



## Terms of Reference

### For consultancy services for Mid-Term Project Evaluation

**Project name:** *Community Based Approach to Local Development Project (CBA)*

**Description of the assignment / Post title:** Evaluation Consultant

**Country / Duty Station:** Ukraine

**Expected places of travel (if applicable):** Kyiv-based, with field visits within Ukraine

**Starting date of assignment:** 30 June 2013

**Duration of assignment / or end date (if applicable):** 54 working days, with up to 15 days of travel in Ukraine

**Supervisor's name and functional post:** Yuliya Shcherbinina, Programme Officer

**Payment arrangements:** Lump Sum (payments linked to deliverables)

**Administrative arrangements:** The Evaluation will be conducted jointly by the EU Delegation to Ukraine, represented by EU Expert who will act as a Team Leader; and UNDP, represented by Evaluation Consultant and UNDP Senior International Advisor. The Evaluation Consultant will work under the guidance of the Team Leader (recruited by EU) and in close cooperation with UNDP Senior International Advisor. The Consultant will receive all required information from UNDP including relevant previous evaluation reports, analytical papers, documents, and reports through e-mail or in hard copies

**Selection method:** Desk review with validation interview

## 1. BACKGROUND:

Community-Based Approach to Local Development Project was launched in 2007 and was followed by Phase II (CBA II) in May 2011. The objective of both phases is to strengthen participatory governance and improve the quality of life of the Ukrainian population in selected rural areas. During its first phase, the project operated in all 25 regions in Ukraine and covered 209 districts (42 percent of the total number of districts in the country), 1123 village/city councils (10 percent of the total number of local councils in the country) and 1145 local communities. All project partners were selected through a competitive process based on criteria of hardship such as poverty, availability of basic services (health, water, energy, waste management, school transportation) and level of commitment to share their resources.

Phase I of the project introduced community-based methodology which promotes joint community planning and implementation of community-led projects aimed to improve living conditions and foster sustainable local development. A variety of capacity-building activities were organized by the project to enhance the professional skills and knowledge of community organizations and local authorities to put the CBA methodology into practice. The project also carried out awareness-raising activities to inform local-, regional- and national-level stakeholders about the community-based approach to local development and motivate policymakers to recognize the value of this methodology for national development. This dimension includes documenting the experience of project implementation, disseminating reports and newsletters, conducting roundtables, ensuring media coverage, etc.

Phase I of CBA has been followed by a four-year Phase II, with duration from June 2011 till 2014. The main outputs of CBA II Project include:

*Output 1.* Enhanced relevant professional skills and knowledge of community organizations and local authorities to initiate and maintain participatory local process on social economic development and public services delivery.

*Output 2. Energy efficiency at local level increased through promotion of innovative technologies implemented by collective action of local communities and local authorities*

*Output 3. Demonstrate effective participatory local governance and decentralised management mechanism throughout Ukraine for public service delivery*

The second phase continues to operate in 25 regions, 200 rayons and 900 village/city councils, with 40 percent of rayons and local councils being new partners. It expands activities to 100 new rayons, in addition to supporting activities in 100 previously covered rayons. This phase retains the objectives and fundamental methodology established during the first phase. The major focus of the second phase is methodology replication within a national framework. It also foresees an expanded energy efficiency component. It supports selected regions to develop energy efficiency strategies and implement selected projects in line with the strategy. In addition, it promotes cooperatives in rural areas and provides support to establish small rural businesses in the selected regions. It will support 600 standard community projects and 300 energy efficiency projects under the framework of standard cost-sharing and joint decision-making arrangements. The project also works on establishing knowledge management hub and curriculum development in more than 10 universities and national training institutes for civil servants and elected officials. This arrangement will support further scale-up of the CBA methodology in the country.

Agreement has been reached in principle with EU Delegation in Ukraine to finance a third phase of the project. The new phase will be focused on the institutionalization of community-led approach as well as on the expansion of the project support to urban areas. The later direction has been piloted by UNDP Municipal Governance and Development Programme (MGSDP) aimed to promote democratic governance and improve the quality of life in urban Ukraine. MGSDP started its activities with support to community initiatives and gradually expanded its work to develop partnerships with local governments and provide policy advisory support at the national level. Next phase of CBA project will utilize the lessons learned from MGSDP implementation and ensure scaling up of community mobilization approach in the urban context.

The major strategic directions of the new phase of CBA project have been identified and agreed with the donor and the national partners and include: 1) replication of community-based development methodology; 2) enhancing energy efficiency at local level; 3) expansion of the support to economic activities in the rural areas; 4) community-based approach to improve urban housing; 5) introduction of innovation activities and new technologies at the local level.

Further details about CBA can be found at: [www.cba.org.ua](http://www.cba.org.ua)

## **2. MAIN OBJECTIVES OF THE ASSIGNMENT:**

The overall objective of the assignment is to conduct the evaluation of the Community Based Approach to Local Development Project (CBA) (ex-post of CBA I evaluation and mid-term evaluation of CBA II) with the aim to review and assess the relevance, effectiveness, efficiency, visibility and sustainability of CBA Project, its development approach. The evaluation aims also at providing recommendations for the development of the third phase of the project based on the strengths and advantages of the currently applied CBA methodology.

## **3. DESCRIPTION OF RESPONSIBILITIES / SCOPE OF WORK**

Under the guidance of the International Team Leader (contracted by EU) and UNDP Ukraine as well as in close collaboration with UNDP Senior International Advisor the Consultant will work on achievement of the expected results of the joint evaluation mission. S/he will perform the following functions:

- (a) Review, analyse and provide findings/conclusions on the design, effectiveness, efficiency, visibility and sustainability of CBA Project and its development approach and methodology;
- (b) Conduct necessary consultations with the national and local partners;

- (c) Assist in formulation of lessons learnt / recommendations for the development approaches, priorities focus, and areas of intervention and design of the third phase of CBA project.
- (d) Contribute to Final Evaluation Report;

#### 4. DELIVERABLES

The Consultant will produce the deliverables within the following timeline:

<b>Deliverables</b>	<b>Number of days</b>
Action plan developed in consultations with UNDP and EU	Up to 6 days
Meeting with major stakeholders at national level conducted	
Missions to the 6 selected regions of Ukraine conducted	Up to 23 days
1 <sup>st</sup> draft of the evaluation report developed	Up to 10 days
1 <sup>st</sup> draft evaluation report revised based UNDP comments (to be provided within 5 days)	Up to 5 days
2 <sup>nd</sup> draft presented and discussed with EU, UNDP CBA, and local stakeholders (if necessary)	Up to 5 days
<b>Final evaluation report</b> prepared taking into account discussion translated and submitted	Up to 5 days
<b>Total</b>	<b>Up to 54 days</b>

The duration of the evaluation mission will be up to 54 days within 3 months period.

#### 5. MONITORING/REPORTING REQUIREMENTS

Throughout the assignment the Consultant will work under the guidance of the International Team Leader (recruited by EU) and UNDP Ukraine as well as in close collaboration with UNDP Senior International Advisor. Upon completion of assignment, the Consultant must submit all the deliverables as stated in section "Deliverables" to UNDP CO.

#### 6. EXPERIENCE AND QUALIFICATIONS REQUIREMENTS

- University degree in public administration, international development, public policy or other relevant social sciences (Master's degree)
- A minimum of 3 years' experience in the area of local development in a governmental, international, multilateral or civil society organization
- Excellent knowledge of the local development agenda in Ukraine
- Experience in providing consultancies and/or monitoring, evaluations and report writing based on qualitative and quantitative research
- Experience with working with EU or international organizations is a distinct advantage
- Contribution to publications in the area of local development, preferably in English is a distinct advantage
- Microsoft Office proficiency
- Written English and Ukrainian

#### 7. DOCUMENTS TO BE INCLUDED WHEN SUBMITTING THE PROPOSALS

Applicants shall submit the following documents:

**Required** {PLEASE TICK THE APPROPRIATE CHECKBOXES}

- ☐ Letter of interest/proposal, explaining why the applicant considers him- or herself the most suitable for the work.
- ☐ Letter of interest/proposal, providing brief methodology on how the work will be conducted and/or approached.
- ☒ Personal CV, including information about past experience in similar projects / assignments and contact details for referees.
- ☒ Financial proposal.
- ☐ Other documents: *Click here to enter text.*

## 8. FINANCIAL PROPOSAL

(ONLY ONE OPTION MUST BE SELECTED. FOR RETAINER CONTRACTS AND/OR LTAs PLEASE DISCUSS WITH PROCUREMENT UNIT):

### ☒ Lump sum contract

The financial proposal shall specify a total lump sum amount, and payment terms around specific and measurable (qualitative and quantitative) deliverables (i.e. whether payments fall in instalments or upon completion of the entire contract). Payments are based upon output, i.e. upon delivery of the services specified in the TOR. In order to assist the requesting unit in the comparison of financial proposals, the financial proposal will include a breakdown of this lump sum amount (including travel, per diems, and number of anticipated working days).

### Travel costs

All envisaged travel costs must be included in the financial proposal. This includes all travel to join duty station/repatriation travel. In general, UNDP should not accept travel costs exceeding those of an economy class ticket. Should the IC wish to travel on a higher class he/she should do so using their own resources.

The total maximum travel time will not exceed six trips with the total maximum 15 days of travel. All travel expenses, including transportation, accommodation and meals, are to be included in the financial proposal.

In the case of unforeseeable travel, payment of travel costs including tickets, lodging and terminal expenses should be agreed upon, between the respective business unit and Individual Consultant, prior to travel and will be reimbursed.

## 9. EVALUATION (TO BE ADJUSTED ACCORDING TO THE SPECIFIC NEEDS OF THE PROJECT )

- Educational background - 10 points max  
(10 pts – Master's (and higher) degree; 5 pts – Bachelor degree);
- Relevant professional experience in the area of local development - 30 points  
(30 pts – 6+ years; 20 pts – 4-5 years; 10 pts – 3 years);
- Experience in providing consultancies and/or monitoring, evaluations and report writing - 20 pts max  
(20 pts – extensive; 10 pts – sufficient; 5 pts – limited);
- Language (English and Ukrainian) proficiency - 10 points max  
(10 pts – both advanced; 5 pts – one advanced and one sufficient; 3 pts – both limited);

Maximum available technical score - 70 points.

EVALUATION METHOD (ONLY ONE OPTION MUST BE SELECTED):

### ☒ Cumulative analysis

Contract award shall be made to the incumbent whose offer has been evaluated and determined as:

a) responsive/compliant/acceptable, and

b) having received the cumulative highest score out of a pre-determined set of weighted technical and financial criteria specific to the solicitation.

\* Technical Criteria weight: 70%

\* Financial Criteria weight: 30%

Only candidates obtaining a minimum 70% from the maximum available technical score would be considered for the Financial Evaluation

The maximum number of points assigned to the financial proposal is allocated to the lowest price proposal and will equal to 30. All other price proposals will be evaluated and assigned points, as per below formula:

30 points [max points available for financial part] x [lowest of all evaluated offered prices among responsive offers] / [evaluated price].

The proposal obtaining the overall cumulatively highest score after adding the score of the technical proposal and the financial proposal will be considered as the most compliant offer and will be awarded a contract.

**Developed by**

Viktoria Kravchuk

Programme Associate



**Approved by**

Yuliya Shcherbinina

Programme Manager



Source of funds: CBA

25/06/2013

