TERMS OF REFERENCE


B. Type of position: Short-term consultant; International

C. Post Reference: MNE 10/073

D. Duty Station: Podgorica, Montenegro and Home based

F. Duration of appointment: 24 working days during the period November 2010 - December 2010

G. Contract type: Special Service Agreement

H. Deadline for Application: October 28, 2010 CoB

i. Background

The United Nations Development Programme (UNDP) has been operating in Montenegro since 2001 to promote and implement sustainable human development strategies and programmes based on national priorities in line with the country’s reform agenda. Since early 2010 Montenegro has been involved in a unified model of UN System functioning within the “Delivering as One” integrated programme. The reform agenda initiated by UN member states, an integral part of which is the programme “Delivering as One” requires the UN development system to intensify its efforts to improve compliance and the effectiveness of its activities in the field. The aim of the UN Integrated Programme for Montenegro is to improve the results and impact of development by integrating comparative advantages of the UN system into a unified strategic framework. The programme was created in accordance with government priorities on the way to joining the European Union as well as the national development priorities outlined in strategic documents: development strategies and action plans.

Currently, the UNDP Montenegro and its project implementing partners are in early stages of preparation of the Country Programme Document (CPD) for 2012 – 2016. For improved and effective implementation of the strategies and mechanisms for the 2012 – 2016, it is important to review and evaluate the efficiency and success of the previous programme cycle (2007-2011). This evaluation will provide lessons learned and make recommendations to improve programme modalities and management approaches. The CP for 2007-2011 has focused on three distinct programme areas: (a) social inclusion (b) democratic governance (institutional and judicial reform) and (c) economy and environment for sustainable development.

The social inclusion component, which includes poverty alleviation, has focused on improved access to quality public services and the development of opportunities for vulnerable groups (VG), particularly Roma, women and other at-risk categories. The activities are organized around:

- Support to Roma and other VGs’ efforts to gain access to public services (health, social welfare and education) employment and development possibilities. This will be mainly achieved through: (i) support to the process of decentralization in the Social Welfare System, (ii) increased participation by local actors and beneficiaries (iii) greater use of community rather than institutionally based services and greater choice for users (iv) development of innovative employment and social programmes (vi)
strengthening the capacity of both Social welfare centers and civil society organizations and (vii) support in wider ICT use in public service provision (eg. education).

- Promotion of employment opportunities for the vulnerable and social groups at risk of exclusion. This will be achieved by: (i) supporting productivity-enhancing investments; including support to the unemployed which lost jobs in the transition process with access to resources (ii) implementation of employment generation programmes for hard-to-employ groups, unskilled and semi-skilled labour, and (vulnerable) women and (iii) strengthening the enabling framework for SMEs in the Northern part of the country. Special attention will be paid to establishing partnerships and close links among local governance, Employment Agency of Montenegro, local SMEs and civil society organizations.

- To promote participation of women in the areas of business, politics and executive authorities by supporting the Office for Gender Equality in effective implementation of the National Action Plan for Gender Equality. UNDP efforts will be concentrated on advocating for gender legislation, integrating gender equality in the national policy priorities and supporting the implementation of frameworks enabling more favorable development opportunities for women (such as support to women entrepreneurship, micro-crediting, et cetera).

- Enable provision of harm reduction interventions for those living with HIV/AIDS and to improve the effectiveness of HIV prevention programmes in Montenegro concentrating on the following vulnerable populations: IDUs (Intravenous Drug Users), CSWs (Commercial Sex Workers), MSM (Men having Sex with Men), Sailors and Tourism Workers, Prisoners, Roma and Youth. In addition UNDP will support Ministry of Health in implementation of the National TB prevention and Control Strategy.

- The concept of National Human development reporting and monitoring of social trends with impact on Human Development will also be implemented in Montenegro. Assistance and technical backstopping for the Government of Montenegro will be provided, as well as coordination with UN agencies for the purpose of MDG reporting. It is expected that both NHDRs and MDGRs are prepared in 2008/09.

For more details on specific projects please see http://www.undp.org.me/si/index.html

**Scope of the evaluation:**
This is an outcome evaluation (as summative evaluation of SI cluster projects developed within two CPD outcomes - Social Inclusion and Gender Equality) with clear recommendations on the strategy options for the forthcoming UNDP CPD 2012-2016. The evaluation will assess the contributions of UNDP towards development results stipulated in the CP, which is expected to strengthen the formulation and implementation of the next CPAP and associated UNDP projects.

The evaluation will cover the entire programme period and will focus on assessing the strategies, implementation mechanisms and programmatic results based on management, programme coordination, design of the CP and communication and cooperation between the stakeholders. The evaluation will highlight strengths, weaknesses/gaps, good practices and provide forward looking recommendations. It is expected that the recommendations should be formulated both in light of forthcoming CPD development as well as having in mind positioning of UNDP social inclusion programmes within Delivering as One framework.

● UNDP in Montenegro promotes sustainable development, which is economically viable, socially inclusive and environmentally friendly ●
In addition, the Evaluator should bear in mind that the evaluation is to be conducted one year prior to 2007-2001 CPAP end. Therefore the evaluation should, to the extent possible, take in consideration those activities/outputs which would significantly contribute towards outcome achievement and which would take place in 2011.

It is suggested that among others the evaluators should consider as ‘point of departure’ an Assessment of Development Results (ADR), a comprehensive Country Office Programme evaluation which took place in 2005.

The evaluation should be conducted in a participatory manner involving and soliciting views, feedback and opinions of stakeholders including implementing partners (Ministry of Foreign Affairs, Ministry Labour and Social Welfare, Ministry of Health, civil society organization, local think–tanks programme/project beneficiaries and relevant UN agencies.

**Methodology:**
The evaluation will be undertaken in close consultation with the government throughout the process to ensure the principles of national ownership, transparency and mutual accountabilities are followed. The relevant national partners will be consulted at all levels of the process including the development of the evaluation TOR, setting evaluation methodology, identification of external consultants following the UNDP recruitment procedures and the overall management of the evaluation process.

In general, the evaluation team will adopt an integrated approach involving a combination of quantitative and qualitative data collection and analysis tools to capture both the tangible and quantifiable impacts as well as to understand the factors and processes contributing to those changes in the lives of beneficiary groups. The evaluation will comprise of the following key stages/processes:

**Desk review:** the evaluation team will review all available material related to the programme, such as Project progress reports, project evaluation reports, projects documents, relevant national and international surveys, knowledge produced, attitudes and practices surveys as well as policy and legal documents.

**Finalisation of evaluation methodology and work plan:** In consultation with the relevant UNDP staff and relevant national partners (as required), the Evaluation Team will finalize the appropriate methodology to address the underlying objectives of this evaluation. The methodology will entail a participatory process for data collection, generating an evidence base to substantiate all findings while ensuring that the data collection methods and data analysis is of high quality, triangulated and verifiable; and that stakeholders are involved in data collection processes and debriefed on regular basis to address any unforeseen challenges requiring support or clarification.

**Field visits:** the evaluation team will conduct field visits supported by UNDP to collect data using a mix of qualitative and quantitative approaches such as structured surveys, structured and semi-structured interviews and observation techniques. The team, in consultation with UNDP, will identify key stakeholders to be
consulted with during the evaluation so that their engagement and involvement in the evaluation process can be arranged in a timely manner. Key stakeholders include officials from government departments, civil society representatives, UNDP staff, and beneficiary groups.

**Debriefing session:** the evaluation team will debrief the relevant stakeholders and UNDP management about the initial findings including key observations and recommendations based on verifiable facts and figures.

**ii. Duties and Responsibilities:**

The key objectives of the evaluation are:

- To assist the UNDP and other project implementing partners to understand: the efficiency, effectiveness and relevance and of the UNDP Social Inclusion programme; the sustainability of programme results including ownership of the project implementing partners; the level of satisfaction of programme stakeholders and beneficiaries with the results, and whether UNDP was effectively positioned and partnered to achieve maximum impact.
- To assess the contribution of the programme to achieve the country priorities and goals
- To distil lessons learned based on programmatic and operational strengths and weaknesses for the future programming
- To assess UNDP’s comparative advantage in addressing the support and capacity needs of implementing partners during the course of SI cluster projects’ implementation
- To assess how gender concerns have been integrated in SI projects implementation and to formulate set of recommendations to ensure efficient and effective gender mainstreaming and maximizing impact\(^1\).
- To highlight the anticipated and unanticipated outcomes of the programme both positively and negatively impacting the lives of the target groups
- To provide recommendations on the future implementation and strategy options for effective and efficient delivery of UNDP commitments as per the CPAP.
- Factors affecting the outcomes: factors – other than UNDP interventions – which affected the achievement of the outcome (Montenegro becoming middle income country, turnover of the staff/officials in the Ministries; donors’ environment and interests in specific areas).

An international consultant selected by UNDP Montenegro will be engaged to undertake the evaluation. The international consultant will function as the Facilitator (hence Team Leader) for the mission. He/she will be responsible for the entire work of the mission and to deliver the expected outputs of the mission (high quality UNDP format Project Evaluation Report agreeable to the UNDP standards and requirements).

Specifically, the international consultant - Team Leader, will perform the following functions:

- guide the evaluation team;
- elaborate the research methodology of the evaluation;

\(^1\) Please note that the gender mainstreaming has been integrated as mandatory component of programming cycle only as of 2009.
The Team Leader will be responsible for consolidating the final evaluation report in English following the UNDP Guidelines on Evaluation Report. The report will consist of two components, each related to the evaluated Outcomes. The first draft will be presented to and discussed with the UNDP prior to completing the evaluation mission in Montenegro. The final Evaluation Report will be sent to UNDP at the latest, one week after the end of the mission.

The evaluation team is required to follow the following guidelines and standards developed by UNDP Evaluation Office: UNDP Guidelines for Outcome Evaluators, UNEG Ethical standards for evaluation, UNEG Norms and Standards for Evaluation, UNDP Evaluation Report standards.

These resources are available on http://erc.undp.org. The Evaluation team will be provided with these guidelines prior to starting their assignment with UNDP.

### iii Timing and Reporting

International Consultants will be engaged under Special Service Agreement immediately following the selection of the best candidate for the advertised post. S/he will be expected to spend a total of 24 working days in delivering his/her task. The Consultant will be expected to undertake one mission to the duty station (Podgorica, Montenegro) during the period of assignment (approximately 10 working days).

Proposed evaluation schedule includes the following:

- Desk Review – 7 days;
- Evaluation design, methodology and detailed work plan – 2 days;
- Field visits, interviews, consultations – 5 days;
- Preparation of draft evaluation report for debriefing – 4 days;
- Debriefing with UNDP and partners/key stakeholders – 1 day;
- Finalization of evaluation report – 5 days.

UNDP will manage the evaluation process, provide backstopping support and ensure the coordination and liaison with concerned agencies. The UNDP will work with the Evaluation Team providing overall guidance and quality assurance. UNDP will support the evaluation team in terms of providing all the reading materials, introductory letter to the Ministries in the Government of Montenegro, logistical support for conducting the consultation meeting & field visits and brief orientation to facilitate & initiate the evaluation process. UNDP will ensure that the evaluation is on agreed schedule, that it follows UNDP evaluations standard, and that all the stakeholders are informed & involved in the evaluation process. UNDP will also ensure that there is a management response to the evaluation in place and measures & plans to take these responses forward.
iv  Competencies:

- Demonstrates integrity by modeling the UN’s values and ethical standards;
- Demonstrates ability to collect and analyze data from a quantitative and qualitative perspective;
- Displays cultural, gender, religion, race, nationality and age sensitivity and adaptability;
- Focuses on result for the client and responds positively to feedback and different points of view;
- Consistently approaches work with energy and a positive, constructive attitude;
- Remains calm, in control and good humored even under pressure;
- Demonstrates openness to change and ability to manage complexities.

v Qualifications and experience:

- Masters Degree in social sciences related to international development, i.e. social economics, gender, international relations, public and business administration or equivalent; Ph.D. is desirable;
- At least 10-year experience and proven track record with social and economic and/or human development field, policy advice, development, formulation and implementation in these areas, preferably at national level, including field experience, strategic planning and evaluation;
- Extensive experience of programming on issues of gender equality and women’s empowerment;
- Experience in conducting evaluation;
- Strong inter-personal and presentation skills;
- Proficiency in English (knowledge of South-Slavic languages would be an asset);

Desirable:
- Experience in the Balkan region;
- Experience in programme/project creation and management for emerging countries, including cost assessments and sustainability issues;
- Prior experience with UNDP in programme/project implementation and M&E.

v. Application Process

Interested applicants are requested to submit their applications to UNDP Office in Podgorica by e-mail to consultancy.me@undp.org by October 28, 2010, CoB.

The application should contain:

1. Duly completed Personal History (P11) form that can be downloaded at: http://www.undp.org.me/files/jobs/index.html
2. Cover/Motivation Letter

The short-listed candidates only would be requested to submit a letter of interest including a price quotation indicating the lump sum (in EUR) requested for the work envisaged in the section "Duties and Responsibilities".

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