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| 11 | **UNITED NATIONS DEVELOPMENT PROGRAMME**  **Terms of Reference TOR - IC** |

# *TERMS OF REFERENCE*

**Final Evaluation Expert (International Consultant)**

**For Making Budget and Aid Works (MBAW)**

*Duration: 4 weeks*

*Location: Kabul, Afghanistan*

*Start Date: as soon as possible*

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| **Organizational Context and Objectives:** |
| **UNDP Global Mission Statement:**  UNDP is the UN’s global development network, an organization advocating for change and connecting countries to knowledge, experience and resources to help people build a better life. We are on the ground in 166 countries, working with national counterparts on their own solutions to global and national development challenges.  **UNDP Afghanistan Mission Statement:**  UNDP supports stabilization, state-building, and governance and development priorities in Afghanistan. UNDP support, in partnership with the Government, the United Nations system, the donor community and other development stakeholders, has contributed to institutional development efforts leading to positive impact on the lives of Afghan citizens. Over the years UNDP support has spanned such milestone efforts as the adoption of the Constitution; Presidential, Parliamentary and Provincial Council elections; institutional development through capacity-building to the legislative, the judicial and executive arms of the state, and key ministries, Government agencies and commissions at the national and subnational levels. UNDP Programmes in Afghanistan have benefited from the very active support of donors. UNDP Afghanistan is committed to the highest standards of transparency and accountability and works in close coordination with the United Nations Assistance Mission in Afghanistan and the UN system as a whole to maximize the impact of its development efforts on the ground.  **Project Background:**  Public finance management system in Afghanistan has made remarkable progress over the past few years. The UNDP funded ‘Making Budgets Work’ project, which has been implemented since April 2004- April 2007 as the successor project of the ‘Aid Co-ordination’ project, has effectively contributed to strengthen the Ministry of Finance in its ability to support the unified national budget process as well as the nationally-led aid co-ordination process. Since the introduction of the concept “Core Development Budget” in 2004, significant achievement in building capacity in budget formulation has been made, and the national budget is becoming its core policy and aid co-ordination instrument to achieve the national development goals.  The new project phase, ‘Making Budgets and Aid Work’ MBAW project with the life span of five years started in May 2007 continued to April 2012 and further enhanced its partnership approach, whereby the inputs and integration of the operational capacity, technical advisory support and capacity building support are coordinated and monitored on a regular basis by the MoF and donors supporting the project in achieving the following three main outputs:  1. Strengthen the unified national budget process at national and sub-national levels based on the transparency and accountability as an effective policy and co-ordination tool to achieve ANDS  2. Improved alignment and effectiveness of external assistance in line with the Paris Declaration and the Afghan Compact to support ANDS priorities implementation  3. Build sustainable institutional capacity within the MoF, line ministries and other GoA agencies.  The main government counter part of the project is ministry of finance and through this ministry project support was also extended to other line ministries and budgetary units.  **Objective of the Assignment:**  **1. OBJECTIVE AND PURPOSE OF THE FINAL EVALUATION**  The Consultant will work under the overall guidance of the Assistant Country Director for National governance.  The overall objective of this Final Evaluation is to review progress towards the project’s objectives and outcomes, assess the efficiency and cost-effectiveness of how the project has moved towards its objectives and outcomes, identify strengths and weaknesses in project design and implementation, and provide recommendations on design modifications that could have increased the likelihood of success, and on specific actions that might be taken into consideration in designing future projects of a related nature.  **2. Areas of Assessment:**  **2.1 Overall assessment of the project (context and rationale) Relevance.**   * To what extent are the project logic, concept and approaches appropriate and relevant to achieving the governments' policies and objectives? * What were the intended results, supporting project/activities, inputs and processes required? Risks and assumptions considered?   **2.2 Attainment of the projects objective; Effectiveness /Efficiency:**   * Were necessary measures taken to ensure the effectiveness and efficiency of the project? * To what extent has the project achieved its intended objective to date? * Implementation strategy (operational plan, monitoring and evaluation)? * Does the project have clearly identified specific and measurable objectives in the programme documents? * To what extent have the project implementation processes been effective and efficient in achieving the overall objective? * Have the project adapted to change, by adjusting the programme design and direction, when deemed necessary? * Have the resources been mobilized and utilized efficiently? * Is there an appropriate mechanism in place to monitor and assess the overall progress of the project? * How have programme achievement and lessons learned been disseminated to the stakeholders? * What are the immediate changes brought about by the project? Any specific evidence documented? * What are the potential challenges that may prevent the projects from producing intended results?   **2.3 Impacts (long-term effects):**   * What are the potential impacts of the project? * To what extent can the project expect to achieve the positive impacts based on project results observed at the moment?   **2.4 Sustainability:**   * To what extent are the project interventions sustainable?   **2.5 Partnership/ cooperation:**   * How effective were the partnership and cooperation aspects addressed?   2.6 **Lessons learned and best practices:**   * What are the best practices (if any)?? * What specific lessons (if any) can UNDP draw from the project experiences?   **3. The Review Target Groups**  The review team shall strive for collecting information from as many relevant stakeholders as possible in order to enrich the findings the review work. A provisional list of stakeholder groups that should be consulted during the review process is given below.   * Government of Afghanistan – MoF and its various departments at the centre and provinces if needed, other relevant ministries and line departments at central level, etc. * Beneficiaries – Direct and indirect beneficiaries of projects * International Organisations – UNDP, UNAMA, (governmental and non-governmental, commercial). * Donors * UNDP Country Office * MBAW project staff * Academics and other knowledgeable sources |

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| **Deliverables** | **Timelines** |
| The key results of the consultancy are to:   * Desk Review      * Field missions * Meetings/consultations      * Information collation and analysis      * Draft report submission * PPT Presentation of evaluation report      * Final report submission after comments from UNDP | * first week * Second week and Third week * Second week and Third week * By the end of third week * Fourth Week * End of Fourth Week * By the End of Assignments |

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| **Education:** | Master’s degree related to a social science, preferably including PFM studies, development studies, public policy, public administration, evaluation or social research; |
| **Experience:** | • At least 10 years of working experience in evaluation and/or social research, with at least 5 years working with developing countries and a demonstrated understanding of the challenges and opportunities faced by post conflict countries  • Strong analytical and research skills with sufficient understanding of survey design, quantitative/qualitative methods and data analysis;  • Experience reviewing projects/programmes of UN agencies (preferably UNDP).  • Familiarity with UN (preferably UNDP) evaluation guidelines and processes is a plus.  • Experience on PFM related projects  • Experience working with the UN and with multi-stakeholders: governments, NGOs, the UN/ multilateral/bilateral institutions and donor entities;  • Outstanding interpersonal skills, teamwork, and competency to operate in a multi-cultural and diverse environment;  • Public sector management experience in a post-conflict setting is preferred;  • Familiarity with the region and the country are strongly preferred; |
| **Skills:** | • Ability to listen carefully, to observe and customize his/her approach to individual client needs.  • Ability to coordinate a team.  • Enjoy working in a demand-driven environment, motivated by a willingness to respond rapidly and effectively to the needs of many clients.  • Have strong analytical problem-solving abilities.  • Have a good understanding of Public finance management.  • Have a good understanding of development cooperation issues and aid management.  • Excellent communication skills (spoken and written).  • Be a team player with strong inter-personal skills and the ability to comfortably communicate at all levels. |
| **Language Requirements:** | * Fluency in written and spoken English is required. * Knowledge of a local language would be an asset |
| **Facilities Provided by UNDP:** | * Office space, communication equipment (phone (prepaid)), VHF radio, transportation from/to workplace and relevant line ministries and office. Assets shall be returned to the CO upon completion. * The IC shall be provided accommodation in MOSS cleared premises. The daily rent for a small room including three meals is $90.0. The daily rent for a large room without meals is $95.0. The large room rent does not include any meals. The meals can be purchased as $6.0 for breakfast and $12.0 for lunch or dinner. |
| **Facilities to be provided by the IC:** | Laptop |
| **Technical Proposal** | The IC shall submit a short proposal describing his or her approach and methodology to achieve the deliverables under this assignment.  The technical proposal shall be one page and not more than 800 words. |
| **Financial Proposal** | The IC shall provide its proposed effective daily rate based on five day working week. The fee rate shall be inclusive of perdiem, fees, food incidental and any other expenses related to execution of the assignment.  The IC shall also incorporate in his or her price the cost of medical evacuation insurance during the assignment period. This shall either be separately quoted or included in the effective daily rate. |
| **Evaluation Process:** | The contract will be awarded to the candidate who received the highest score out of a pre-determined set of weighted technical and financial criteria: Technical Criteria weight: 70% + Financial Criteria weight: 30%.  Individual consultants will be evaluated based on Cumulative analysis.  When using this weighted scoring method, the award of the contract should be made to the individual Consultant whose offer has been evaluated and determined as:   * Responsive/compliant/acceptable, and * Having received the 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%  **TECHNICAL EVALUATION CRITERIA:**   * At least 10 years of working experience in evaluation and/or social research, with at least 5 years working with developing countries and a demonstrated understanding of the challenges and opportunities faced by post conflict countries * Strong analytical and research skills with sufficient understanding of survey design, quantitative/qualitative methods and data analysis; * Experience reviewing projects/programmes of UN agencies (preferably UNDP). * Familiarity with UN (preferably UNDP) evaluation guidelines and processes is a plus. * Experience on public finance related projects * Experience working with the UN and with multi-stakeholders: governments, NGOs, the UN/ multilateral/bilateral institutions and donor entities; * Outstanding interpersonal skills, teamwork, and competency to operate in a multi-cultural and diverse environment; * Public sector management experience in a post-conflict setting; * Familiarity with the region and the country are strongly preferred;   Only candidates obtaining a minimum of 70 points in the Technical Evaluation would be considered for the Financial Evaluation.  Documents to be included in the application (only 1 file can be uploaded):  All interested applicants should submit the following requirements. The following 4 documents should be merged in a standalone file including all them, since the online application submission does only permit to upload one file per application. Incomplete submission can be a ground for disqualification.   1. Brief expression of interest: a brief narrative on why you think you are qualified to undertake the consultancy. 2. A current and complete C.V. in English with indication of 3 references as well as the permanent e-mail and phone contact. 3. Duly completed UNDP Personal History Form (P11) that can be downloaded from http://europeandcis.undp.org/files/hrforms/P11\_modified\_for\_SCs\_and\_ICs.doc 4. Financial proposal: Daily rate / Lump sum   Incomplete applications or applications received after the closing date will not be given consideration. Please note that only applicants who are shorted-listed will be contacted.  UNDP will cross check previous work experience and expertise. |

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| Signatures- Job Description Certification |
| Incumbent (if applicable)  Name Signature Date |
| Supervisor  Name Signature Date |
| Chief Division/Section  Name Signature Date |