UNDP Afghanistan

Evaluation of Outcomes
2 (State building), 5 (Policy dialogue) and 7 (Livelihoods)
(July – October 2008)

Terms of Reference

1. Context


Three of them will be subject to Evaluation:

- **Outcome 2**: The democratic state and government institutions strengthened at national and sub-national levels to govern and ensure the delivery of quality public services, including security, with special attention to marginalised groups.
  
  *Output 2.1.* Public sector capacity strengthened through the development of civil service at the central and sub-national levels, the establishment of accountability mechanisms and the enhancement of information management for better service delivery.
  
  *Output 2.2.* Law and order institutions at national and sub-national levels strengthened and security of the population improved.

- **Outcome 5**: Greater government capacity for formulating gender sensitive pro-poor policies and programmatic targeting taking into account human development concerns.
  
  *Output 5:* Enhanced policy dialogue on poverty reduction and human development.
• **Outcome 7**: Strengthened domestic economic opportunities through area-based/community led initiative, private sector partnership, trans-boundary interaction and accession to relevant trade platforms.

  * **Output 7**: Access to social and economic opportunities (local poverty initiatives, private sector development, alternative livelihoods) improved for the poor and vulnerable groups.

A full description of the context and the outcomes is given in Annex A.

### 2. Purpose of the evaluation

As the Country Programme nears its completion the opportunity exists to evaluate UNDP contribution and generate recommendations that will inform UNDP future programmes in Afghanistan.

The evaluation of these three CPAP outcomes/outputs has the following objectives:

- Evaluate the results achieved to date, and likely to be achieved by end 2009;
- Provide inputs to the Assessment of Development Results exercise to be carried out by the UNDP Evaluation Office later in the year;
- Provide information, recommendations and lessons learnt for the next Country Programme, which drafting will start in January 2009.

The outcomes will be evaluated by independent and external evaluators (1 for each Outcome) from July to September 2008, with mission in Afghanistan in July-August.

### 3. Scope and focus

The evaluation will address the following questions for all the selected outcomes and their related outputs:

**A. To what extent have the UNDP development interventions attained the intended results:**

- To what extent have results been achieved to date?
- To what extent are results likely to be achieved by end 2009?
- What were the major factors influencing the achievement/non-achievement of the results?
- To what extent have gender issues been addressed in UNDP programme/projects?
- Do the respective projects outputs significantly contribute to the achievement of the Country Programme outputs and outcomes?

**B. How UNDP development interventions have generated changes, and at which level, in the CPAP outcome areas:**

- What happened as a result of UNDP programme, projects and soft assistance?  
- How far these results are attributable to UNDP?
- How Government and public institutions have been affected?
- To what extent is the Afghan population, including marginalised groups, benefiting from these results?

**C. Do these outcomes address the national priorities:**

- To what extent do the outcomes/outputs address national priorities?

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1 Soft Assistance = Advocacy and Policy dialogue
• Do the progress made by the projects and the achievement of the CPAP outcomes significantly contribute to the related UNDAF outcomes?
• Were the selection of projects and their outputs consistent with the intended CPAP outcomes and outputs?

D. **How efficient was the programme approach in the expected achievement of results:**
• Was the most efficient process adopted?
• Was the partnership strategy efficient or not?
• Were the projects and soft assistance dedicated to the production of the outcomes sufficient in terms of quality and quantity?
• Was there any duplication or lack of co-ordination between the productions of the outputs?
• Do the outcomes/outputs cross-fertilize one the other, and in case, to what extend?

E. **What are the chances that the accomplishments and results will be sustained in the future:**
• How strong is the level of ownership of the results by the Government and public institutions?
• What is the level of commitment from the Government to ensure sustainability of the results achieved?
• Does the Government have the capacity to mobilise resources (human, financial) to pursue/secure the results in the future?
• How secure/volatile are the changes observed in the improvement of the situation/rights of the population, particularly the poor and vulnerable groups, and to what extent do they have the capacity to be perpetuated?

For each question, the “**How?**” and the “**Why/Why not?**” should be analysed and reported. A special attention should be given to the positive/negative changes affecting women and marginalised people.

4. **Existing information sources**

Detailed Information can be found in the country office Annual Results reports, the projects Annual Progress and/or Final reports, projects Evaluation reports, etc…

Relevant information may also be found in reports of other UN agencies, public or private institutions such as the National Human Development Reports, AREU reports, etc…

5. **Evaluation process and methods**

The evaluation should be based on a stakeholder approach, where all groups and individuals, who affect and/or are affected by the achievement of the outcomes, are involved in the analysis. Moreover, the evaluation will take into consideration the social, political and economic context, which affects the overall performance of the outcomes achievement; for example, the dramatically deteriorating security environment which occurred from mid 2005 onwards.

The evaluation will be carried out in an objective, sensitive and independent manner with varied and balanced considerations of both positive/negative aspects and areas in which significant improvement are required.
Data Collection
In terms of data collection, the evaluators should use multiple methods that could include desk reviews, workshops, group and individual interviews, project/field visits and surveys. The appropriate set of methods would be determined in the Work Plan that the selected evaluators should submit upon their arrival in the country.

Validation
The evaluators should use a variety of methods to ensure that the data is valid, including triangulation. Precise methods of validation will be detailed in the Work Plan.

Stakeholder Participation
The involvement of a broad range of stakeholders should be applied. The identification of the stakeholders, including Government representatives of ministries/agencies, civil society organizations, private sector representatives, UN Agencies, multilateral organizations, bilateral donors, and beneficiaries, will take place with support of UNDP programme managers and respective country office units. Also, a Government member from key ministries/institutions will participate as evaluation team member for each Outcome.

Furthermore the development community at large, academics and the general public interested in or benefiting of UNDP interventions, in particular from specific areas of transition from emergency to rehabilitation and development, are specially required to participate.

Evaluation progress
The evaluation consists of the following stages/phases:

For each Outcome,

A. Preliminary phase: Evaluation Approach and Work Plan
   Evaluators should provide a detailed Evaluation Approach and Work Plan in response to the Terms of Reference.
   This document should detail the conceptual framework and the proposed methodology (data collection, validation, stakeholders’ participation, presentations/workshops…).

B. Evaluation Phase: Evaluators assignment
   o Desk Review: The evaluator will conduct desk reviews of available reports, project reviews and earlier evaluations prior to visiting Afghanistan.
   o Work Plan: The evaluator will prepare a detailed work plan based on the desk review. The plan will be approved by UNDP. If applicable, the Evaluation TOR shall be adapted on the basis of the desk review findings.
   o Bilateral meetings/consultations: The preliminary findings from the desk review shall serve as point of departure for in-depth interviews/meetings/consultations with representatives of key stakeholders and selected implementing organizations.
   o Field Visits: Field visits will be planned and organised in close collaboration with the agencies concerned so as to get the optimal inputs from the stakeholders and also not duplicate existing or ongoing surveys and studies. The evaluation will have to cover 3 regions.
   o An Interim Evaluation Report shall be submitted mid-way though the evaluation period. It should outline the findings based on desk review and interviews/field visits by date. If applicable, the Work Plan would be revised for the second part of the mission. This report will be presented to UNDP programme team in a meeting (PowerPoint presentation).
Draft Evaluation Report: The first draft report shall be ready for scrutiny at the end of the evaluation period in Afghanistan. This report shall be presented in stakeholders’ meetings/workshops in Kabul prior to the evaluator’s departure.

Final Evaluation Report: Comments from the stakeholders’ workshop as well as from individual stakeholders will be consolidated and electronically sent to the evaluator. The Final Evaluation Report shall integrate the comments and observations, and shall be submitted to UNDP for approval. The Evaluation Report should be presented in a solid, concise and readable form and be structured around the outcomes and issues listed under Part 3 in the present TOR. It should clearly distinguish the important findings and conclusions, recommendations and lessons learnt. The approval of the Final Report by UNDP is the condition for full payment of the contract.

6. Deliverables
Each evaluator is expected to provide the following deliverables for the indicated dates:

1. A detailed Evaluation approach and Work plan (27 July 2008) presenting the approach and methodology that will be used for the evaluation;

2. An Interim report (4 August 2008): This report will outline the preliminary findings. It will be submitted and presented to UNDP CO mid-way through the evaluation period;

3. A full Draft report (28 August 2008) that will be submitted to UNDP at the end of the mission. This report will be discussed within UNDP and with its partners involved in the outcomes. UNDP will transmit to the evaluator the comments made on this draft within two weeks;

4. The Evaluation Report (29 September 2008) integrating the comments will have to be submitted to UNDP, (MS Word and PDF format) within two weeks after reception of the comments on the draft report. This report is subject to UNDP approval;


Other hand, all documents, material, questionnaires, surveys or intermediate reports that might be established for the purpose of the mission should be delivered to UNDP.

All the deliverables are reputed to be public documents, owned by UNDP. Therefore the quality is a paramount.

Documents should be in English language (British) and be submitted in MS Office format (MS Word, MS Excel and PDF). The Executive Summary should also be translated in Dari and Pashto.

7. Team composition

It is likely that for each outcome, a team will be constituted of one sectoral expert, drawing on the following competencies, and one government counter-part member. In addition they will be support staff.
• **Government Counterpart Members**: three government counterpart officials, on per outcome, would join the evaluation as full-time members.

• **State building and Democratic Governance Expert (Outcome 2)**, with strong expertise in institutional development and capacity building, who will provide the expertise in the core subject areas of the evaluation as Public administration reform, Local governance, Civil service capacity and Service delivery. (*P5 level*)

• **Policy Dialogue and Inclusive growth Expert (Outcome 5)**, will be responsible for looking into the issues of inclusive/participatory policy, support development for poverty alleviation and human development policies, and for analysing the changes in the life of women and marginalised population. (*P5 level*)

• **Livelihoods / Rural-Urban development Expert (Outcome 7)**, will be responsible for analysing the post-crisis economic infrastructure development, livelihoods strategies, and employment through area-based development, trade and public-private partnerships. (*P5 level*)

• **UNDP Programme Officers**, (3), one for each outcome – part time – will support the team with all relevant materials for desk review, identify the potential stakeholders/persons to meet and support the experts in analysis during their mission in Afghanistan.

• **Team support** (national), one for each outcome who will undertake data collection at the country-level, as well as administrative and logistical support for the work of the missions. The team support should also serve as translator as needed (meeting, interview, documents).

• **Logistic/administrative clerk**: UNDP country office will second a suitable person for the period of the mission – part time. The staff member will provide day to day support in meeting booking and arrangement, travel arrangement (field visits), and documents duplication.

### 8. Duration, Procedures and Logistics

**Duration**
The total duration of the mission would be nine calendar weeks (international travels time not included) starting from July 2008.
The evaluation work will be conducted in two phases.
The first phase of Desk Review will start as soon as the Evaluator is assigned (July). During this two week phase the evaluator will review the relevant documents and reports, and prepare the Work plan.
The second phase will start from the day following the evaluator's arrival in Kabul (27 July 2008).

• **Government counterparts**: 5 weeks, during the Evaluation phase in Afghanistan.
• **Area Experts**: 9 weeks; Two weeks for preparation, five weeks for evaluation work in Afghanistan plus two weeks for consolidation and finalization of the Report.
• **Programme Officers**: 10 weeks part time; three weeks prior the visit, five weeks of mission in Afghanistan and two weeks for consolidation of stakeholders’ comments.
• **Team support, Logistic/administrative clerk**: 5 weeks each (full time for Team support, other part-time) to support the evaluators during the five weeks in country.

The evaluators will work 6 days per week; Fridays are day-off.
**Logistic and administrative arrangements**
While the evaluators would be responsible for the delivery of quality outputs, UNDP will be responsible for organizing and facilitating the evaluation. Programme units staff will also assist the evaluators in performing their tasks.

UNDP will arrange the logistic support upon requisition from the evaluators. Secretariat should be ensured by the evaluators themselves.

Transportation will be provided by UNDP. Printing facilities and presentation facilities for workshops/meetings will be provided by UNDP during the period in country. Internet access will be provided in UNDP country or projects offices (in locations where UNDP is present).

**Visa / Security requirements**
Evaluators are responsible to obtain visa for entry and work permission for the duration of their mission. UNDP will provide letters for facilitating visa issuance.

Evaluators will be subject to UN security rules and procedures in Afghanistan, namely field visits will be subject to Security Clearance.