who have been under-represented in leadership to work together on issues of shared interest and concern and become more active changemakers who will catalyze peace and trust-building efforts in Kosovo.

Building upon the success of existing youth-led initiatives in Kosovo supported by United Nations and its partners and stakeholders such as Ministry of Local Government Administration, Ministry of Culture Youth and Sports, Agency for Gender Equality, Employment Agency, Peer Education network (PEN), NGO Domovik, Kosovo Women Network (KWN) this project is also an effort to catalyze the United Nations trust-building framework for Kosovo. In doing so, the project focused on establishing and consolidating a "habit" of cooperation, providing empirical challenge to divisive narratives. The project is time-sensitive and has targeted the rising dissatisfaction, frustration and anxiety that results from stalled political process and a noted increase in community-level distrust in public institutions in both majority and non-majority communities. Moreover, the project was innovative and human-centered because it focused on direct community mobilization and facilitated cooperation between people and institutions. Its modular design allowed for easy scale-up, and where appropriate replication across different geographical target areas. Finally, the project will be catalytic, because it empowered participants to become advocates for positive change in their communities.

The peacebuilding outcome of this project was that the influence of conflict narratives and prejudice has decreased through improved social cohesion resulting from local populations working together and with local institutions on contemporary issues of shared interest to jointly develop solutions for a common future. The joint project will implement activities under three core outputs:

**Output 1:** Young women and men from communities polarized in the current political environment have established the practice of jointly addressing issues of shared interest and concern.

**Output 2:** Trust in public institutions/service providers and confidence in gaining employment opportunities has improved through direct engagement based on responsive, transparent and participatory interaction.

**Output 3:** Leadership capacity and influence of women and young girls to engage in peacebuilding has been increased.

### III. Objective of the Assignment

The objective of the assignment is to conduct a final evaluation of the project outcome in terms of their Relevance, Impact, Effectiveness, Efficiency, Sustainability, Gender, and show the degree to which such progress may or may not have contributed to addressing a relevant conflict factors and provide peacebuilding recommendations for future programming with a similar outcome. The evaluation should enable the implementing agencies (UNDP-UNV, UNICEF, UNWOMEN) in Kosovo, the PBSO and other stakeholders to draw peacebuilding lessons from the evaluation for future similar undertakings as well as highlight areas where the project performed less effectively than anticipated. Furthermore, the recommendations originated from this evaluation should inform the social cohesion and youth programming in Kosovo.

The consultant will work under direct supervision of the Joint Project Coordinator, in close consultation with UNDP Portfolio Lead and PBSO. The project team will provide administrative and logistical support as needed.

### IV. Scope of Work and Evaluation Questions

In order to achieve the above objective, the main tasks of the International Consultant include:

**Desk Review Phase;** - Conduct a comprehensive desk review of relevant project-related documents and draft and submit an *inception report and* the interview questionnaire. The inception report must be approved by both the evaluation manager and the PBSO prior to commencement of data collection in the field. The inception has to have the following key elements:

- Overall approach and methodology
- Key lines of inquiry and interview protocol
- Data collection tools and mechanisms
- Proposed list of interviewees
- A work plan and timelines to be agreed with relevant PBF focal points

The Inception Report should also include a list of key risks, limitations and risk management strategies for the evaluation, particularly under the constraints presented by the COVID-19 pandemic. The inception report should make clear how it will reach project beneficiaries in the 15 selected municipalities.

**Field Visit (virtual format);** - Undertake interviews with relevant stakeholders such as Ministry of

Local Government Administration; Ministry of Culture Youth and Sports; Agency for Gender Equality; Employment Agency/Employment Offices, and project beneficiaries in the 15 selected municipalities in Prishtinë/Priština and Mitrovicë/Mitrovica regions. The full list will be shared with the Consultant once the agreement is signed. The consultant will gather data for the first draft of the evaluation report.

**Draft Report;** - Prepare a draft evaluation report and submit it to the Joint Project Coordination Team for feedback. The draft evaluation report must include, but not necessarily be limited to, the following:

- Title and opening pages (1 page);
- Table of contents (1 page);
- List of acronyms and abbreviations (1 page);
- Executive summary (max 1.5 page);
- Introduction (1 page);
- Description of the intervention (2 pages);
- Evaluation scope and objectives (max 2 pages);
- Evaluation methodology (max 2 pages);
- Data analysis (max 7 pages);
- Findings and conclusions (2 pages);
- Recommendations (4-5 pages);
- Report annexes.

**Final report** - Based on the draft report and the comments provided by UNDP-UNV, UNICEF, UN Women, and PBSO, the evaluator will produce a final report. The final report provides the complete content of the report as per the main outline proposed above. Upon completion, the Joint Coordination Team will ensure that no further comments are pending from either agencies, PBSO or stakeholders.

Relevant evaluation criteria	Key questions suggested
RELEVANCE	<ul style="list-style-type: none"> <li>• To what extent was the project design based on an updated conflict analysis?</li> </ul>
	<ul style="list-style-type: none"> <li>• How relevant and clear the project's targeting strategy was in terms of geographic and beneficiary targeting?</li> </ul>
	<ul style="list-style-type: none"> <li>• To what extent did the project respond to urgent funding needs and/or peace relevant gaps?</li> </ul>
	<ul style="list-style-type: none"> <li>• What was the relevance of the proposed 'theory of change' for the advancement of social cohesion in Kosovo?</li> </ul>
	<ul style="list-style-type: none"> <li>• To what extent did the project help address conflict narratives and prejudice in Kosovo?</li> </ul>
	<ul style="list-style-type: none"> <li>• To what extent is the project relevant for its main beneficiaries?</li> </ul>
	<ul style="list-style-type: none"> <li>• How well did the project communicate on its implementation and results?</li> </ul>
	<ul style="list-style-type: none"> <li>• How relevant were the designed activities to improve trust among young population, strengthen inter-community exchanges, build habits of cooperation among youth from different backgrounds, increase trust</li> </ul>

	<p>in public institutions/service providers, and build leadership capacities and influence of young women in peace-building initiatives?</p> <ul style="list-style-type: none"> <li>• Were the communication messages and strategies relevant and accessible to the target population?</li> </ul>	
EFFICIENCY	<ul style="list-style-type: none"> <li>• How efficient and clear the project's targeting strategy was in terms of geographic and beneficiary targeting?</li> </ul>	
	<ul style="list-style-type: none"> <li>• To what extent did the project ensure synergies within different programs of UN agencies and other implementing organizations and donor with the same portfolio?</li> </ul>	
	<ul style="list-style-type: none"> <li>• To what extent did project support achieve the results in its proposed timeline?</li> </ul>	
	<ul style="list-style-type: none"> <li>• How fast and responsive has the project been to supporting trust-building priorities in Kosovo?</li> </ul>	
	<ul style="list-style-type: none"> <li>• Have all implementing partners used human resources provisioned for this project to their maximum efficiency?</li> </ul>	
	<ul style="list-style-type: none"> <li>• How effective was the cooperation among supporting and implementing partners?</li> </ul>	
	<ul style="list-style-type: none"> <li>• How well did the project collect and use data to monitor results? How timely was data collection?</li> </ul>	
	<ul style="list-style-type: none"> <li>• How timely did it communicate with stakeholders and project beneficiaries on its progress?</li> </ul>	
	<ul style="list-style-type: none"> <li>• What challenges arose during implementation, and how did the Joint Project Coordination Team respond to these challenges and to what effect?</li> </ul>	
	<ul style="list-style-type: none"> <li>• Overall, did the project provide value for money? Have resources been used efficiently?</li> </ul>	
EFFECTIVENESS	<ul style="list-style-type: none"> <li>• To what extent did the project achieve its intended objectives?</li> </ul>	
	<ul style="list-style-type: none"> <li>• Was PBF funding used to leverage political windows of opportunity for engagement?</li> </ul>	
	<ul style="list-style-type: none"> <li>• What changes, intended or unintended, have occurred in the target population?</li> </ul>	
	<ul style="list-style-type: none"> <li>• What challenges arose during implementation, and how did the Joint Project Coordination Team respond to these challenges and to what effect?</li> </ul>	
	<ul style="list-style-type: none"> <li>• How effective and clear the project's targeting strategy was in terms of geographic and beneficiary targeting?</li> </ul>	
	<ul style="list-style-type: none"> <li>• To what extent did the project complement work with different agencies, have a strategic coherence of approach?</li> </ul>	
	<ul style="list-style-type: none"> <li>• How novel or innovative was the project approach? Can lessons be drawn to inform similar approaches elsewhere?</li> </ul>	
SUSTAINABILITY / OWNERSHIP	<ul style="list-style-type: none"> <li>• How novel or innovative was the project approach? Can lessons be drawn to inform similar approaches elsewhere?</li> </ul>	
	<ul style="list-style-type: none"> <li>• To what extent are the achieved peacebuilding results likely to sustain over time?</li> </ul>	
	<ul style="list-style-type: none"> <li>• What are the factors that enable or impede the sustainability of the results?</li> </ul>	
	<ul style="list-style-type: none"> <li>• Assess what peacebuilding activities can be sustained and describe in which ways.</li> </ul>	
	<ul style="list-style-type: none"> <li>• What, if any, catalytic effects did the project have in Kosovo (financial and non-financial)?</li> </ul>	
	<ul style="list-style-type: none"> <li>• How strong the commitment of the institutions of government and other stakeholders is to sustaining the results of the project?</li> </ul>	
	<ul style="list-style-type: none"> <li>• Have the ownership of actions and impact been transferred to the corresponding stakeholders?</li> </ul>	
	<ul style="list-style-type: none"> <li>• Do beneficiaries have the capacity to take over the results of the project and maintain and further develop the results?</li> </ul>	

IMPACT	<ul style="list-style-type: none"> <li>To what extent did the project impact the target population and how?</li> </ul>	
	<ul style="list-style-type: none"> <li>Has the initiative established and consolidated a “habit” of cooperation, providing empirical challenge to divisive narrative among youth.</li> </ul>	
	<ul style="list-style-type: none"> <li>What has been the positive and negative, intended and unintended, long-term effects of this project?</li> </ul>	
	<ul style="list-style-type: none"> <li>To what extent did the project contribute to overcome divisive narratives in Kosovo?</li> </ul>	
	<ul style="list-style-type: none"> <li>To what extent and through which means did the project empower youth from different communities of Kosovo to overcome divisive narratives and jointly build a shared future?</li> </ul>	
GENDER	<ul style="list-style-type: none"> <li>To what extent were gender considerations mainstreamed throughout the project? Was gender mainstreaming underpinned by appropriate budget allocations specific to GEWE?</li> </ul>	
	<ul style="list-style-type: none"> <li>To what extent did the project support the engagement of women in trust-building efforts and overall gender-responsive peace-building?</li> </ul>	
	<ul style="list-style-type: none"> <li>To what extent did the project help address women’s involvement in peace building &amp; promotion of social cohesiveness and decision-making processes to strengthen trust-building and social cohesiveness in Kosovo?</li> </ul>	
	<ul style="list-style-type: none"> <li>What efforts were made within the project to ensure gender equality and women participation across the implemented activities? Within data collection and monitoring?</li> </ul>	

#### KEY RECOMMENDATIONS

The evaluation should provide an overview of key peacebuilding recommendations that are appropriately tailored to specific actors. They should be articulated clearly so that they can be used for any future programming needs. The following should be included:

- The key actors to whom the recommendation is targeted;
- The main programming factors of success;
- The main programming challenges and gaps;
- The main implementation factors of success;
- The main implementation challenges;
- The main gaps and challenges and ways to address them.

#### CONSIDERATIONS

- The evaluator is responsible for refining the evaluation methodology, evaluation questions, carrying out the evaluation and delivering to the Joint Project Coordinator a draft report and a final report. The response to the questions listed above should be followed by specific short and long term recommendations.
- These analyses must be conducted for each output and for the overall project.
- Key stakeholders, those involved in the implementation, project beneficiaries and the users of the evaluation should be involved in the evaluation process.
- Appropriate tools and practices to be adopted to overcome limitations for primary data collection within a COVID-19 context.

## V. Methodology and Evaluation Ethics

The consultant may employ any relevant and appropriate quantitative or qualitative methods it deems appropriate to conduct the project final evaluation. Methods should include: desk review of documents; interviews with stakeholders, partners, and beneficiaries; (virtual) field visits; use of questionnaires or surveys, etc. However, a combination of primary and secondary, as well as qualitative and quantitative data should be used. The consultant is expected to revise the methodological approach in consultation with key stakeholders as necessary and should present both quantitative data and qualitative findings and data.

The consultant is expected to hold interviews and meetings with relevant staff of the Joint Coordination Team and implementing agencies, municipal officials, partners, and beneficiaries.

The consultant is expected to share the list of interview questions and interviewees to be conducted beforehand and receive feedback and clearance from UNDP.

Considering COVID-19 pandemic challenges and constraints, especially when field missions are restricted, the consultant is expected to utilize remote data collection methods and ensure that a robust and utilization-focused methodology is implemented.

The suggested methodology should be compatible with the OECD DAC evaluation criteria and UNDG Guidance. <http://www.oecd.org/dac/conflict-fragility-resilience/publications/4312151e.pdf>

The final evaluation will be conducted in accordance with the principles outlined in the UNEG *'Ethical Guidelines for Evaluation.'* The International Consultant must address any critical issues in the design and implementation of the evaluation, including evaluation ethics and procedures to safeguard the rights and confidentiality of information providers; for example: measures to ensure compliance with legal codes governing areas such as provisions to collect and report data, particularly permissions needed to interview or obtain information about children and young people; provisions to store and maintain the security of collected information; and protocols to ensure anonymity and confidentiality.

VI. Expected Results	Number of days	Tentative due dates (2019):	Approval by:
Methodology and desk review of relevant project documents to produce the Inception Report	10 Days	05 March 2021	Joint Project Coordinator
(Virtual) field visits, meetings and interviews are conducted, to gather data for the 1st Draft Evaluation Report	10 Days	19 March 2021	Joint Project Coordinator
Elaboration of the Draft Evaluation Report including the above mentioned elements.	13 Days	05 April 2021	Joint Project Coordinator
Elaboration of the Final Evaluation Report incorporating the feedbacks provided by Joint Coordination Team, PBSO and stakeholders.	4 Days	30 April 2021	UNDP and PBSO

## VII. Deliverables / Final Products Expected

INCEPTION REPORT AND INTERVIEW QUESTIONNAIRE  
DRAFT EVALUATION  
FINAL EVALUATION

## VIII. Requirements Qualifications

### Education:

- Master's degree in social sciences, international development or other related qualifications to peacebuilding.

### Experience:

- At least 7 years of demonstrated relevant work experience with evaluation of peacebuilding interventions at national and/or international level is required.
- Experience with social cohesion, youth agenda, peacebuilding and conflict prevention work is required.
- Previous work experience in the Western Balkans, preferably Kosovo in particular, is considered an asset.
- Extensive knowledge of results-based management evaluation, as well as of participatory M&E methodological and practical considerations in conducting evaluations of development interventions is required.
- Experience in conducting remote evaluations is considered an asset.

### Language requirements:

Fluent in English. Excellent analytical and report writing skills in clear and fluent English.

Knowledge of Albanian or Serbian is an asset.

## X. Scope of price proposal and schedule of payments

### Remuneration - Lump Sum Amount:

The Contract is based on lump sum remuneration and shall be processed subject to deliverables as per the schedule listed below:

Deliverable 1 -- Acceptance of the Inception Report (30%)

Deliverable 2 – Submission of the draft final report (40%)

Deliverable 3 – Acceptance of the Final Report (30%)

### Required Presentation of Offer:

The following documents are required:

- **P11 or Resume (signed)**, indicating all past experience from similar projects, as well as the contact details (email and telephone number) of the candidate and at least three (3) professional references (**P11 can be downloaded at UNDP web site: <http://www.ks.undp.org/content/kosovo/en/home/operations/jobs/>**)
- **Technical proposal**, a max. 2 page document briefly outlining the methodology envisaged for the assignment for delivering the expected results within the indicated timeframe
- **Financial proposal**, the consultant is expected to provide an all-inclusive lump

sum amount/financial proposal. The Offeror must indicate at this point, and ensure that all such costs are duly incorporated in the financial proposal submitted to UNDP.

**Criteria for Selection of the Best Offer:**

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

**IX. Competencies**

**Corporate Competencies:**

- Committed to professionalism, impartiality, accountability and integrity;
- Displays cultural, gender, religion, race, nationality, ethnicity, and age sensitivity and adaptability;
- Demonstrates substantial experience in gender equality. Actively promotes gender equality in all activities;
- Treats all people fairly without favoritism.

**Functional Competencies:**

- Ability to work effectively within a team and develop good relationships with counterparts and stakeholders;
- Ability to synthesize research and draw conclusion on the related subjects;
- Ability to pay attention to details;
- Excellent interpersonal skills and ability to communicate effectively, both orally and in writing;
- Ability to establish effective working relations in a multicultural team environment;
- Good organizational skills;
- Commitment to accomplish work;
- Responds positively to critical feedback;
- Results and task oriented.

**This TOR is accepted by:**

**Signature:**



**Name:**

\_\_Tommaso Balbo di Vinadio\_\_

**Date of Signature:**

18-Mar-2021