



Location:	Maldives
Position Title:	Local Consultant to conduct final evaluation of the UNDP Maldives's Integrated Governance Programme (IGP) 2016-2022
Type of Contract:	Individual Consultant
Post Level (National/International):	National
Languages required:	Dhivehi, English
Contract period:	20 days in April 2022
Project Title:	Integrated Governance Programme
Prompt ID:	MDV-0000179736

A. BACKGROUND

The Maldives is a young democracy attempting to build on considerable economic and human development gains, but simultaneously still challenged by deep socio-economic, environmental, and political issues. As part of the peaceful democratic transition, a new constitution was ratified in 2008. In recent years progress has been made towards democratic governance, rule of law and human rights in Maldives. Challenges remain, particularly around strengthening participation, transparency, accountability and rights-based approaches to development, as well as of mainstreaming environmental sustainability¹. The development of effective and inclusive governance institutions and processes, consolidation of the rule of law, access to justice and evolution of an informed civil society and an independent, professional media remain nascent.²

UNDP Maldives, under the Integrated Governance Programme of its Governance (IGP) Portfolio has been supporting the consolidation of democracy through strategic streams of partnerships and technical support under key governance themes. To this end, the Government and UNDP rolled out Phase II of the Integrated Governance Programme from 2016-2022, to consolidate support to democratic governance processes in a rapidly evolving political context. The programme has two key components and five focus areas as outlined below.

¹ National Human Development Report, op.cit.

² United Nations Common Country Assessment, op.cit.

The 2 Result Areas constituting IGP II

- (i) Increased voice and citizen participation for stronger governance systems;
- (ii) Enhanced access to justice and protection of human rights. The IGP is also aligned with the Government's own priorities for UN support for the period 2016-2020, including strengthening institutional capacities for legislative reform, enhancing access to justice and rule of law, strengthening good governance across state institutions, civil society development and the private sector, and decentralization.

The five focus areas of the programme

- 1) strengthening institutional capacities for legislative reform
- 2) enhancing access to justice and rule of law
- 3) strengthening good governance across state institutions
- 4) civil society development and the private sector, and
- 5) decentralization.

B. EVALUATION PURPOSE

UNDP commissions evaluations to capture and demonstrate evaluative evidence of its contributions to development results at the country level as articulated in both the Maldives UN Development Assistance Framework (UNDAF) and UNDP country programme document (CPD). These are evaluations carried out within the overall provisions contained in the UNDP Evaluation Policy. In line with the Evaluation Plan of UNDP Maldives, this final evaluation of the IGP II is to assess the progress in the implementation of the project, what worked what did not and why? Look at challenges faced and ensure accountability for the overall results. The lessons learned and recommendations from the evaluation will be used in the design of any similar development support in the future.

Currently, in line with UNDP final evaluation guidelines, UNDP Maldives is seeking a Local Consultant to commission this evaluation for IGP II to assess the relevance, effectiveness, efficiency, impact and sustainability, as well as cross-cutting issues in programme components, its activities, Theory of Change and Results and Resources Framework. The evaluation will be conducted based on UNDP's evaluation criteria and will also incorporate the analysis from the programme review and Strategic Recommendations Paper that were carried out in mid-2021.

C. OBJECTIVE AND SCOPE OF THE EVALUATION

The main objective of this final evaluation is to assess the achievements of the IGP II project results and to draw lessons learned, and provide recommendations that can improve the sustainability of benefits from this project, and contribute to the overall enhancement of UNDP Maldives development programming. The evaluation will cover the period from the inception of the project

to its envisaged end which is from 2016 until the first quarter of 2022. The evaluation should cover at least the following areas.

- Relevance of the project: review the progress against its purpose, objectives, outputs and indicators, as per the project documents and its components, such as the Theory of Change, Results and Resources Framework, M&E framework, and ascertain whether assumptions and risks remain valid
- Effectiveness and efficiency of implementation approaches: review project's technical as well as operational approaches and deliverables, quality of results and their impact, alignment with national priorities and responding to the needs of the stakeholders;
- Review the project's approaches, in general and with regards to mainstreaming of gender equality and social inclusion, with particular focus on women and vulnerable groups as well as on the gender responsive or transformative changes the project has made on enhancing gender equality, breaking barriers and gender stereotypes.
- Review and assess the risks and opportunities (in terms of resource mobilization, synergy and areas of interventions) related to future interventions;
- Review external factors beyond the control of the project that have affected it negatively or positively;
- Review planning, management and quality assurance mechanisms for the delivery of the project interventions;
- Review coordination and communication processes and mechanisms with the stakeholders;

D. EVALUATION CRITERIA AND GUIDING QUESTIONS

The evaluation criteria most commonly applied to UNDP evaluations are the OECD-DAC evaluation criteria of relevance, efficiency, effectiveness, and sustainability. The evaluation should also reflect findings in cross-cutting themes. Gender equality, human rights and disability are the areas that will be focused on in the evaluation.

Guiding evaluation questions can be further refined by the evaluation team and agreed with stakeholders.

Criteria	Evaluation Questions
Relevance	<ul style="list-style-type: none"> • How relevant were the overall design and approaches of the project? • To what extent the project was able to address the needs of the target groups in the changed context? • To what extent are the objectives of the project design (inputs, activities, outputs and their indicators) and its theory of change logical and coherent? • To what extent did the project align with the needs and priorities of the intended beneficiaries and international standards on gender equality and women's empowerment?

Criteria	Evaluation Questions
	<ul style="list-style-type: none"> • How the project contributes to the outcome and output of the CPD?
Effectiveness	<ul style="list-style-type: none"> • To what extent the project activities were delivered effectively in terms of quality, quantity, and timing? • What were the lessons and how were feedback/learning incorporated in the subsequent process of planning and implementation? • How effective has the project been in enhancing the capacity of the communities and local governments to create enabling environment that help strengthening governance systems and enhancing access to justice and projection of human rights? • What measurable changes in gender equality and women's empowerment have occurred as a result of the project? <ul style="list-style-type: none"> ▪ Sub-question: a) To what extent did the project address and respond to existing power dynamics and gender relations?
Efficiency	<ul style="list-style-type: none"> • How efficiently were the resources including human, material and financial resources used to achieve the above results in a timely manner? • To what extent was the existing project management structure appropriate and efficient in generating the expected results? • To what extent has the project implementation strategy and its execution been efficient and cost-effective?
Sustainability	<ul style="list-style-type: none"> • To what extent did the project interventions contribute towards sustaining the results achieved by the project which include strengthening democratic governance, rule of law, access to justice and human rights in the country? • What are the plans or approaches of the local authorities/committees to ensure that the initiatives will be continued after the project ends? • What could be potential new areas of work and innovative measures for sustaining the results? • To what extent have lessons learned been documented by the project on a continual basis to inform the project for needful change?
Impact	<ul style="list-style-type: none"> • To what extent the project initiatives indicate that intended impact will be achieved in the future?

Criteria	Evaluation Questions
Human rights	<ul style="list-style-type: none"> To what extent have poor, indigenous and other vulnerable groups benefitted from the work of the project and with what impact?
Gender equality and social inclusion	<ul style="list-style-type: none"> To what extent the project approach was effective in promoting gender equality and social inclusion – particularly in the areas of political participation at the national and local levels (parliament and local governments), human rights, and access to justice? To what extent has the project promoted positive changes of women and vulnerable groups, and ensuring no one is left behind? Were there any unintended effects?
Disability	<ul style="list-style-type: none"> Were persons with disabilities consulted and meaningfully involved in programme planning and implementation? What proportion of the beneficiaries of a programme were persons with disabilities? What barriers did persons with disabilities face?

In terms of the Gender Results Effectiveness Scale, the evaluation team to adapt this tool (or similar tool) inspired by the document UN Women’s Good Practices in Gender Responsive Evaluation document (2020). The scale created in the context of the evaluation of the United Nations Development Programme (UNDP) contribution to Gender Equality and Women's Empowerment (GEWE) is provided below. This scale is described below and needs to be contextualized to IGP II.

Table 1. Gender Results Effectiveness Scale used in UNDP’s evaluation for GEWE (2015)

Gender negative	Result had a negative outcome aggravated or reinforced existing gender inequalities and norms
Gender blind	Result had no attention to gender, failed to acknowledge the different needs of men, women, girls and boys, or marginalized populations
Gender targeted	Result focused on the number of equity (50/50) of women, men or marginalized populations that were targeted.
Gender responsive	Result addressed differential needs of men or women and addressed equitable distribution of benefits, resources, status and rights but did not address root causes of inequalities in their lives
Gender transformative	Result contributed to changes in norms, cultural values, power structures and the roots of inequalities and discriminations

E. METHODOLOGY

The methodology should outline the strategies to answer the evaluation criteria and key questions under section D including any new questions proposed by the evaluators. It also should employ a combination of both qualitative and quantitative evaluation methods and instruments. The proposed methodology may consist of a desk review of project materials and deliverables and review of existing information relevant to the project context, followed by stakeholder consultations, key informant interviews and secondary reading relevant to the socioeconomic context of Maldives.

Table 2: Sample evaluation matrix (suggested to be included in the inception report)

Relevant evaluation criteria	Key questions	Specific sub questions	Data sources	Data-collection methods/tools	Indicators/success standard	Methods for data analysis

F. EXPECTED PRODUCTS: KEY DELIVERABLES

1. Inception report, detailing evaluation scope and methodology, including data collection methods as well as approach for the evaluation. The inception report should also contain a detailed work plan with timelines for agreed milestones and the adapted gender effectiveness scale;
 - Methodology section
 - Provision of the list of desk review documents, interview plan, and questions including list of key informants
 - Presentation of the draft inception report
2. Evaluation debriefing
3. The draft evaluation report which will be shared with Government of Maldives, UNDP and funding partners for comments and input;
 - Lead in the presentation and discussion sessions to receive the feedbacks of the draft final evaluation report
4. Evaluation report audit trail
5. Final evaluation report, incorporating comments from UNDP team and stakeholders.

Duration of the Assignment

The review is expected to begin immediately, and the consultant is expected to work 20 days in April 2022. The activities within this evaluation time frame includes:

- Desk review
- Briefing of evaluators
- Finalizing the evaluation design and methods and preparing the detailed inception report
- In-country data collection and analysis
- Preparing the draft report
- Stakeholder meeting and review of the draft report for quality assurance
- Incorporating comments and finalizing the evaluation report

Institutional Arrangement

The consultant will report to UNDP Maldives DRR and will be supported by the Planning and M&E Analyst. A briefing and debriefing meeting will be organized with UNDP senior management at the beginning and end of assignment.

Duty Station and Expected Places of Travel

Home-based with possible travel in Maldives.

G. PAYMENT TERMS

The method of payment is **output-based lump-sum scheme**. The total amount quoted shall be **all-inclusive lump sum** and include all costs components required to perform the deliverables identified in the TOR, including professional fee, travel costs, living allowance (if any work is to be done outside the IC's duty station) and any other applicable cost to be incurred by the IC in completing the assignment. The contract price will be fixed output-based price regardless of extension of the herein specified duration.

The payments shall be released upon submitting the required deliverables/outputs with satisfactory by the DRR UNDP as per agreement for each report in accordance with a set time schedule to be agreed in the contract.

Deliverable	Target due date	Percentage	Review and Approvals Required
Deliverable 1 – Evaluation inception report	7-12 April 2022	30%	Review and approval of Deputy Resident Representative – UNDP Maldives
Deliverable 2 – Evaluation debriefings: presentation of	20 April 2022	20%	Review and approval of Deputy Resident

preliminary findings			Representative – UNDP Maldives
Deliverable 3 – Final evaluation report incorporating all comments and feedbacks.	25 April 2022	50%	Review and approval of Deputy Resident Representative – UNDP Maldives

Note: Payments will be based on invoices on achievement of agreed milestones i.e. upon delivery of the services specified in the TOR and certification of acceptance by the UNDP. The applicant must factor in all possible costs in his/her “All Inclusive Lump Sum Fee” including his/her consultancy and professional fee, travel, honorarium, board and lodging, and any other foreseeable costs in this exercise. No costs other than what has been indicated in the financial proposal will be paid or reimbursed to the consultant. UNDP will only pay for any unplanned travel outside of this TOR and Duty Station on actual basis and on submission of original bills/invoices and on prior agreement with UNDP officials. Daily per diums and costs for accommodation/meals/incidental expenses for such travel shall not exceed established local UNDP DSA rates.

For an Individual Contractor who is 62 years of age or older, and on an assignment requiring travel, be it for the purpose of arriving at the duty station or as an integral duty required travel under the TOR, a full medical examination and statement of fitness to work must be provided. Such medical examination costs must be factored into the financial proposal above. Medical examination is not a requirement for individuals on RLA contracts.

G - COMPETENCIES

- Excellent research and analytical skills
- Demonstrated ability of timely completion of assignments.
- Proven ability of delivering high quality products.
- Must possess excellent communication and coordination skills.

H - REQUIRED SKILLS AND EXPERIENCE

- At least a Master’s degree in a field of relevance for the review (i.e. Governance, Public Policy, Social Sciences, Policy Review, Evaluations etc)
- At least 5 years of work experience in a research, reviews, evaluations reporting and/or monitoring area that required strong analytical skills.

- Contextual and local knowledge and experience in democratic governance, rule of law and access to justice, women's empowerment and gender quality, social inclusion and cohesion, with knowledge of other areas relevant to UNDP's and the UN's work.
- Proven work experience in Maldives, for at least 10 years, in a relevant area, with a lead role in programme management and programme development is required.
- Proven work experience in data collection including interviews and/or focus group discussions.
- Experience in contributing to gender-responsive evaluation or experience in gender analysis and human-rights based approaches an asset.
- Added asset is knowledge of the role of UNDP or the UN system and its programming, coordination, and normative roles at the global, regional and/or country level.
- Language proficiency in English and Dhivehi is required.

Evaluation Method and Criteria

Individual consultants will be evaluated based on the following methodology:

Cumulative analysis

The award of the contract shall be made to the individual consultant whose offer has been evaluated and determined as a) responsive/compliant/acceptable; and b) having received the highest score out of set of weighted technical criteria (70%). and financial criteria (30%). Financial score shall be computed as a ratio of the proposal being evaluated and the lowest priced proposal received by UNDP for the assignment.

Technical Criteria for Evaluation (Maximum 70 points)

- Criteria 1: At least a Master's degree in a field of relevance for the review (i.e. Governance, Public Policy, Social Sciences, Policy Review, Evaluations etc) with atleast 5 years of similar work experience in research, reviews, evaluations reporting and/or monitoring area that required strong analytical skills.
- Criteria 2: Contextual and local knowledge and experience in democratic governance, rule of law and access to justice, women's empowerment and gender quality, social inclusion and cohesion, with knowledge of other areas relevant to UNDP's and the UN's work.
- Criteria 3: Proven work experience in Maldives, for at least 10 years, in a relevant area, with a lead role in programme management and programme development is required.

Only candidates obtaining a minimum of 49 points (70% of the total technical points) during the desk review/interview are acceptable would be considered for the Financial Evaluation.

Documentation required

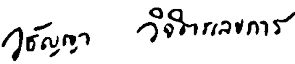
Interested individual consultants must submit the following documents/information to demonstrate their qualifications. Please group them into one (1) single PDF document as the application only allows to upload maximum one document:

1. Duly accomplished Letter of Confirmation of Interest and Availability using the template provided by UNDP in Annex II;
2. Personal CV or P11, 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;
3. Financial proposal that indicates the lump sum rate/fee of the candidate in Maldivian Rufiya (or USD in the case of international consultant). In order to assist the requesting unit in the comparison of financial proposals, the financial proposal must include a breakdown of this daily fee (including number of anticipated working days and all foreseeable expenses to carry out the assignment);

I – EVALUATION ETHICS

This evaluation will be conducted in accordance with the principles outlined in the UNEG 'Ethical Guidelines for Evaluation'. The consultant must 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 consultant 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.

Incomplete proposals may not be considered. The short-listed candidates may be contacted for interview and the successful candidate will be notified.

Signature	
Name and Designation	Vathanya Vichitlekarn, Planning and M&E Analyst
Date of Signing	11 April 2022

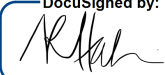
Approved by:

Vera Hakim

Signature

Name and Designation

Date of Signing

DocuSigned by:

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Vera Hakim, Deputy Resident Representative

11 April 2022