



UNITED NATIONS DEVELOPMENT PROGRAMME

I. Position Information

Job code title: Consultant: External Mid-Term Evaluation of UNDP/ACT Project

Pre-classified Grade:

Supervisor: Head of Democratic Governance Unit/UNDP

Duty Station: Kabul

Duration: Three weeks

Deadline for Application:

Number of Positions: (2 posts, 1 international and 1 national)

II. Organizational Context

Corruption, both petty and grand, constitutes a serious problem in Afghanistan. The commitment to fight corruption was stated publicly by the Government of the Islamic Republic of Afghanistan (GIROA) and the international community during the international conference in support of Afghanistan, held in Paris in June 2008 and in London and Kabul in 2010. Several key steps have been taken by GIROA in the fight against corruption including the ratification of the United Nations Convention Against Corruption (UNCAC) on 25 August 2008, the finalization of the National Anti-Corruption Strategy (NACS), the establishment of the High Office of Oversight for the Implementation of Anti-Corruption Strategy (HOO), and articulation of a new whole-of-government approach to governance issues through several national programmes. While steps have been taken in the fighting corruption, it is critical that rhetoric is transformed into concrete action and the complex set of institutions involved in the fight against corruption are coordinated to ensure a comprehensive and effective response to corruption from a top down and a bottom up approach to prevention and law enforcement.

The Accountability and Transparency (ACT) project has been designed to support GIROA in developing the necessary capacities to fight corruption. The ACT project takes the Afghanistan National Development Strategy (ANDS), the NACS and the UNCAC as its starting point. The project components have been developed in order to support the government in meeting the priorities and requirements set out in these key strategies and conventions and outlined in new national programmes under **GIROA's Governance Cluster**.

The ACT project consists of four main components:

Component 1: Improved institutional and policy environment created to support the implementation of the national anti-corruption strategy.

Component 2: Enhanced accountability, transparency and integrity in key government institutions.

Component 3: Increased awareness and understanding amongst the public and enhanced capacity of civil society and media to effectively contribute to the fight against corruption.

Component 4: Enhanced independent monitoring of anti-corruption efforts undertaken by government and civil society.

The main government counterparts of the ACT project is the HOO together with the Control and Audit Office, Ministry of Education, Ministry of Finance and the Ministry of Interior as well as with civil society networks that will interact at the technical policy level with MOF, MOE, and MOI.

The purpose of the external mid-term evaluation of ACT is **to document the project's approach**, achievements and failures and to record lessons learned that will be useful for the future direction of the project.

III. Functions / Key Results Expected

OBJECTIVE OF THE ASSIGNMENT:

The main objective of the assignment is to evaluate the project's approach, achievements, and failures over the course of the past three years.

SCOPE OF THE ASSIGNMENT:

The Consultant will specifically focus on the following issues:

- An in depth review of implementation of various project components and outputs/outcomes outlined in the project document with a view to identifying the level of achievement as well as strategic constraints and an analysis of factors in case the set benchmarks were not fulfilled.
- An in depth review of the progress towards the ANDS and compact benchmarks, and UNDP Country Programme Action Plan.
- **Assess the risks of the Project's Components** and suggest related mitigation strategies.
- Assess the quality of partnerships, National ownership and sustainability vis-a-vis the strategy in the project document.
- Extract the lessons learned and best practices that can be considered in planning and design of future support activities in the area of anti-corruption for the GoA and recommendations for future direction of the ACT project.

The consultant will conduct the evaluation in Kabul and shall pay particular attention to the following criteria:

- **Relevance:** Evaluate the logics and unity of the process in planning and designing the activities to develop the capacity of the government to fight corruption and providing subsequent capacity building programmes to improve transparency and accountability
- **Efficiency:** Evaluate the efficiency of the project implementation, the quality of the results achieved and the time/political constraints during implementation period;
- **Effectiveness:** Conduct an assessment of how assumptions have affected project achievements and the subsequent management decisions vis-à-vis the cost effectiveness; to which extend the project outputs have been effectively achieved;
- **Impact:** Evaluate the impact of the project on its wider environment and its contribution towards the wider **objectives outlined in the project's document**;
- **Sustainability:** Assess the sustainability of results with specific focus on national capacity and ownership over the process.

OUTPUT OF THE ASSIGNMENT:

The consultant is expected to produce the followings:

- Evaluation design: stakeholder mapping, methodology, refining of scope and evaluation

questions, implementation plan.

- **Briefing:** upon arrival, the evaluators will brief UNDP, the project's partners and donors, as well as other relevant stakeholders on the evaluation design.
- **Debriefing:** at the end of the evaluation in country, the evaluators will provide a debriefing to the same stakeholders, focusing on the main results and recommendations of the evaluation.
- **Draft report:** the evaluators will send a draft evaluation report to UNDP 4 week after the end of the evaluation in country. This report will be shared by UNDP with all ACT donors, ACT partners and selected other stakeholders, and consolidated written comments will be provided to the evaluators within 2 weeks. The report will also contain recommendations on future support to the Government of Afghanistan to improve transparency and accountability including lessons learned and best practices.
- **Final Report:** the evaluators will send the final evaluation report to UNDP within 2 weeks after having received the consolidated comments on the draft report. UNDP will then send a management response to the evaluators.

COMPOSITION:

The external mid-term evaluation will be conducted by 2 external independent consultants (one international and 1 national) who will be specialists in anti-corruption programmes and initiatives in post-conflict countries. The Consultant will visit Kabul in April 2011. UNDP/DGU will inform stakeholders in advance of the evaluation and its purposes.

Prior to arrival in Kabul, the consultant will prepare by studying any documentation provided to them by UNDP Afghanistan.

METHODOLOGY IN UNDERTAKING THE ASSIGNMENT:

In carrying out the assignment, the consultant shall:

Review existing documentation with regard to anti-corruption including project document and periodic report, Afghanistan National Development Strategy, National Anti-Corruption Strategy, UNDP Country Programme and other relevant documents); consult extensively with national authorities, UN personnel, strategic partners, relevant national and international organizations and donors and individuals.

In recommending the way forward, the consultant should consider the country context, including funding prospects and the cultural and socio-political dynamics.

V. Competencies and Critical Success Factors

Corporate Competencies:

- **Demonstrates integrity by modeling the UN's values and ethical standards (human rights, peace, understanding between peoples and nations, tolerance, integrity, respect, results orientation (UNDP core ethics) impartiality;**
- Promotes the vision, mission, and strategic goals of UNDP;
- Displays cultural, gender, religion, race, nationality and age sensitivity and adaptability.

Functional Competencies:

- Consistently approaches work with energy and a positive, constructive attitude;

- Demonstrates good oral and written communication skills;
- Ability to work both independently and in a team, and ability to deliver high quality work on tight timelines.

Behavioural competencies:

- Comfortable in working in dynamic environments that change frequently;
- Able to perform in a high-stress and difficult security environment, with austere living quarters.

VI. Recruitment Qualifications	
Education:	<ul style="list-style-type: none"> • Master degree from a recognized university in Law, International Development, Human Rights or any other relevant field • Knowledge of broad reconstruction and stabilization strategies and experience working in fragile States is desirable
Experience:	<ul style="list-style-type: none"> • Minimum 6 years (for the main evaluator), respectively 3 years (for the second evaluator) of experience in the area of anti-corruption and rule of law • Minimum 3 years of experience in international development, monitoring and evaluation. The main evaluator should be an expert in monitoring and evaluation, with a demonstrated experience of minimum of 6 years. • Strong capacities of analysis (quantitative and qualitative) and strong ability to communicate and summarize this analysis in writing.
Language Requirements:	<ul style="list-style-type: none"> • Effective communications skills, both written and oral, in English with proven ability in report writing • Knowledge of Dari/Pashto is considered an asset for the main evaluator • Proficient Dari and/or Pashto for the second evaluator

VII. Signatures- Post Description Certification		
Incumbent <i>(if applicable)</i>		
Name	Signature	Date
Supervisor		
Name / Title	Signature	Date
Chief Division/Section		
Name / Title	Signature	Date