

NSGP- Mid-term Evaluation - Terms of Reference



UNITED NATIONS DEVELOPMENT PROGRAMME

I. Position Information

Job code title: Consultant: External Evaluation

Pre-classified Grade:

Supervisor: Head of Democratic Governance Unit/UNDP

Duty Station: Kabul

Duration: (10 days)

Deadline for Application:

VII.

VIII. II. ORGANIZATIONAL CONTEXT

IX.

Afghanistan is a nation struggling to emerge from a generation of conflict, which while visibly reduced since 2001, manifests itself frequently as a stark reminder of the continued fragility of the state. But despite the ongoing constraints to progress in state-building, clear markers of success are evident. As noted in the UNDP Country Programme Document (CPD) for 2010-2013 the foundation for a viable, sustainable and new democracy has been laid and a new constitution adopted. Critically, since 2001, two presidential elections have been held along with provincial and parliamentary elections. Public administration reform has been afforded a high priority and services have been gradually restored, while the National Assembly strives to position itself as a credible representative voice of the people and to maintain balance of power with the Executive Branch. And at the provincial levels, despite obvious security problems, provincial governance systems are slowly emerging. Moreover, the Afghanistan National Development Strategy (ANDS) and Afghan Compact have been adopted, outlining priorities and implementation strategies to

meet development obligations including achieving the Millennium Development Goals by 2015.

This National State Governance Project was designed to be delivered from Jan 2010 to Dec 2013 to support the Office of the President (Chief of Staff CoS and Office of Administrative Affairs OAA) in Afghanistan in order to enable more effective policy and decision making at the centre of government.

The project consisted of the following components:

- a. Improving organizational, management and administrative effectiveness of the Office of the President (CoS, OAA),
- b. Strengthening policy planning, analysis, monitoring and coordination among relevant state actors, and
- c. Improving the infrastructure and facilities of the OoP.

The outcome of that the project aimed to reach is 'A Strengthened and Streamlined Office of the President (CoS, OAA) that has Operational Efficiency and Substantial Capacity to Support the President in Delivering on his Constitutional Mandate'.

According to project monitoring and evaluation plan, an external evaluation of NSGP needs to take place to identify assess project's success, failure over the course of implementation and make recommendations for improvements. For this purpose, an external consultant will be recruited to undertake this exercise for a period of two weeks. the consultant will be based in Kabul and will be meeting with different project partners and reviewing documents to gather necessary information for fulfilling this assignment.

X. 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 one and half year and to assess the likelihood of the project achieving its purpose and make recommendations for improvements.

SCOPE OF THE ASSIGNMENT:

- Management and Structure: How is the project setup to handle the political dynamics and risks, assessment of the current project structure and the balance of component (e.g. Office of Chief of Staff and Vice President's I and II) is this optimal for handling the risks? Recommendations on improvements.

- Results: Appropriateness of current indicators and their measurement, assess sustainability, validity of purpose indicator. This area should be closely coordinated with the planned donor review.
- Impact: How far objectives have been achieved so far and likelihood of achieving at completion of project. An in-depth assessment of the wider impact of the project so far, including through ground-truthing with stakeholders/service users.
- Process: Government coordination, efficiency of processes. Budget and risk management.

The specific areas of evaluation should cover the following:

- An in depth review of project implementation with a view to identifying the likelihood of achievements and the main constraints.
- A review of the results framework (logical framework), relevance of indicators, ability to measure, relevance and ambition of targets.
- 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 (especially in terms of the wider environment) and suggest related mitigation strategies.
- Assess the quality of partnerships, National ownership and sustainability vis-a-vis the strategy in the project document. Assess the current coordination and harmonization processes with other Government partners.

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. 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?

3. Achievement of outcomes and outputs; Effectiveness /Efficiency

- 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?

4. 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?

5. Sustainability

- To what extent are the project interventions sustainable?

6. Partnership/ cooperation:

- How effective were the partnership and cooperation aspects addressed?

7. Lessons learned and best practices

- What are the best practices (if any)?
- What specific lessons (if any) can UNDP draw from the project experiences?

OUTPUT OF THE ASSIGNMENT:

The consultants are expected to produce the followings:

- Evaluation design: stakeholder mapping, methodology, refining of scope and evaluation questions, implementation plan.
- Briefing: upon arrival, the evaluator will brief UNDP, the project's partners, as well as other relevant stakeholders on the evaluation design.
- Debriefing: at the end of the evaluation in country, the evaluator will provide a debriefing to the same stakeholders, focusing on the main results and recommendations of the evaluation.
- Draft report: the evaluator will allocate 7 days out of the 14 working days in fact findings, interviewing the stakeholders.. This report will be shared to UNDP, NSGP partners and selected other stakeholders, and consolidated written comments will be provided to the evaluators within the first week after receiving the draft report.
- Final Report: the evaluators will send the final evaluation report to the UNDP after incorporating the consolidated comments on the draft report. This shall be done within the timeline of the consultancy. UNDP will then send a management response to the evaluators.
- The consultant should coordinate with the UNDP, meeting with this team if they are in Kabul at the same time.
- The report will also contain recommendations on future support to the Government of Afghanistan to improve national governance including lessons learned and best practices. It should contain concrete specific recommendations for improvements (e.g to risk mitigation, measurement, stakeholder coordination)

EVALUATION TEAM COMPOSITION:

The external mid-term evaluation of NSGP will be conducted by a specialist in national state governance and initiatives desirably in post-conflict countries. The consultant should have relevant experience in governance, evaluation and state governance.

METHODOLOGY IN UNDERTAKING THE ASSIGNMENT:

As part of the contracting process the consultant is expected to provide UNDP with a brief evaluation plan/matrix in response to these TORs. This should contain amongst other things a methodology on how the TORs will be delivered within the timescale available.

The consultants shall review existing documentation with regard to state governance including project document and periodic report, Afghanistan National Development Strategy, UNDP Country Programme, Kabul Conference papers, NSGP project document, previous evaluation of UNDP projects in this area and any other relevant documents.

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.
- Ability to manage relationships with a diverse range of stakeholders and incorporate diverse points of view

VI. Recruitment Qualifications

Education:

- Master degree from a recognized university in Law, International Development, governance or any other relevant

	field; <ul style="list-style-type: none"> • Knowledge of broad reconstruction and stabilization strategies and experience working in fragile States is desirable.
Experience:	<ul style="list-style-type: none"> • Minimum 5 years of experience in the area of state governance and/or any other relevant area; • Minimum 3 years of experience in development, monitoring and evaluation. The main evaluator should be an expert in monitoring and evaluation, with a demonstrated experience of minimum of 5 years; • Specific experience of working with state building process and national governance is strongly desired; • Strong capacities of analysis (quantitative and qualitative) and strong ability to communicate and summarize this analysis in writing; • Experience in conducting independent evaluations (if possible, within the UN system);
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; • 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