

Duty Station : n/a

Languages

Required

:

English French Spanish

Starting Date :(date when the selected candidate is expected to start)01-Dec-2011

Duration of Initial Contract :80 days

Expected Duration of Assignment :four (4) months

Background:

The UNDP ART multi-donor framework programme promotes complementarities and links between local, national and international development actors at the national and sub-national levels, at the request of partner countries. Such linkages are instrumental in stimulating demand-driven human development processes and improving aid effectiveness at local level.

The UNDP ART Initiative is a global programme with a general coordination and 18 active Framework Programs (Albania, Bolivia, Colombia, Cuba, Ecuador, El Salvador, Indonesia, Kosovo, Lebanon, Morocco, Mauritania, Mozambique, MyDEL –Guatemala, Honduras, Nicaragua and El Salvador-, the Dominican Republic, Senegal, Syria, Sri-Lanka and Uruguay).

ART is an entry point for International Cooperation actors interested in harmonizing and aligning their interventions with national and local development strategies. ART's territorial and multilevel governance approach to development appraises the role of local actors and promotes complementarities in the field. This in turn leads to increased development effectiveness at the local level, in consonance with national policies for human development.

The ART Programme provides Development Partners (DP) with a tested mechanism effective in aligning and harmonizing development interventions with national and local priorities and strategies, thereby contributing to achieve the MDGs at the local level and to implement the principles of the Paris declaration. These framework programmes allow DP to move from project-driven initiatives to longer term development processes focused on consensus-based demands made by local development actors. ART thereby increases effectiveness where it matters most - the local level. Through ART, cooperation actors and their counterparts can rely on a proven instrument that increases the sustainability and impact of their interventions without sacrificing their identity and/or visibility. UNDP subsequently carefully phases out its direct support to the local frameworks as national and sub national governments gradually institutionalize the approach and mechanism.

Five years into its inception, the UNDP-ART Initiative needs information and appraisal elements on the Program's implementation; these are necessary to face future challenges, particularly as regards its design, processes and results. This evaluation is also part of the Initiative's effort to develop methodological and practical tools on multilevel governance, local-national articulation mechanisms, local economic development, decentralized cooperation, aid efficiency at the local level, local planning and others. These documents will allow capitalizing on the Initiative's good practices and lessons learned; by sharing them with other Programs, partners and collaborators, synergies will be created, thereby enabling replication and implementation at other levels.

The general objectives of the evaluation have been defined in line with the information needs of the actors involved in the intervention to be evaluated, these being:

- Establish the methodology's pertinence in relation to the Program's objectives
- Determine whether the Program is effective in facilitating articulation among cooperation actors in the field -particularly decentralized cooperation actors- with the territories' demands and national development strategies
- Capture the level of improvement in donors' harmonization, partners-donors' alignment and local ownership of the Program
- Evaluate whether the Program is effective in strengthening local capacities for articulating territorial thematic networks and promoting Territorial Development Plans
- Highlight the Program's main contribution to the achievement of the Millennium Development Goals (MDG) at the territorial level
- Verify the degree of ownership, participation and involvement of the counterparts' institutions and fulfillment level of commitments made
- Estimate the contribution of the Program to the international reflection on aid efficiency from the territorial/local administrations' perspective

Type of evaluation: This will be a decentralized, according to UNDP parameters, mixed, intermediate evaluation, with an integral approach of the ART-UNDP Initiative.

Use and expectations of the evaluation: owing to the identification of lessons learned, opportunities, challenges, strengths and areas for improvement, it will be possible to support decision-making, improve management, increase transparency, be accountable towards partners and donors, and facilitate transfer of good practices. The evaluation result should contribute to UNDP being able to implement the activities included in the corporate response to the recommendations of the independent evaluation of the UNDP contribution to strengthening local level participation
(<http://erc.undp.org/evaluationadmin/manageevaluation/viewevaluationdetail.html?evalid=4386>)

Description of Responsibilities :

Scope of the evaluation and involved actors:

The Evaluation's object is the ART-UNDP Initiative. Thereby, the following will be evaluated:

a) ART's International Coordination and b) Two FP selected on a geographical basis.

In line with its objective, this is an evaluation of:

1. Strategies: since the ART-UNDP strategy will be evaluated as an ensemble of guidelines and principles that steer the application of more operational interventions. The evaluation will focus on the intervention's strategic coherence, its pertinence, harmonization with other donors, alignment with the recipient countries' development strategies, ownership of development processes and contribution to MDG achievement. Likewise, the evaluation will seek to capture the importance of the decentralized cooperation added value as a tool for dialogue between territories.

2. Operational instruments: the evaluation will also dwell on aspects related to the intervention's implementation (efficiency, efficacy, pertinence and others) with the aim of providing management feedback; and/or identify transferrable good practices to other interventions; and/or plan for future interventions.

The actors involved in the evaluation are detailed here below:

- Evaluation committee
- Partners in countries
- Leading actors of the evaluation
- Donor Partners
- Other interested parties-local partners
- Other interested parties-donor partners
- Decision makers, technical offers and managers

Depending on the content, the evaluation will follow an integral approach, studying the design, processes and results. In the case of Framework Programs, the evaluation will adapt to each Program's specific phase.

This is a decentralized evaluation, carried out by personnel linked to the ART-UNDP Initiative with an external technical assistance that will guide the process and development of the evaluation in the field. Its aim is to promote knowledge ownership during this process, being an experience which will remain in the organization. This will increase the usage possibilities of the evaluation's results, and will facilitate introducing improvements to the interventions.

The evaluation is promoted by UNDP – ART Initiative, with a marked participation of local stakeholders and international cooperation actors. Given the shared interest in the evaluation, it will be co-financed by various donors, as it will also contribute to increase harmonization and alignment of the Program with other donors and the partner-country.

The evaluation will take in consideration the following dimensions:

- Institutional and statutory dimension;
- Sectoral dimension;
- Geographic dimension;
- Time dimension;
- Beneficiary population;

For the management and follow up of the evaluation, an Evaluation Follow-up Committee will be created and will be composed of:

- The ART Initiative Coordination in Geneva
- The Coordinator (consultant) of the selected Framework Programs
- A representative of the Development Policy Bureau in NY
- A representative of the Partnerships Bureau
- The external evaluation team in the Country

- AECID

To ensure that the Follow-up Committee fulfills its functions, three meetings will be programmed -online or physically- due to the geographical disparity and austerity criteria. Participation in these meetings will be financed by each committee member committee. The meetings will be the following:

Initial – at the beginning of the exercise: The Follow-up Committee will be established and agreements will be made as to its rules and regulations. Its main objective is to discuss and analyze information requests by participants and reach an agreement on the key-questions to be answered by the evaluation. Given the Program's characteristics (its territorial extension and methodological complexity) this first meeting will take place once the evaluation starts; the external evaluation team will be the facilitator. The meeting's results in relation to the information requests and key-questions will complement those of the present TOR. The Work Plan and the methodological proposal prepared by the external evaluation team will be reviewed. The Work Plan should include a matrix evaluation that should contain the questions used in the evaluation and how to get the information.

Intermediate: During the development phase of the evaluation's study, a second session will be required (or more if needed) to supervise and validate the evaluation's draft report or / and other products.

Final: The Evaluation Final Report will be presented and disseminated. In a second phase, a working session will be carried out to discuss actions to address and manage the findings and recommendations of the evaluation. Subsequently, a Communication Plan will be developed and implemented to present the actions and tools to incorporate the recommendations.

Objectives of the Evaluation:

The objectives of the evaluation, defined in accordance with the information needs of the actors involved in the intervention, are the following:

- Establish the pertinence and relevance of the methodology in relation to the Program's objectives
- Determine whether the Program is effective in facilitating articulation among actors in the field, particularly those of decentralized cooperation
- Determine whether the Program is effective in the articulation of the decentralized cooperation
- Measure the level of improvement (if any) in harmonization among donors, alignment between partners-donors and local ownership attributable to the Program
- Confirm whether the Program is effective in strengthening local capacities for the articulation of territorial thematic networks
- Confirm the contribution of the Program to MDG achievement at the territorial level
- Verify the degree of participation, involvement and strengthening of the counterparts' institutions, and fulfillment level of commitments made

- Estimate the Program's contribution to the international reflection on the quality of aid from the perspective of reducing the fragmentation and increasing the impact of actions
- The added value of UNDP ART as an actor of international cooperation
- Determine the support to instruments (such as Local Economic Development Agencies – LEDA- and Development Plans) to strengthen national and local policies of local development.
- Estimate the Program's contribution to the international reflection on aid efficacy and efficiency from the territorial / local administration's perspective.

Targets of the evaluation: the ART-UNDP Initiative is an innovative six-year old experience. Its approach, reach and variety of implied actors affect the international cooperation system as a whole. Lessons learned that can be inferred from the Program have a wide action field: local public policies in general (particularly those focused on Human Development and MDGs); development and local governance; contributions by decentralized cooperation and local actors to the Paris Declaration and Accra Agenda Commitments and others.

It is suggested that the evaluation's results be circulated to three groups:

1. All the actors who are or have been involved in the design, implementation, follow-up and technical support of the Program and its activities (international organizations, donor countries, decentralized cooperation actors, national and local governments of partner countries, NGOs, foundations, companies and universities of partner and donor countries).
2. Within UNDP, all the staff and units working in programmes and initiatives related to local development and governance.
3. Persons / instances linked to the subject matter and / or interested at the national and international level.

Criteria and evaluation questions:

As mentioned, the evaluation has two specific objectives: i) evaluate the strategies (guidelines and principles that direct the Program); ii) evaluate the effectiveness of operational instruments; that is those aspects related to implementation itself.

To evaluate the ART-UNDP strategy -understood as a set of guidelines and principles that steer its application-, the evaluation will focus on the strategic coherence of the intervention; its pertinence; harmonization with other donors; alignment with the development strategies of recipient countries; ownership of development processes and contribution to MGD achievement, all in relation to the ART-UNDP Initiative.

In order to so, the evaluation will have to produce the findings to the following questions:

1. Is the strategy coherent with the priorities of the international development agenda, and does it contribute to MDG 8 "promote a global partnership for development"?

2. Does the ART methodology promote a territorial approach to human development, contributing to the local achievement of MDGs?
3. Does the ART methodology contribute to the Paris and Accra commitments on the quality of aid at the local, national and international levels?
4. Does the ART methodology contribute to emphasize the added value of decentralized cooperation?
5. Does the ART methodology support local governments' capacity strengthening?
6. Does the ART methodology contribute to gender parity?
7. Does the ART initiative respond to agreements and commitments undertaken by donors and partners?
8. Does the ART initiative contribute to the coordination of UN Agencies at the local level?

The evaluation will also dwell on aspects related to the intervention's implementation (efficiency, efficacy, pertinence and others) with the aim of providing management feedback; and/or identify transferrable good practices to other interventions; and/or plan for future interventions.

The Evaluation of the ART Initiative will be carried out at different levels, each within the competency of the evaluated unit: ART's International Coordination for the international / global level, and the selected countries at the national and territorial / local levels.

Expected deliverables:

A preliminary report of the evaluation

- PowerPoint presentations, the first to present preliminary findings, conclusions and areas of recommendation and a second with the findings and conclusions, recommendations and lessons learnt.
- A final report including an executive summary.
- Recommendations and suggestions for improvement
- A proposed methodology for the dissemination of the results in different formats (workshops, publications, web, etc.).

Structure and presentation of the evaluation report

The final evaluation report will not exceed 75 pages (excluding annexes). It will come with an executive summary of no more than 6 pages. The structure's plan will be provided to the selected consultant.

Once the evaluation is presented in electronic format and approved, the team will hand over two hard copies of the Final Report, in addition to two CDs containing the soft version of the report.

Time frame and deadlines :

The mission will start 15 days after the sign of the contract and the expected total duration is four (4) months.

Methodological definition and work-plan and timetable (10-15 days after beginning of the contract);

Preliminary evaluation report together with the presentation (50-55 days after commencement);

Evaluation final report and final presentation

Indicative work requirements:

First phase: Studying documents and defining the methodology

Study of Documents: in the first phase, the evaluating team will be acquainted with the Program, the circumstances of its identification, its methodological approach and the main results achieved at the time of the evaluation - both in qualitative and quantitative terms-, as well as the main characteristics of the national and international contexts in several pertinent aspects. During the initial briefing meeting in ART's HQ, the experts who will conduct the mission will receive a CD elaborated by ART-UNDP containing all the main reference documents (see documents section in the TOR).

Methodological proposal: Based on the above, the team will develop a working methodology to be approved by the Evaluation follow up Committee and to be used for the preparation of interviews and meetings in the selected countries.

Second phase: Field work.

During the mission the Evaluation coordinator, together with the local external evaluation team, will carry out the following tasks:

Study and analyze the various realities through meetings and interviews with the different selected actors, guided by the questions formulated in the operational and strategic sectors (see relevant section) for the ART – UNDP Initiative, which will be answered in the evaluation report.

The mission will identify the lessons learned during the Program's life, and will provide corresponding systemization recommendations, pointing at good practices or necessary adjustments.

Socialization by the external evaluation team and elaboration of the first draft report.

Feedback workshops: once the preliminary analysis is completed, the evaluating team will carry out one or more feedback and discussion workshop(s) with the Evaluation Follow-up Committee and other identified actors (if applicable). These workshops will have to be reflected in the methodological proposals, and their inputs incorporated in the evaluation report.

Third phase: drafting the report

Based on the comments and contributions of the feedback / discussion workshops, the external evaluation team will draft an evaluation report. The report's content and presentation outline are described in detail in the section below.

This second draft report will be presented to the Evaluation Follow-up Committee for their comments. The final report version will be drafted taking in consideration the observations of all consulted parties.

Fourth phase: Disseminating results

Once the report is finalized, a process of external and internal dissemination of results will be undertaken. This process has to be put forward in the methodological proposal presented by the external evaluation team. Corporate tools like Teamworks will be used.

Competencies :

Being a decentralized one, the evaluation team (ET) will be composed of members of ART-UNDP (ETART) and the external evaluation team (LEET). It is expected that the team members will work in a coordinated manner and in line with the methodology and Work Plan identified in the first phase of the evaluation, during which the persons who will participate in each of the evaluation's phases on behalf of ART-UNDP will be assigned.

The Local external evaluation team (LEET) will be composed of three to four persons, local consultants, selected locally by UNDP CO.

The Evaluation coordinator (external consultant) will have the following competencies:

- Professionals of social, political, economic or administrative sciences
- Proven vast experience in evaluating complex international cooperation and development Programs
- A minimum of 15 years professional experience in development issues
- Proven experience in investigation and deep knowledge of investigation methodologies and data collection tools (questionnaires, interviews, observation protocols).
- Vast knowledge and experience in project cycle management
- Knowledge and experience in decentralized cooperation
- Knowledge and experience in local development
- Knowledge and experience in incorporating gender perspectives
- Knowledge and experience on democratic local governance
- Knowledge and experience in the Paris and Accra commitments
- Knowledge and experience in working with civil society
- Knowledge and experience in capacity strengthening
- Readiness to travel
- Capacity to work in multidisciplinary teams
- Capacity to Program, plan and work for results
- Experience in implementing development Programs in the field will be an asset

The evaluation Principles and Ethics:
The evaluation should be conducted in accordance with the principles laid out in UNDP Evaluation Policy and the principles outlined in the UNEG “Ethical Guidelines for Evaluation”.

Qualifications :

Education:

- University degree in political science, international development or related areas.

Experience:

- Minimum 15 years post-degree work experience.
- Demonstrated capability as an effective evaluation manager with experience leading and conducting international development evaluation of large development projects in the area of democratic governance.
- Experience from implementation or evaluation of least one election support project and familiarity with project implementation in complex multi donor-funded projects.
- Experience with value for money assessment or similar cost-benefit analysis.
- Strong competencies in Monitoring and Evaluation methods for development projects; knowledge of UNDP’s results-based management orientation and practices.

Language:

- Fluency in English, Spanish and French, excellent oral and written communication skills.