TERMS OF REFERENCE

Project: “Conflict Prevention and Mitigation in the Fergana Valley”
Post Title: Evaluation Expert
Duty Station: Khujand
Duration: Estimated 23 working days
Over the period of: November 15, 2011 – December 15, 2011

Terms of Payment: Lump sum payable upon satisfactory completion and approval by UNDP of all deliverables, including the Final Evaluation Report

Travel costs: The costs of in-country mission(s) of the consultant are to be included in the lump sum.

I. Purpose of the Project Evaluation

The purpose of this evaluation is to ascertain a better understanding of the efficiency and effectiveness of the project to date, and the internal and external factors affecting the project’s effectiveness as well as evaluate the impact, relevance and sustainability of the project. Additionally the evaluation will assess whether the project outputs are being delivered as per the project results framework, and how those are likely to contribute to reaching the project outcomes. This evaluation will help to identify the contributions of the project towards the achievement of the UNDP’s Country Programme Results and Resource Framework which is “National and local levels of government and local self-governing bodies have the capacity to implement democratic governance practices, and effectively and strategically plan, finance and implement development initiatives in an inclusive and participatory manner.” Moreover, it is expected that the evaluation will show the outputs and impacts of UNDP’s support to conflict prevention strategies and programmes, to strengthen UNDP’s accountability to national partners and donors.

Objectives:

The main objectives of the Project Evaluation should consist of the following:

- To gauge the level of participation of the beneficiaries in the planning, design and implementation of the project;
- To assess and estimate the extent to which the project is meeting the expectations of the beneficiary communities;
- To evaluate the efficiency, effectiveness, impact, relevance and sustainability of the project so far with respect to the expected outcomes;
- To evaluate the appropriateness of the approaches and methodologies used for implementing the project with particular attention to effectiveness, impact and sustainability issues;
- To evaluate the approach used on partnership with local organizations and the balance, which has been chosen between partnership and direct operation;
To learn lessons and derive recommendations from implementing the project to ensure their continued relevance, effectiveness, and ongoing contribution to key national priorities in conflict prevention and peace building;
- To evaluate the level of integration between the different aspects of project implementation;
- To assess the extent to which promotion of gender equality has been incorporated into project activities.

**Scope of the Project Evaluation**

The scope of this evaluation is specific to project objectives, inputs, activities and outputs. It will also consider the impact, relevance and sustainability of project and continued linkage with the UNDP’s Country Programme Action Plan Outcome.

**Methodology**

The project works with a wide range of communities, government and non-governmental partners on a gamut of issues that are linked to the three key outputs under the project Results and Resources Framework. Given the dynamic nature of this work, the methodology to be used should capture both the tangible project activities that are or have been implemented but also the effect of the project on the institutions and individuals. In this regard, UNDP expects the Evaluator/s to employ a participatory methodology which consists of the following key elements:

- Documentation review (desk study);
- Field visits;
- Preparation of questionnaires;
- Observation;
- Interviews with beneficiaries, representatives of local, district and regional authorities;
- Focus group discussions;

**II. PRODUCTS EXPECTED FROM THE EVALUATION**

The following deliverables are expected from this evaluation:

1. **Evaluation Inception Report** – An inception report should be prepared by the evaluators before going into a full fledged data collection exercise. It should detail the evaluators’ understanding of this evaluation, what is being evaluated, why, showing how each evaluation question would be answered by way of: proposed methods, proposed sources of data and data collection procedures. The report should also include a proposed scheduled of tasks, activities and deliverables, designating a team member with lead responsibility (if necessary), for each task or product. The inception report should help to demonstrate that UNDP and the Evaluators share the same understanding of this evaluation and clarify misunderstanding at the outset.

2. **Draft Evaluation report** – this will be circulated for comments with project staff and partners.

3. **Presentation of key findings**: power-point presentation to Project staff, Khujand UNDP AO’s Management and selected stakeholders.

4. **Final Evaluation Report** – The final report should address the comments provided on the draft report.
More on the structure of the report is described in the appendix 1 to this ToR. The report will be both in Russian and English languages.

**Evaluation Ethics**
All evaluations in UNDP must be conducted in accordance with the principles outlined in the UNEG “Ethical Guidelines for Evaluation.” [http://www.unevaluation.org/ethicalguidelines](http://www.unevaluation.org/ethicalguidelines)

**Action Plan**

The Evaluation Expert will deliver the respective outcomes in accordance with the following schedule:

<table>
<thead>
<tr>
<th>N</th>
<th>Action</th>
<th>Location</th>
<th>Time frame</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>I</td>
<td>Stage I</td>
<td>Communicate through e-mail</td>
<td>November 15 to 18, 2011</td>
<td>All available and relevant project documentation will be analyzed and processed. Several start-off meetings will be delivered with the evaluator concerning the Action Plan, results and resources framework, etc.</td>
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<tr>
<td>II</td>
<td>Stage II</td>
<td>Shurab, Chorkuh, Surkh Jamoats, Isfara Districts of Sughd Region</td>
<td>November 21 to 25, 2011</td>
<td>Regular and several field trips will be made to the project’s areas to meet with the communities, beneficiaries, local and district authorities, subcontractors to brainstorm and assess the project’s impacts and implementation mechanisms.</td>
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<tr>
<td>III</td>
<td>Stage III</td>
<td>UNDP Khujand Area office</td>
<td>November 25 to 30, 2011</td>
<td>The gathered information will be systemized, analyzed, tabled, and processed. The final meeting and discussions of the first drafts of the report will be made with IP. The first draft shared and comments gathered.</td>
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<tr>
<td>IV</td>
<td>Stage IV</td>
<td>UNDP CP and Khujand AO</td>
<td>December 15, 2011</td>
<td>The final version of the Evaluation Report after sharing and discussions of the drafts will be submitted to UNDP.</td>
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III. **Duration of assignment, duty station and expected places of travel**
The above mentioned results are expected to be delivered by the evaluators during 1 month (for the period of November 15, 2011 till December 15, 2011 (23 working days)), and will carry out needed activities from duty station based in the UNDP Khujand Area office, and when necessary will carry out field trips for purposes of achieving the identified outcomes.

IV. Reporting

The evaluator will prepare and submit report in accordance with the action plan and objectives in a timely manner. The draft report is to be submitted in electronic copy. The evaluator is also expected to present the key findings of the evaluation to key project staff and partners for comment. The final version of the report should address all the comments that will be provided by project staff and partners.

V. Payment

The services provided by the Expert under the present ToR would be paid for by the UNDP following submission and acceptance of the related documents and reports by the UNDP. The payments will be issued on the basis of delivered results and after respective acceptance by the Area Manager of UNDP Khujand AO. Expenses related to transport and field trips for conducting meetings will be arranged by the UNDP. Overall management and certification of works completed by the Expert will be performed by the UNDP Khujand AO.

VI. Qualifications

It is expected that the evaluator must have the following skills, capacity, and expertise to undertake the proposed evaluation:

- Post-university degree(s) in economics, sociology, agricultural economics, or in other relevant studies;
- Technical skills and extensive practical experience of work in development projects, programs;
- Knowledge of area (project areas). Proven knowledge of socio-economic sector and interethnic situation in Isfara district of Sughd Region;
- Proven experience in work with participatory methodologies and ability to use advanced programme analysis;
- Experience of work with local implementing partners such as INGOs, NGOs, local and district authorities;
- Ability, adaptability, and flexibility to travel to project areas to gather relevant information, meeting direct beneficiaries and communities etc.
- Competence in project evaluation techniques and proven work experience in use of participatory evaluation methods for identifying measurable target indicators;
- Demonstrated ability to assess complex situations in order to succinctly and clearly distil critical issues;
- Excellent analytical, report writing skills and communication skills,
- Knowledge of English, Russian, Tajik languages;

Since UNDP Tajikistan currently has a majority of male employees, we strongly encourage qualified female to apply for this position. UNDP seeks to ensure that male and female employees are given equal career opportunities, and that staff members are able to keep an appropriate balance between work and private life.
Appendix 1: Report structure of Evaluation/Review

Length of the Report
The maximum acceptable length of the report would normally be 30 pages for project evaluations (annexes excluded).

1. Coverage
This should indicate: the title of the project, its code, and the name of the evaluator (or the company), and the date the report was submitted.

2. Table of Contents
It should include page numbers and list of tables, graphics, boxes, annexes and photos

3. Abbreviations/Acronyms
E.g. UNDP = United Nations Development Programme.

4. Map of the region:
This is not always necessary, yet in some cases it might be useful to help the reader familiarize himself with the country/region; especially if the report contains a lot of geographical names.

5. Executive Summary:
It should be a summary that contains the context of the evaluation, purpose, scope, methodology, main findings, conclusions, recommendations and lessons learned.
The executive summary should be a “stand-alone” document of a maximum of 5 pages.

6. Introduction:
The Introduction should not be more than one page. It should contain the:
- Purpose of the evaluation/review
- Scope of the programme/project
- Scope and methodology of the evaluation
- Structure of the report.

7. Project description and evaluation profile
This section should contain:
- Brief background to region/country (Political, social, economic, and historical)
- Economic, social and cultural dimensions of the object to be evaluated
- Linkages to other objects
- Stakeholders
- Issues to be addressed
- References to relevant documents and mandates
- Other information (phases, timeline, budgets etc.)
- Magnitude of project intervention.
- Purpose and scope of the evaluation what results were expected to be achieved –Evaluation process and methodology –Any Obstacles.

8. Evaluation findings
This section should be a clear statement of what the evaluation found out in response to the questions it was set up to answer. There will be different categories suitable to the project being evaluated and based on the TOR. This should include findings (the list below is not exhaustive):
• Regarding resources used and outputs produced
• Indicating contribution to outcomes and intended and unintended effect
• Indicating progress compared with initial plans (achievements/challenges)
• Indicating status of implementation of recommendations from previous evaluations (if any)
• Giving information on sound quantitative and qualitative data about progress made for women and men over the period evaluated (no general remarks unsupported by evidence)
• Giving information on project impact:
   Role, achievement and impact of project staff activities
   Contribution to local development
   Management issues
   Value added of the project/programme to other unplanned local development spheres.
   Visibility of the project
• Giving information on capacity building and exit strategy: whether capacity has been developed; whether mechanisms have been put in place to ensure that local groups can sustain the positive effects of the projects once the project leave.
• Giving results of a brief analysis of the cost effectiveness of the project and a breakdown of expenses. Annexes can be used for a lengthier presentation of the budget and expenditures
• Concerning project management

9. Conclusions:
• Conclusions should be based on the analysis of the findings and supported by evidence. They should:
  • Add value to the findings
  • Answer to evaluation issues
  • Focus on issues of significance related to key areas mentioned in the TOR.

10. Recommendations:
The Recommendations should be numbered and divided according to whom they are directed to, e.g. donor agency, UNDP or partner institution/agency, etc. The use of a table can be a way to organize them. They should:
• Contain suggestions to improve future performance
• Be supported by evidence and findings
• Be adequate in terms of the TOR
• Facilitate implementation (Realistic and objective).

11. Lessons learned
Lessons learned should help to:
• Replicate similar type of interventions elsewhere or upscale the project;
• Prevent mistakes for future similar interventions;
• Contribute to general knowledge in the area of the intervention of the project being evaluated.

Annexes:
The expected annexes are:
• List of People interviewed/met
• List of important documentation consulted
• Data collection instruments;
• Terms of Reference of the Evaluation/Review and Desk Study (if any)