



### **Terms of Reference**

Expert of the Forward-looking assessment mission

<b>Type of Contract:</b>	IC (Expert), International
<b>Languages Required:</b>	Proficiency in English, knowledge of Russian is an asset
<b>Duration:</b>	10 September -31 October 2012 - 20 full working days (10 full working days of desk job data/information collection, 5 days of in-house work in Bratislava, and 5 days for finalization of the evaluation Report, recommendations and the concept note plus RRF for the new phase of the HD Umbrella project)
<b>Location:</b>	Desk-work and in-house stay in Bratislava , Slovakia with interviews with relevant stakeholders in beneficiary countries (electronically or through field visits)
<b>Application Deadline:</b>	<b>ASAP for 2 weeks</b>

***Please note that UNDP is not in the position to accept incomplete applications - please make sure that your application contains all details as specified below in this notice.***

#### **1. Background**

This forward looking assessment mission is initiated by UNDP Bratislava Regional Center and aims to assess UNDP Interventions on Human Development (HD) carried out under HD Umbrella regional project, including provision of recommendations for future work. This evaluation is to be undertaken taking into consideration the evaluation policy of UNDP (<http://www.undp.org/eo/documents/Evaluation-Policy.pdf>) and the UNDP Handbook on Monitoring and Evaluating for Results (<http://www.undp.org/gef/05/monitoring/policies.html>). The evaluation is linked to the UNDP's Poverty Practice in Europe and the CIS approach to improving the understanding of human development and embedding the MDGs in national development strategies.

The project had a set of outputs at PSPD level contributing to the two major Core Results of service line 1.1, "MDG country reporting and poverty monitoring" (in particular, Core Results "Statistical capacities and analytical processes for regular MDG reporting established" and "HDRs prepared addressing national priority issues"). It also contributed to service line 1.2, "Pro-poor policy reform to achieve MDG targets".

Prior to its launch in May 2007, the first Umbrella-designed regional Human Development (HD) project had built upon randomized activities that signaled lack of in-depth understanding of HD concept as well as missing tangible relationship between the concept and practical policies at RBEC Country offices' level. Even though sustainable human development is an area often perceived as UNDP's trade mark, it was not always sufficiently internalized and its meaning was not clearly understood beyond UNDP. Governments and policy-makers preferred to be focused on HDI rankings and less so on human development and MDGs conducive policies. In the long run, lacking sufficient internalization could have lead to a peculiar situation when sustainable human development rhetoric was used at policy level but was not adequately reflected in policy practice. Sustainable human development was rarely perceived as comprehensive sustainable development framework.

A pilot course on "Sustainable Human development and MDGs in Eastern Europe" - conducted in 2006 jointly with UNDP BRC and Central European University in Budapest - pre-determined the formulation of teaching component of the regional HD Umbrella project. Institutionalizing the course and making it a regular academic event was seen as a great opportunity for promoting the concept of sustainable human development and accelerating MDGs achievements in the region.

At the stage of its closure in 2012, regional project covers a broad range of activities: from conceptualizing the links between human development, equity, sustainability and social inclusion to practical advice on how to translate the human development concept into sector-specific, pro-poor macro-economic policies, and policies to promote employment, social inclusion and reduce vulnerability. Activities include research and methodological work on how to monitor progress in human development through teaching sustainable human development and how it can be translated into real, tangible change, to policy advice and piloting novel approaches in the framework of practical interventions in the field. One of project's strongest components remains assistance to the government in using data to design and implement evidence-based policies that benefit the poor.

#### Project objectives:

The overall aim of the project was to address the deficits in **understanding and applying the concept of sustainable human development to development challenges in the region**. It consisted of several mutually reinforcing components and was implemented involving wide range of actors – experts from Bratislava Regional Centre, universities in the region, UNDP country offices, academia working in the area of human development promotion. Most of the project components were demand-driven providing specific support upon demand from country offices. In particular, the project focused on four major dimensions. In particular, the project aimed at:

1. Improving national capacities for enhance statistical data collection for HD monitoring, including disaggregated statistics, and for the use of statistical data in policy making;
2. Improving understanding of a wide range of stakeholders on the concept, policy use and practical application of Human Development and MDGs at various levels;
3. Supporting and strengthening CoP of practitioners working in the area of HD and MDGs;
4. Jointly elaborating and disseminating HD and MDG related knowledge products.

The ultimate goal was to ensure that national and local development instruments reflect the sustainable human development concept, contribute to achieving the MDGs at national and local levels, adequately addressing the needs of vulnerable groups, including Roma.

#### Key reference materials:

- 1/ Regional Human Development Report 2011 - <http://europeandcis.undp.org/ourwork/poverty/show/3D67787C-F203-1EE9-B865429091EC6355>
- 2/ Roma in Central and South-eastern Europe - <http://europeandcis.undp.org/ourwork/poverty/show/2180B041-F203-1EE9-B598F2648BEACB5D>
- 3/ The financial crisis as human development opportunity, A. Ivanov, February 2009 - <http://www.developmentandtransition.net/Article.35+M501f27b342d.0.html>
- 4/ "Twenty Years of Transition and Human Development" Development and Transition newsletter - <http://www.developmentandtransition.net/Tags.44+M5092303b2df.0.html>
- 5/ Summer School on Human Development 2007-2012 (joint venture of UNDP BRC and the Central European University, Hungary)  
2012 - <http://sunlearning.ceu.hu/course/view.php?id=122>  
2011 - <http://sunlearning.ceu.hu/course/view.php?id=103>  
2010 - <http://sunlearning.ceu.hu/course/view.php?id=78>
- Sustainable HD school video materials on the YouTube - <http://www.youtube.com/user/shdbrc>
- 6/ "The Global Crisis and Human Development: A Study on Central and Eastern Europe and the CIS Region", The journal of Human Development and Capabilities, Volume 13, May 2012 - <http://www.tandfonline.com/doi/abs/10.1080/19452829.2011.645531>
- 7/ UN teamwork space "Human Development in Europe and CIS" - <https://undp.unteamworks.org/node/66611>
- 8/ Other important and relevant publications on Roma (will be available by the end of June)
- 9/ List of RBEC NHDRs produced between 2007-2012 - <http://hdr.undp.org/en/reports/>
- 10/ List of HD and MDG focal points at RBEC Country Offices

## **2. Description of Responsibilities**

Bratislava Regional Centre intends to undertake a strategic, forward-looking assessment of its work on understanding and applying human development to development challenges in the region in all stages of project's implementation. More specifically the evaluation is expected to examine the following:

- (a) Level of enhancement of national capacities for HD data production and usage in policy making, including capacity to produce data disaggregated by vulnerable groups and sub-national administrative units. Particular questions to be addressed:
  - Have implemented activities enhanced the data producers' and users' capacity to understand and apply HD/MDG and social inclusion data?
  - Did the project provide opportunities for constructing comprehensive data products that can be the basis for in-depth project follow-ups at national and local levels?
  - Did the project provide opportunities for exchange of views and information with development actors in countries facing similar development challenges?
- (b) Degree of understanding of stakeholders (students, civil society, policy makers) on Human Development. Particular questions to be addressed:**
  - Have implemented activities under the project improved policy-makers' capacity to elaborate and implement HD conducive responses to development challenges
  - Did the project expand the opportunities, for HD teaching, acquiring and sharing knowledge both at academic and at practical levels?
  - Were cooperative links improved between different actors involved in HD and MDGs issues providing opportunities for 'cross-fertilization' – i.e. exchange of experience from different sectors?
- (c) Extent to which CoPs of practitioners working in the area of HD were supported and strengthened. Particular questions to be addressed:
  - Was HD and MDGs focal points cooperation improved?
  - Was HD group of professionals able to act like a team utilizing the opportunities that the structure of UNDP (with country and regional level presence) provides for advancing the issues of HD?
  - Did the "HD in Europe and CIS" UNTeamwork space enhance ability of CO users to benefit from and contribute to knowledge sharing?
- (d) Elaboration and dissemination of HD and MDG related knowledge products. Issues to be addressed:
  - Were methodologies and experience in the area of HD monitoring and vulnerability codified for replication in the region?
  - Was the project contributing to promotion of regional and global HDRs and improving visibility of UNDP as knowledge-based organization?
  - Was the inventory of projects and policies targeting vulnerability issues made?
- (e) Provision of recommendations on how to scale up existing HD interventions of Bratislava Regional Center and formulation of the concept note for the next phase of HD regional project

The expert/consultant should provide the hiring unit with recommendations regarding specific actions that might be taken to improve the quality of the HD products and efficiency/effectiveness of undertaken activities (under scope of evaluation) and assist in formulation of the concept note and its respective Results and Resources Framework (RRF) for the next phase of regional HD project with the start-up date as 1 November 2013.

*The Role and Tasks of the expert:*

The expert will work under direct guidance of Poverty Reduction Practice Leader, in collaboration with HD Advisor and other HD team member. The expert should come with expertise in quality of human development analysis (quality of HD products component and effectiveness/efficiency)

In order to assess the influence of the UNDP strategy on HD and the extent to which the HD regional project has contributed to introducing Human Development concepts and approaches at regional and national/sub-national levels to various target audiences and across 4 components below, it is necessary to review the series of interventions as they have evolved over time. This set of interventions include:

**Component 1: Improvement of national capacities in enhancing statistical data collection for HD monitoring, including disaggregated statistics, and for the use of statistical data in policy making**

Evaluate if project addressed wide range of challenges related to HD statistics, targeting both the supply side (assisting the production of better and more relevant data) and demand side (improving the understanding of HD statistics among users and in particular policy-makers). Assess whether support under this output took into account budget limitations of national governments in piloting new methodologies in the area of poverty monitoring and social inclusion. Examine whether efforts and resources were devoted to complementing governments' effort in the area of HD data production, particularly with regards to the preparation of new census round.

Baseline	Indicator of success
Capacities and statistical data necessary for HD monitoring available mostly for national aggregates	Number of countries that have capacities to monitor HD at sub-national level
Methodologies for data disaggregation are not implemented	Methodologies for data production are up to international standard
National and local policies do not reflect MDGs	Disaggregated open-source data repositories in place

## **Component 2: Improvement of understanding of a wide range of stakeholders on the concept, policy use and practical application of Human Development at various levels**

Assess whether the project has addressed the deficits in understanding and applying the concept of sustainable human development to development challenges in the region. In particular in the scope of support in elaboration of new curriculum into the country-level universities, conduct of the UNDP-CEU summer courses, on-demand support in translation of important HD literature into local languages and vice-versa as well as on-demand workshops for policy makers on social inclusion.

Baseline	Indicator of success
HD paradigm not sufficiently understood by stakeholders	Number of policy-makers who successfully passed HD trainings
Research on SHD still tends to be clustered into separate dimensions with "sustainable development" oscillating around environmental aspects and other development topics – traditional "development economics"	New HD curriculum elaborated
	Number of universities that joint the network

## **Component 3: Supported and strengthened COP of practitioners working in the area of HD and MDG**

Assess the effectiveness of community of practitioners working in the area of HD (maintenance and on-demand training and mentorship). Assistance to COs in revision of NHDRs preparations on a regular basis and in mainstreaming NHDRs into policy practice in the form of follow-up activities after the launch of NHDRs (at regional and country levels).

Baseline	Indicator of success
UNDP and other family organizations need regular update on latest development in HD area and need improvement of their skills and knowledge	Number of staff from COs that has passed trainings on HD issues
NHDR teams often need support to bring the HD analyses closer to policy practice	Number of COP meetings organized

## **Component 4: Jointly elaborated and disseminated HD related knowledge products**

Assess the degree of project's support in the process of experience conceptualization and knowledge sharing and whether the products elaborated under this component were instrumental for replication to other countries facing similar challenges. Review whether the inventory of projects and policies targeting vulnerability issues was conducted

Baseline	Indicator of success
Knowledge of poverty in the region is still superficial with the subject mostly being addressed in the monetary terms	Number of background papers on disaggregated analyses of dimensions and determinants of poverty and social exclusion elaborated
The HD impact assessment of policies at local and central level is not applied in the region	Number of countries supported with production of NHDRs

Further, the expert in his/her part of the evaluation report should address the following questions:

- The extent to which issues related to empowerment of women were addressed in HD products
- Are HD products of equal value for women and men beneficiaries?
- Did HD products encourage disaggregation of data (by sex, region, age, etc)?

## **EVALUATION METHODOLOGY**

### *Evaluation Methodology:*

The expert will be responsible for producing an evaluation report which draws on the findings and factual statements identified from a review of relevant documents which were submitted according to UNDP rules and procedures, including the annual project planning documents, annual project reports, in addition to the technical reports produced by the project. A list of the above materials will be shared with the expert before the beginning of the mission. The mission will also undertake mission to Bratislava Regional Center and interview (on-line) the stakeholders including the target beneficiaries, government officials (both at the national and regional levels). Participation of stakeholders in the evaluation should be maintained at all the times, reflecting opinions, expectations and vision about the contribution of the HD interventions towards the achievement of its objectives.

### *Products Expected from the Evaluation:*

The expert will be responsible for coordinating the team's work on, and delivering:

1. **a desk review** of existing documents.
2. summary documentation of interviews with the stakeholders.
3. the evaluation report, including forward-looking recommendations.
4. a presentation of the team's findings highlighting achievements, constraints and realistic recommendations to decision makers and stakeholders.
5. Concept note of the new project and its framework (**desk job**)

### *Evaluation Report:*

The outline and main findings of the evaluation should be completed and handed to UNDP during the final de-briefing session. The draft report should be produced according to the structure outlined in the UNDP Guidelines for Evaluation.

The expert will submit the draft evaluation report and the concept note for the new phase of the HD regional project to UNDP not later than 15 days after completion of the contract. Based on the comments of the stakeholders, the team leader will be responsible for finalizing and submitting the final version of the report to UNDP, BRC within 15 days of receipt of comments.

While the experts/consultants are free to use any detailed method of reporting, the Evaluation Report should contain at least the following:

- ✓ General information (List of acronyms and abbreviations, table of contents, including list of annexes, Executive Summary)
- ✓ Introduction: background and context of the program
- ✓ Description of the program – its logic theory, results framework and external factors likely to affect success
- ✓ Purpose of the evaluation, its key questions and scope with information on limitations and de-limitations; approach and methodology
- ✓ Findings with their explanation and interpretation
- ✓ Conclusions
- ✓ Recommendations (including recommendations and concept note of the next phase of the regional project on Human Development and draft Results and Resources Framework for the new phase of the regional HD project)

In addition, the final report should contain the following annexes:

- Terms of Reference for the forward-looking assessment mission
- List of meetings attended
- List of persons interviewed
- List of documents reviewed
- Any other relevant material

Throughout the period of the evaluation, the expert will liaise closely with the, Director of BRC, Human Development Advisor and HD team members at BRC, UNDP CO senior management and HD focal points at country level. The expert can raise or discuss any issue or topic he/she deems necessary to fulfill the tasks. The expert, however, is not authorized to make any commitments to any party on behalf of UNDP.

#### Management arrangements:

The evaluation is initiated by UNDP Bratislava Regional Centre under the general supervision of the BRC Director a.i. and direct supervision of BRC Poverty Practice Leader. As such, UNDP BRC will, through support from the Human Development team at BRC, recommend about the schedule of the mission, provide copies of the project documentation for review and assist in interview arrangements and meetings.. The Project shall provide an overall briefing to the evaluator upon start-up of the assignment. During expert's stay in Bratislava, UNDP will provide the evaluator with logistical support such as an issue of visa, hotel reservation, working space in the project premises with access to internet. The expert is requested to travel with his/her own laptop.

#### Deliverables and timeframe

The total duration of the assignment is 20 working days in the course of one month<sup>1</sup>. The tentative schedule of deliverables is as follows:

Within a week after signing the contract, the expert will present an inception report covering:

- (a) preliminary approach of the evaluation
- (b) study tools to be utilized and,
- (c) broad outline of the final report.

The expert will undertake a visit to UNDP Bratislava Regional Centre (total duration up to 5 days), the exact timing of which will be agreed with the BRC and HD team members. At the end of the mission, the expert will present a summary of key findings and preliminary recommendations.

The expert will be responsible for ensuring timely delivery of the evaluation report (following the outline provided above) as well as the concept note and RRF for the new phase of the project, within 10 days of the end of the mission.

The expert will deliver 3 final products (the final evaluation report (including recommendations), the draft project document for the new phase of the HD Umbrella project and the RRF for the new phase of the HD Umbrella project) within 15 days of receiving comments on the draft products from BRC team.

#### Payment conditions

The payment will be based on UN rates for international consultants. 20% of the payment will be made on providing an inception report and 30% on submission and acceptance of draft report and new phase of HD Umbrella project. The remaining 50% of the contract amount will be made after delivery of the final versions of the products. Each payment installment will be supported by the performance evaluation as per standard UNDP format for IC holders.

### **3. Competencies**

- ❖ Demonstrated ability to assess complex situations, succinctly, distil critical issues, and draw forward-looking conclusions and recommendations;
- ❖ Ability and experience to deliver quality reports within the given time.
- ❖ Extensive experience in monitoring and evaluation of development projects supported by donors;
- ❖ Gender expertise on the evaluation team is required. The expert have the capacity to identify and collect gender related information using various methods and analyze the data.
- ❖ Familiarity with UNDP rules, regulations and results-based project evaluations;
- ❖ Excellent writing and communication skills in English

### **4. Qualifications**

- ❖ Awareness of gender issues (preferably in the CIS region) and knowledge of gender mainstreaming techniques

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<sup>1</sup> Weeks do not have to be continuous. For example, completion of the final report, Concept note and RRF for the new phase of |HD project will depend on how quickly comments are received from UNDP BRC

#### Academic Qualifications/Education:

- ❖ Postgraduate degree in relevant discipline: development economics or development studies and management (or equivalent)

#### Experience:

- ❖ strong professional background in dealing with policy issues/programmes in the area of human development/direct experience with HDRs
- ❖ evaluation experience with a minimum of 10 years of relevant experience;
- ❖ Prior experience in the evaluation of co-operation programmes in the sphere of poverty reduction and MDGs
- ❖ The applicant should be ready to provide documental evidence for the claimed qualifications and professional experience
- ❖ The evaluator should be independent from any organizations that have been involved in designing, executing or advising in any aspects of the project that is subject to this evaluation. Similarly, the evaluator should not have been directly involved in designing , executing or advising in any aspects of the project

#### Language skills:

- ❖ Proficiency in English, knowledge of Russian is an asset.
- ❖ Excellent writing and communication skills in English

### **5. Evaluation of Applicants**

Individual experts will be evaluated based on a cumulative analysis **taking into consideration the combination of the applicants' qualifications and financial proposal.**

The award of the contract should be made to the individual expert whose offer has been evaluated and determined as:

- a) responsive/compliant/acceptable, and
- b) Having received the highest score out of a pre-determined set of weighted technical and financial criteria specific to the solicitation.

Only the highest ranked candidates who would be found qualified for the job will be considered for the Financial Evaluation.

Technical Criteria - 70% of total evaluation – max 40 points:

- Criteria A (qualifications and competences) - max points: 15
- Criteria B (language skills) – max points: 5
- Criteria C (years of experience) - max points: 10
- Criteria D (academic qualifications) – max points 10

Financial Criteria - 30% of total evaluation – max 10 points

### **6. Application procedures**

Qualified candidates are requested to apply online via this website. The application should contain:

- **Cover letter** explaining why you are the most suitable candidate for the advertised position and a **brief methodology** on how you will approach and conduct the work (if applicable). Please paste the letter into the "Resume and Motivation" section of the electronic application.
- **Filled P11 form** including past experience in similar projects and contact details of referees (blank form can be downloaded from [http://europeandcis.undp.org/files/hrforms/P11\\_modified\\_for\\_SCs\\_and\\_ICs.doc](http://europeandcis.undp.org/files/hrforms/P11_modified_for_SCs_and_ICs.doc) ); please upload the P11 instead of your CV.
- **Financial Proposal\*** - specifying a total lump sum amount for the tasks specified in this announcement. The financial proposal shall include a breakdown of this lump sum amount (number of anticipated working days, travel, per diems and any other possible costs).
- **Incomplete applications will not be considered. Please make sure you have provided all requested materials**

*\*Please note that the **financial proposal is all-inclusive** and shall take into account various expenses incurred by the consultant/contractor during the contract period (e.g. fee, health insurance, vaccination and any other relevant expenses related to the performance of services...). All envisaged **travel costs** must be included in the financial proposal. This includes all travel to join duty station/repatriation travel.*

**Payments** will be made only upon confirmation of UNDP on delivering on the contract obligations in a satisfactory manner.

Individual Consultants are responsible for ensuring they have **vaccinations**/inoculations when travelling to certain countries, as designated by the UN Medical Director. Consultants are also required to comply with the UN **security directives** set forth under [dss.un.org](http://dss.un.org)

**General Terms and conditions** as well as other related documents can be found under: <http://europeandcis.undp.org/home/jobs>

Qualified **women** and members of **minorities** are encouraged to apply.

Due to large number of applications we receive, we are able to inform only the successful candidates about the outcome or status of the selection process.