Terms of Reference

Evaluation Consultant – International

Assignment Title: Mid-Term Evaluation: Community-based Reconciliation and Reintegration (C2RI)

Location: Home based, with travel to Baghdad and project locations in Iraq

Type of Contract: Individual Contract

Level: International Consultant

Languages Required: English, Arabic

Starting Date: 15 July 2022

Expected Duration of Assignment: 45 working days (between July -August)

1- Background & Context:

PROJECT/OUTCOME INFORMATION	
Project title and Outcome title	Community-based Reconciliation and Reintegration Project 2020-2024 UNSDCF OUTCOME INVOLVING UNDP #3.2: People in Iraq, civil society, and communities, particularly women, have improved capacity to lead, participate in and contribute to the design and delivery of equitable and responsive services, especially for the most vulnerable populations (2020-2024 CPD)
Atlas Project ID	00130140
Country	Iraq
Geographical coverage	Anbar Governorate: Al Qaim, Habbaniya, Fallujah, Al Baghdady Salah al Din Governorate: Tuz Khurmato, Sharqat, Bald Ninewa Governorate: Muhalabiya, Tel Afar
Beneficiaries	Host community members; Internally Displaced Persons; persons with perceived ISIL affiliation; members of national and local government; Local Peace Committees
Date project document signed	20 February 2021

Project dates	**Start**	**Planned end**
	01 May 2020	31 May 2023

Project budget	28,668,775 USD	
Resources mobilized (As of July 2022)	USD 8,181,818.00	
Project delivery at the time of evaluation (As of July 2022)	Estimated USD 8,181,818.00	
Funding source	Government of Japan, UNDP Funding Window	

Implementing party	UNDP

1. Project Background

Iraq has a long history of violent conflicts within the country, from sectarian to religious conflicts, the 2003 U.S. invasion of Iraq, the subsequent Al Qaeda insurgency, and most recently, the military intervention against the Islamic State of Iraq and the Levant (ISIL), which have greatly strained the social fabric of the country. Following the liberation from ISIL, more than 6 million Iraqis became internally displaced with mass destruction affecting governorates across Iraq. Reconstruction and recovery needs were to be addressed across all sectors – social, productive, and infrastructure. Through stabilization efforts, approximately 4,959,714 people have returned to their host communities with 1,184,818 people still internally displaced.[1] Unsuccessful attempts for IDPs to return to their areas of origin are increasingly leading to secondary, out-of-camp displacement. The needs both of returnees in areas of origin and out-of-camp IDPs in need of assistance are particularly severe in northern and central Iraq.

Displaced women and children, including widows and children of ISIL combatants and civilian 'stayers' face additional challenges, including the threat of sexual exploitation and violence, with little accountability for perpetrators.

Persons with perceived ISIL affiliation are at high risk of becoming a permanently stigmatised underclass in the country which contributes to a difficult social, cultural, psychological, and economic reintegration to their areas of origin.

This project was designed to ensure that comprehensive activities to enable reconcilitation and reintegration are to be implemented in locations across Anbar, Ninewa, and Salah al Din governorates. The following components allow for an all-encompassing reconciliation and reintegration strategy in coordination with UN partners and implementing partners:

- A clear definition of reintegration project participants as well as beneficiaries (outlined in the section on partnerships);

- A minimum set of assessments and analyses needed for evidence-based, conflict-sensitive and adaptive management;

- An area-based approach, with a close coordination between a) reconciliation and reintegration programmes and b) existing PVE, social cohesion, stabilisation, recovery and development programmes;

- Community preparedness activities, such as community engagement and dialogue; reconciliation processes; community outreach and advocacy; and rehabilitation of social and productive community infrastructure;

- Community-based reintegration, including a case management system for programme participants and specific needs groups;

- Support to national policies and capacity development; and

- Support for local governance structures.

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[1] IOM Displacement Tracking Matrix (DTM), https://iraqdtm.iom.int/MasterList#Returns

2- Evaluation purpose, scope, and objectives:

a. Evaluation Purpose

Through the UNDP Funding Window, a small-scale intervention to provide livelihood opportunities and mental health and psychosocial support (MHPSS) service was implemented in Ayyadiya, Tel Afar, Ninewa. This intervention provided vocational trainings, business trainings, and equipment to support business owners and offered MHPSS services to community members.

Further, a pilot phase of the entire project is currently underway with the support from the Government of Japan. The Japan funded project is present in 4 locations: Al Qaim, Habbaniya, Tuz Khurmato, and Muhalabiya and will be completed by 31 September 2022.

To evaluate the impact and efficiency of these interventions which will support the remaining project implementation, UNDP proposes to conduct a Mid-Project Evaluation as part of its commitment to improve results-based management. The evaluation findings and recommendations may support the implementation of the remaining activities until the projects close on 31 May 2023.

b. Evaluation Scope

Scope:

The scope of this evaluation is defined by the Results Framework in section V. of the C2RI project document, initiated on 1 May 2020. The summary of the Project's Outputs are as follows:

- Output 1: Adults formerly associated and selected community members have received targeted reintegration support.
- Output 2: Increased community acceptance in the selected areas for the return and reintegration of children, young people and adults formerly associated.
- Output 3: National institutions, policies and strategies for reintegration strengthened and developed.
- Output 4: Local institutions and governance structures for reintegration strengthened.

Timeframe:
The project evaluation will cover the period from 1 May 2020 to 15 July 2022 and will evaluate its conceptualization, design, implementation, management, and results thus far to support the remainder of the projects implementation. The Consultant will engage all project stakeholders, beneficiaries, communities/institutions, relevant national institutions, donors, UNDP, UN agencies and CSOs.

Geographical Coverage:
Anbar Governorate: Al Qaim, Habbaniya, Fallujah, Al Baghdady
Salah al Din Governorate: Tuz Khurmato, Sharqat, Bald
Ninewa Governorate: Muhalabiya, Tel Afar

Evaluation audience:

c. Evaluation Objectives

Specific Project Evaluation objectives are to:

1) Assess the relevance of and progress of project's results.
2) Assess the efficiency of project implementation, including the operations support.
3) Assess the effectiveness of the project and its activities in reaching the stated objectives.
4) Assess the appropriateness of the project design and management arrangements for achieving the stated objectives.
5) Assess the sustainability of the project results.
6) Outline lessons learned and good practices that can be used to support the second half of project implementation.

3- Evaluation criteria and key guiding questions

The Project Evaluation will generate evidence of progress and challenges, helping to ensure accountability for the implementation of the project, as well as identifying and sharing knowledge and good practices through following standard Organization for Economic Cooperation and Development (OECD) Development Assistance Committee (DAC) evaluation criteria [2]:

A. **Relevance**: the extent to which the project strategy, proposed activities and expected outputs and outcomes are justified and remain relevant to beneficiaries' assessed needs, country's policies and donor's priorities. More specifically, the relevance of the project should be assessed through the following guiding questions:
   - *To what extent has the project been appropriately responsive to security, political, economic, institutional and other changes in the country?*
   - *To what extent was the project in line with the recovery, national development priorities and policies, the UNDP country programme's outputs and outcomes, the UNDP Strategic Plan and the SDGs?*
   - *To what extent does the project contribute to the theory of change for the relevant UNDP country programme outcome?*
   - *To what extent does the project contribute to the human rights-based approach, gender equality and women's empowerment? Especially, with regard to the target beneficiary groups including the return IDPs, youth, women, disabled persons, etc.?*

B. **Coherence:** the extent to which the intervention achieved, or is expected to achieve, its objectives, and its results, including any differential results across groups. More specifically, the coherence of the project should be assessed through the following guiding questions:
   - *To what extent does the project address synergies and linkages to other projects under programme?*
   - *To what extent is the project aligned with the Iraq Country Programme Document?*
   - *To what extent is the project aligned with interventions from other UNDP Iraq units?*
   - *To what extent is external coherence taken under consideration?*
   - *How is this project consistent with other interventions by other actors?*

C. **Effectiveness:** the extent to which the project's expected outputs and outcomes are being achieved or are expected to be achieved. Factors contributing to or detracting from the achievement of the project desired results and objectives should also be included in the

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assessment. More specifically, the effectiveness of the project should be assessed through the following guiding questions:

- *To what extent has the project made progress towards achieving planned objectives, outcomes, and outputs?*
- *To what extent do the project's activities/management systems support the reintegration and reconciliation of persons with perceived ISIL affiliation, IDPs, returnees, and stayers?*
- *What has been achieved thus far?*
- *To what extent are strategies for gender and women's empowerment incorporated?*
- *The extent to which findings of data analysis or project best practices are used for drawing lessons learned, and adjusting implementation?*
- *To what extent have the project's activities led to improved coordination, cooperation, and capacity as relevant at the National and/or Governorate and/or Municipality levels? To what extent does the project have the support of the government both at national and local levels?*
- *To what extent has the project been actively seeking partnership with relevant actors in view of strengthening project implementation and/or ensuring project sustainability?*

D. **Efficiency**: the extent to which the project resources (funds, expertise/human resources, time, etc.) are optimally used and converted into intended outputs. More specifically, the efficiency of the project should be assessed through the following guiding questions:

- *How efficient is the functioning of the project management, technical support, administrative, procurement and financial management procedures? To what extent have the project management structure and allocated resources been efficient in achieving the expected results?*
- *To what extent has the project implementation been efficient and cost-effective?*
- *To what extent have project funds and activities been delivered in a timely manner?*
- *What is the visibility and communications strategy adopted by the project? Has it been cost-effective in terms of promoting the project and its achievements?*
- *terms of promoting the project and its achievements?*
- *How is the project keeping track of project progress on expected outputs and outcomes? Does the monitoring and evaluation system put in place allow for continuous collection and analysis of quality and segregated data on expected outputs and outcomes?*

E. **Impact:** analyzing the positive and negative changes produced by the Project, directly or indirectly, intended, or unintended. This involves the main impacts and effects resulting from the activity on the local social, economic, environmental, and other development indicators. The examination should be concerned with both intended and unintended results and must also include the positive and negative impact of external factors, such as changes in terms of social and economic conditions.

- *What has happened/changed as the result of the pilot phase in the targeted locations?*
- *What real difference have the activities made to the lives of beneficiaries (taking into account gender considerations, such as focus on women-headed households, as well)?*
- *How many people (gender disaggregated) have been affected by the project as of the end of September 2022?*

F. **Sustainability:** analyzing whether benefits of an activity are likely to continue after donor funding has been withdrawn. Projects need to be environmentally as well as financially sustainable.

- *Have suitable strategies for sustainability been developed?*
- *Has the project contributed to the expansion of knowledge on reintegration and reconciliation among government counterparts, local partners, and community members?*
- *To what extent are the project results likely to be sustained in the long-term following the closure of C2RI?*
- *What is the risk that the level of stakeholders' ownership will not be sufficient to allow for the project benefits to be sustained?*
- *Are there any financial, social, political or other risks that may jeopardize sustainability of project outputs and the project's contributions to country programme outputs and outcomes?*

The project evaluation will also evaluate cross-cutting issues such as gender, human rights, civil society engagement and government - non-government partnerships, Do-No Harm and, conflict sensitivity principles.

Human rights

- To what extent have poor, indigenous and physically challenged, women, men and other disadvantaged and marginalized groups benefited from the work of the project in the country?

Gender equality

- 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 assigned to this project representative of reality?
- To what extent has the project promoted positive changes in gender equality and the empowerment of women? Did any unintended effects emerge for women, men or vulnerable groups?

Disability

- 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?
- Was a twin-track approach adopted?[3][1]

4- **Methodology**

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[3] [1] The twin-track approach combines mainstream programmes and projects that are inclusive of persons with disabilities as well as programmes and projects that are *targeted* towards persons with disabilities. It is an essential element of any strategy that seeks to mainstream disability inclusion successfully. Also, see chapter 9 of the Technical Notes. Entity Accountability Framework. United Nations Disability and Inclusion Strategy: https://www.un.org/en/disabilitystrategy/resources

The evaluation will be carried out in accordance with UNDP evaluation guidelines and policies including Evaluation guidelines during COVID-19, United Nations Group Evaluation Norms and Ethical Standards; OECD/DAC evaluation principles and guidelines and DAC Evaluation Quality Standards.

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. Travel to and in the country is constrained by a combination of COVID-19 and the ongoing conflict. If it is not possible to travel to or within the country for the evaluation then the Consultant should develop a methodology that takes this into account, and 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 stakeholders 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.

The evaluation will employ a combination of both qualitative and quantitative evaluation methods including:

1) **Desk review** of project documents, progress reports, monitoring reports, lessons learned reviews, and other relevant documents;
2) **In-depth interviews** with key informants such as government officials, and members of local, national, coordination bodies; and **questionnaires**
3) **Focus group discussions** with the targeted beneficiaries; and Project/UNDP staff
4) **Interviews** with the project team, and UNDP's Senior Management.
5) **Consultations** with donors/ international partners and as relevant national non-governmental organizations that were directly engaged in project implementation.
6) **Survey with sample and sampling frame**—if a sample is used. This could include the sample size and characteristics; the sample selection criteria; the process for selecting the sample (e.g., random, purposive); if applicable, how comparison and treatment groups were assigned; and the extent to which the sample is representative of the entire target population, including discussion of the limitations of the sample for generalizing results.

Data from the evaluation will be triangulated to appraise and conclude findings.

All analysis must be based on observed facts, evidence, and data. Findings should be specific and concise and supported by information that is reliable and valid. Cross-cutting issues and the SDGs should be integrated into the final evaluation report. The final methodological approach including interview schedule, field visits and data to be used in the evaluation should be clearly outlined in the inception report and fully discussed and agreed between UNDP, key stakeholders and the evaluators.

The consultant will be assisted by the UNDP Monitoring and Evaluation Specialist Social Cohesion Programme as needed and work under the overall guidance and oversight of the UNDP Social Cohesion-Team Leader.

5. **Evaluation Products/Key deliverables:**

The evaluator is expected to produce the following:

- **Evaluation inception report (10-15 pages) and inception presentation:** The inception report should be developed following and based on preliminary discussions with UNDP and initial documentation reviews. It should be produced and approved before the evaluation starts (before any formal evaluation interviews, survey distribution or field visits) and prior to possible country visit in the case of the international consultant. The inception presentation is based on the inception report and provides an opportunity for both the consultant and UNDP to discuss clarifications/concerns.
- **Evaluation debriefings.** Immediately following an evaluation, UNDP will ask for a preliminary debriefing of findings.
- **Draft evaluation report (max 40 pages including Executive Summary).** UNDP will review the draft evaluation report and provide a combined set of comments to the evaluator, addressing the content required (as agreed in the inception report) and quality criteria as outlined in the UNDP evaluation guidelines.
- **A presentation** will be delivered to the UNDP Team on the draft evaluation report outlining the key following aspects: (i) overall evaluation findings and (ii) overall evaluation findings and in-depth analysis relating to each Outputs. Feedback received from the presentation of this draft Evaluation Report should be considered when preparing the final report. The evaluator should produce an audit trail indicating whether and how each comment received was addressed in revisions to the final Report.
- **Evaluation Report Audit Trail**
- **Final evaluation report**.
- **Evaluation brief** and other knowledge products agreed in the inception report.
- **Submission of the raw data/primary data** gathered through the evaluation**.**

It should be noted that the above list of deliverables, together with the implementation time-frame (see section ….) might be subject to review and revision by UNDP in discussion with the Consultant in the event of unexpected changes to the context/ working environment in Iraq during the consultancy period.

Standard templates that need to be followed are provided in the Annexes section. It is expected that the Consultant will follow the UNDP evaluation guidelines and UNEG quality check list and ensure all the quality criteria are met in the evaluation report.

6. **Evaluator competencies**

UNDP seeks to recruit an International Consultant with the following profile. The Consultant must have high levels of relevant technical expertise; rigorous research and drafting skills; and the capacity to

conduct an independent and quality evaluation. Qualified female candidates are strongly encouraged to apply.

Required Skills and Experience

- Master's degree in Law, Public Policy and Management, Public Administration, Development studies, International Development, or any other relevant educational background.
- 10 years' experience in the design, implementation and management of projects or research in the fields of community security, conflict prevention, PVE, peace building, reintegration and reconciliation, governance, inclusive participation, gender mainstreaming and human rights promotion.
- 5 years of proven experience in conducting evaluations of similar peacebuilding and/or crisis response initiatives.
- Experience working in, and knowledge of the Arab region, including Iraq would be an advantage;
- Experience in working with the UN or other international organizations would be an asset;
- Excellent report writing skills is essential;
- Experience using ICT equipment and office software packages.
- Demonstrated ability and willingness to work with people of different cultural, ethnic and religious background, different gender, and diverse political views.

Language:

- Fluent English and Arabic (Written **and** Spoken) Samples of previously written work may be required.

Competencies

1. Knowledge on UNDP programming principles and procedures; the UN evaluation framework, norms and standards; human rights-based approach (HRBA);
2. Demonstrates commitment to the UN values and ethical standards;
3. Displays cultural, gender, religion, race, nationality, and age sensitivity and adaptability;
4. Treats all people fairly and with impartiality;
5. Good communication, presentation and report writing skills including proven ability to write concise, readable and analytical reports and high-quality academic publications in English;
6. Ability to work under pressure and to meet deadlines;
7. Flexible and responsive to changes and demands;
8. Experience managing a small research team;
9. Client-oriented and open to feedback.

The consultant will be required to share samples of their evaluation work

Corporate Competencies

- o   Demonstrates commitment to the UN's values and ethical standards.
- o   Promotes the mission, vision and strategic goals of UNDP.
- o   Displays cultural, gender, religion, race, nationality and age sensitivity and adaptability.
- o   Treats all people fairly and with impartiality.

Functional Competencies
- o Consistently approaches work with energy and a positive, constructive attitude.
- o Ability to work under pressure and to meet deadlines.
- o Demonstrates excellent oral and written communication skills.
- o Demonstrates openness to change and ability to manage complexities.
- o Self-reliant and able to work as a part of a multi-cultural team in a stressful.

Professionalism
- o Shows pride in work and in achievements; is conscientious and efficient in meeting commitments; observing deadlines and achieving results; is motivated by professional rather than personal concerns; shows persistence when faced with difficult problems or challenges and, remains calm in stressful situations.**Communication**
- o Speaks and writes clearly and effectively; listens to others, correctly interprets messages from others and, responds appropriately; asks questions to clarify and, exhibits interest in having two-way communication; tailors language, tone, style and, format to match the audience and, demonstrates openness in sharing information and, keeping people informed.

Planning and Organizing

- o Identifies priority activities and assignments; allocates appropriate amount of time and resources for completing work; foresees risks and allows for contingencies when planning; monitors and adjusts plans and actions as necessary and, uses time efficiently.

Client Orientation

- o Considers all those to whom services are provided to be "clients" and seeks to see things from clients' point of view; establishes and maintains productive partnerships with clients by gaining their trust and respect and, meets time line for delivery of product or services to client.

Teamwork

- o Works collaboratively with colleagues to achieve organisational goals; builds consensus for task purpose and direction with team members and, supports and acts in accordance with final group decisions, even when such decisions may not entirely reflect own position.

Technological awareness

- o Keeps abreast of available technology, actively seeks to apply technology to appropriate tasks and, shows willingness to learn new technology.

7. **Evaluation Ethics**

This evaluation will be conducted in accordance with the principles outlined in the UNEG 'Ethical Guidelines for Evaluation'.[4] 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.

8. **Implementation Arrangements**

The Project Evaluation is commissioned by UNDP Iraq's Social Cohesion Programme Pillar. The Pillar will designate an Evaluation Manager. Project staff will assist in facilitating the process (e.g., providing relevant documentation, forming part of the evaluation reference group, arranging visits/interviews with key informants, etc.).

The Evaluation Manager will convene an Evaluation Reference Group comprising of technical experts from partners and UNDP to enhance the quality of the evaluation. This Reference Group will review the inception report and the draft evaluation report to provide detailed comments related to the quality of methodology, evidence collected, analysis and reporting. The Reference Group will also advise on the conformity of processes to the UNDP and UNEG standards.

The Consultant be responsible, with assistance from the project team, for setting up meetings and conducting the data collection, subject to advance approval of the methodology submitted in the inception report. Project staff will not participate in meetings between the consultant and project partners, stakeholders, and beneficiaries.

The Consultant will report directly to the Evaluation Manager. The consultant will work full time during the time of the consultancy and may be required to travel to the project sites as part of the evaluation based on the proposed methodology. If it is not possible for the International Consultant to travel to Iraq, he/she should develop a methodology that takes this into account the conduct of evaluation virtually and remotely and should accordingly factor in the need for the required tools and also translation capacities. This should be detailed in the Inception Report and agreed with the Evaluation Reference Group and the Evaluation Manager.

As part of the assignment;

- UNDP will provide office space with access to the internet and printer when in-country in Baghdad, Iraq.
- UNDP will provide the following list of additional documents to the selected Consultant Firm
  - Donor Reports
  - Relevant Financial Information
  - Contact Details of Stakeholders and Partners

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[4] UNEG, 'Ethical Guidelines for Evaluation', 2020. http://www.unevaluation.org/document/detail/2866

- Project Beneficiary Details
- Risk Analyses and Lessons Learned Logs
- Other relevant documents

- The **Evaluation Consultant** is expected to
  - Have/bring his/her own laptops, and other relevant software/equipment.
    Uuse his/her own mobile and personal email address during the consultancy period, including when in-country.
  - Make own travel arrangements to fly in-country and transportation arrangements outside work hours.
  - Make necessary arrangements for translations during interviews/focus group discussions/consultations.

9. **Timeframe for the Evaluation Process (including Key Deliverables and payments)**

The detailed evaluation workplan will be agreed upon between the UNDP and the selected Consultancy Firm. The Project evaluation will take place between 15 July 2022 – 15 September 2022, including a combination of home-based work and one (1) in-country visit, which includes travel to a selected set of project implementation areas (based on sample selection and security situation permitting).

The evaluation will be carried during 45 working days over a maximum period of 60 working days.

ACTIVITY	ESTIMATED # OF DAYS	DATE OF COMPLETION	PLACE	Responsible Party
Meeting briefing with UNDP (programme managers and project staff as needed)	-	At the time of contract signing *15 July 2022*	Home-based & UNDP CO (online)	UNDP Team Consultant
Sharing of the relevant documentation with the evaluation team	-	At the time of contract signing *15 July 2022*	Via email	UNDP Project Team
Desk review, Evaluation design, methodology and updated workplan including the list of stakeholders to be interviewed	7 days	Within 7 days of contract signing *22 July 2022*	Home- based	Consultant
Submission of the inception report (10-15 pages maximum)	-	Within 7 of contract signing *22 July 2022*	Via E-mail	Consultant
***Deliverable 1: Complete a presentation of the Inception Report to UNDP** and approval of the final inception report by UNDP*	-	Within 5 days of submission of the inception report *27 July 2022*	UNDP Country Office	Team Leader Social Cohesion Pillar; PMSU
Consultations and field visits, in-depth interviews and focus groups	15 days	Within 27 days of contract signing *11 August 2022*	In country (field visits)	Consultant
***Deliverable 2:** Confirmation of completion of Field Work/Data Collection*	1 day	*12 August 2022*	In country	Consultant
Preparation of draft evaluation report (50 pages maximum excluding annexes), executive summary (5 pages)	7 days	Within 7 days of the completion of the field mission *19 August 2022*	Home- based	
***Deliverable 3:** Draft evaluation report submission and submission of raw data, and Presentation on the Draft Findings to UNDP/Evaluation Reference Group*	-	*19 August 2022*	Via E-mail and Online	Consultant
Consolidated UNDP and stakeholder comments to the draft report (including from Evaluation Reference Group)	-	Within 7 days of submission of the draft evaluation report *26 August 2022*	UNDP Country Office	Team Leader Social Cohesion Pillar; Evaluation Reference Group
Debriefing with UNDP and the Evaluation Reference Group (including UNDP Senior Management)	5 days	Within 5 days receipt of comments *31 August 2022*	Home-based & UNDP CO (online)	Consultant UNDP Evaluation Reference Group
Finalize the Evaluation Report incorporating additions and comments provided by UNDP and submit Final Report and Audit Trail	5 days	Within 5 days from receipt of comments *5 September 2022*	Home Based & UNDP CO (online	Consultant

Deliverable				
Deliverable 4: **Final evaluation report (with Audit Trail)** incorporating additions and comments provided by project staff and UNDP country office Approved	-	Within 5 days of final debriefing *10 September 2022*	Home-based UNDP (online	Team Leader Social Cohesion Pillar Evaluation Reference Group
Deliverable 5: Final Evaluation Presentation for Stakeholders (as agreed with UNDP)	5 days	Within 5 days of UNDP Accepting the Final Evaluation Report *15 September 2022*	Home-based/Online)	Consultant Stakeholders identified by UNDP
Estimated total workdays for the evaluation	**45 days**			

Payments will be made upon acceptance and approval by UNDP of the planned deliverables, based on the following tentative payment schedule:

Terms of Payment	Percentage (%)
Deliverable 1	25%
Deliverable 2 & 3	25%
Deliverable 4 & 5	50%

*N.B Travel and accommodation:
All envisaged travel costs must be included in the financial proposal. This includes all travel within country or outside duty station/ repatriation travel. In general, UNDP does not accept travel costs exceeding those of an economy class ticket.

In cases where UNDP arranges and provides travel and/or accommodation due to security and other reasons, it should be noted that these costs will be deducted from the payments to the Consultant.

In the case of unforeseeable travel, payment of travel costs including tickets, lodging and terminal expenses should be agreed upon in writing, between UNDP and selected Consultant prior to travel and will be reimbursed.

The international consultant will be responsible for entire evaluation processes and submission of the above-mentioned deliverables.

10. Application Submission Process and Selection Criteria:

Application Process

Interested qualified and experienced individual consultants must submit the following documents/information to demonstrate their qualifications and interest:

1. Letter of Confirmation of interest and availability using the template provided by UNDP; please see attached template.
2. Most Updated Personal detailed CV including past experience in similar assignment and at least 3 references.
3. UN P11 Form ("CV Form");
4. A detailed methodology on how the candidate will approach and conduct the work and
5. Two samples of evaluation reports done/authored within the past two years.

Note: Applicants must not have worked in the design or implementation of this project or in an advisory capacity for any of the interventions, directly as consultants or through service providers.

Submitted proposals will be assessed using Cumulative Analysis Method. The proposals will be weighed according to the technical proposal (carrying 70%) and financial proposal (carrying 30%). Technical proposals should obtain a minimum of 70 points to qualify and to be considered. Financial proposals will be opened only for those application that obtained 70 or above in the technical proposal. Below are the criteria and points for technical and financial proposals

a) **Technical proposals (total score: 70 points)**

Criteria	Max score	Weight
General adherence to the Term of Reference (ToR)	5	7%
Proposed methodology, approach, and workplan (relevance, logic, rigor, practicality, creativity, realism of work plan etc).	35	50%
Clarity and relevance of the proposed methodology, to the local context and to achieve the deliverables of the ToR.		
Realistic and complete work plan which reflects clear and comprehensive understanding of the scope of work in the ToR.		

Clarity about how gender considerations will be factored into the evaluation.		
Analysis of risks that can impact the evaluation (including its completion and quality)		
Clarity on the quality assurance process that will be in place for this assignment		
Quality of plan to ensure ethics of conducting evaluation with human subjects (methodological component that will be accorded special attention given the project engagement of women, juvenile children, and other targeted groups).	10	14%
Technical capacity of the applicant: qualifications, competencies, experience and skills as per the ToR (also assessed against sample of evaluation work done)	20	29%
Total	**70**	**100%**

b) Financial Proposal (total score: 30 points)

The financial proposal will specify a total lump sum amount and payment terms shall be in line with those that are mentioned in the deliverable table.

Financial proposal will be assessed based on the completeness, clarity and appropriateness. The maximum number of points shall be allotted to the lowest Financial Proposal that is opened /evaluated and compared among those technical qualified candidates who have obtained a minimum 70 points in the technical evaluation. Other Financial Proposals will receive points in inverse proportion to the lowest price applying the formula:

Marks Obtained = Lowest Priced Offer (Amount) / Offer being considered (Amount) X 30 (Full Marks)

11. ToR Annexes:

1. Project Results Framework and Related Documents: https://open.undp.org/projects/00100485

   1a. Project Document:

   1b. Bi-monthly reports:

2. Project Key Partners (including locations) and Project Locations
3. Other Project related Documents (specify):

3.a. UNDP Iraq Country Programme Document 2020-2024:
https://www.iq.undp.org/content/iraq/en/home/library/iraq-cpd-2020-2024.html

4. UNEG Code of Conduct for Evaluation in the UN system:
http://www.unevaluation.org/document/detail/2866
5. UNDP Evaluation Guidelines: http://web.undp.org/evaluation/guideline/index.shtml
6. Evaluation Quality Assessment Guidelines: http://web.undp.org/evaluation/guideline/section-6.shtml
7. Evaluation guidelines during COVID-19
8. Integrating Gender Equality and Human Rights in Evaluation - UN-SWAP Guidance, Analysis and Good Practices

   http://www.unevaluation.org/document/download/2107

   http://www.unevaluation.org/document/download/2695

9. Inception report Template
10. Evaluation Matrix (Sample Evaluation Matrix) – to be included in the inception report.

Table A. Sample of evaluation matrix						
Relevant evaluation criteria	Key questions	Specific sub-questions	Data sources	Data collection methods/tools	Indicators/ success standard	Data analysis method

Adobe Acrobat
Document

11. Evaluation report Template
12. Audit trail Template
13. Dispute and wrongdoing resolution process and contact details (will also be provided at the time of signing the contract)

Annex 3 of the
UNDP Evaluation Gu