### Title: Mid-term Evaluator(national position)

Project: Improving Human Security in Southwest Serbia

Reporting to: UNDP Deputy Resident Representative

### Duty Station: Novi Pazar & Belgrade, Serbia

### Duration: January- February 2014 (output based consultancy)

**Contract Type: Individual Contract (IC) – for free lance consultant or Reimbursable Loan Agreement (RLA) - if the consultant is working with institution or government or university**

**Background**

**a. Purpose**

The purpose of the mid-term evaluation is to provide information about the status of the “Improving Human Security in Southwest Serbia” project implementation in order to ensure accountability for the expenditures to date and the delivery of outputs and to make recommendations for improvements to the project so that joint project can make midcourse corrections, as appropriate.

**b. Objective**

The objective of this Mid Term Evaluation is to undertake a comprehensive overall assessment of the results from the first half of the project and to produce recommendations on how to improve the implementation of the project over the second half of the project until its planned completion in 2014.

**c. Background Information**

Southwest Serbia, commonly known as the Sandzak, is one of the most deprived areas in Serbia. It is home to a number IDPs, refugees and returnees under the readmission agreements. Living conditions of the Roma community are particularly hard. Although the Sandzak is among the youngest regions in Serbia (more than 50% of population is under the age of 30), the youth unemployment rate is 60%.The region is ethnically mixed and the two largest ethnic groups, Bosniaks and Serbs, are divided internally and disenfranchised by the central government.

In order to address these problems, the UN Team in Serbia has pioneered an innovative and scalable model that will employ, engage and empower vulnerable groups in southwest Serbia.

The main project deliverables include: establishment of a formal recycling and waste collection center and cooperative, enhancement of the inter-ethnic dialogue and human rights through art, sports, culture and education and improvement of the access to services related to citizenship rights and documentation.

The project “Improving Human Security in Southwest Serbia“ is a joint project implemented by four UN agencies: United Nations Development Programme (UNDP), United Nations Office for Project Services (UNOPS), World Health Organisation (WHO) and United Nations Population Fund (UNFPA), and it is financially supported by the UN Trust Fund for Human Security. The national implementing partners are the Office for Sustainable Development of Underdeveloped Areas, the City of Novi Pazar, municipalities of Tutin, Sjenica, Nova Varos, Prijepolje and Priboj, Office for Human and Minority Rights, the Commissioner for Protection of Equality, the Commissariat for Refugees and the Ombudsman Office.

The main goal of the project is to create jobs that will generate household income, secure access to public and social services, and promote community cohesion which will collectively enhance and strengthen Human Security in southwest Serbia. The project will set the ground for a widespread behavioural change and for increased citizen’s engagement in community related matters.

**Duties and Responsibilities**

The project “Improving Human Security in Southwest Serbia“ invites applications from qualified national consultant in order to perform the **mid-term evaluation of the joint project**.

**Mid-term** **evaluation** should be informative in nature seeking to take stock of what has been achieved by the project to date, and to improve implementation of the project during the remaining phase of implementation. It should provide the stakeholders with knowledge, identification of best practices and lessons learned that could be transferred to other projects. As a result, the conclusions and recommendations generated by this evaluation will be addressed to its main users: the Project Steering Committee, partner institutions and the donor.

The Mid-Term Evaluator will review, analyze and provide conclusions and recommendations on the following:

* The relevance of the project and its objectives and expected outcomes in the prevailing (or changing) environment it is operating in
* The degree to which the project is on track to meet its objectives and outcomes as defined in the joint project document
* What factors contributed to effectiveness or ineffectiveness of the project’s approach
* The efficiency of the project strategy in delivering outputs
* Adaptive Management: Assessment of external factors affecting the project, and the extent to which the project has been able to adapt and/or mitigate the effects of such factors in a pro-active manner and in order to adapt to changing circumstances and situations
* The approach to project management, including the role of stakeholders and coordination with other development projects in the same area
* The extent to which the target beneficiaries have benefited from the project activities
* The level of beneficiaries’ and partners satisfaction with programme implementation and results
* The needs and potentials for a continuation or up-scaling of the initiative

**Methodology**

The evaluation approach has to respond to standard international practices in project evaluation. The proposed steps in conducting the evaluation will be:

* Review of project documentation, monitoring records and progress and other relevant reports
* Initial meeting with Project Team to agree the specific design and methods for the evaluation, what is appropriate and feasible to meet the evaluation purpose and objectives. Agree on the evaluation questions that will need to be answered, given limitations of time and extant data
* Organization of interviews with key staff involved in the project implementation.
* Prepare inception report with evaluation matrix
* Discussions with members of the project team and project beneficiaries to assess project's relevance and effectiveness of project implementation take note of their perceptions of accomplishments and potentials for further development and provide suggestions for management response to evaluation findings. Objectively verifiable data should be collected whenever available, to supplement evidences obtained through interviews and focus group discussions.
* Prepare Draft Report and present it to the Project Team, Implementing Partner and beneficiaries
* Incorporate received feedback into the Final Report
* Prepare the Final Report with the Executive Summary

A following set of information sources about the project will be made available to the Evaluator:

* Project documents,
* Progress reports
* Key documents (strategies, policy papers, monitoring reports, surveys etc.) produced by the project

**The mid –term evaluation** should assess:

Project concept and design

The evaluator will assess the project concept and design. He/she should review the problem addressed by the joint project and the joint project strategy, encompassing an assessment of the appropriateness of the objectives, planned outputs, activities and inputs as compared to cost-effective alternatives. The executing modality and managerial arrangements should also be judged. The evaluator will assess the achievement of indicators and review the work plan, planned duration and budget of the project.

Implementation

The mid-term evaluation will assess the implementation of the project in terms of quality and timeliness of inputs and efficiency and effectiveness of activities carried out. Also, the effectiveness of management as well as the quality and timeliness of monitoring and backstopping by all parties to the project should be evaluated.

Project outputs, outcomes and impact

The mid-term evaluation will assess the outputs, outcomes and impact achieved by the project as well as the likely sustainability of project results. This should encompass an assessment of the achievement of the outcomes and the contribution to attaining the overall objective of the joint project. The evaluation should also assess the extent to which the implementation of the joint project has been inclusive of relevant stakeholders and to which it has been able to create collaboration between different partners. The mid-term evaluation will also examine if the joint project has had significant unexpected effects, whether of beneficial or detrimental character.

# Products expected from the evaluation

The key product expected from this mid-term evaluation is a comprehensive analytical report in English

**Format:**

**The Evaluation Report should contain the following:**

* Title Page
* List of acronyms and abbreviations
* Table of contents, including list of annexes
* Executive Summary
* Introduction: background and context of the programme
* Description of the program – its logic theory, results framework and external factors likely to affect success
* Purpose of the evaluation
* Key questions and scope of the evaluation with information on limitations and de-limitations
* Approach and methodology
* Findings
* Summary and explanation of findings and interpretations
* Conclusions
* Recommendations
* Lessons, generalizations, alternatives
* Annexes

**Deliverables** **and** **Timeline**

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| --- | --- |
| **Deliverables** | **Deadline** |
| * Inception report including work plan and evaluation matrix prepared and accepted
 | 5 calendar days from signing the contract  |
| * 2 days in Belgrade and 5 days Mission to Southwest Serbia
 | 12 calendar days from signing of the contract |
| * Draft Evaluation Report on approximately 20 pages prepared and accepted
 | 22 calendar days from signing the contract |
| * Draft Evaluation Report presented to the Project Team, Implementing Partner and beneficiaries
 | 25 calendar days from signing the contract |
| * Final Evaluation report (approx. 30 – 40 pages) with Executive Summary (3 pages max.) prepared and accepted by JP
 | 30 calendar days from signing the contract. |

**Skills and competencies**

* Excellent analytical skills
* Displays ability to synthesize research and reach empirically based conclusions on related subject
* Strong writing skills
* Proven capacity to produce reports
* Displays capacity to provide experienced advice on best practices
* Possesses knowledge of inter-disciplinary development issues
* Focuses on result for the client and responds positively to feedback
* Good application of Results-Based Management
* Good communication, coordination and facilitation skills
* Consistently ensures timeliness and quality of work
* Treats all people fairly without favourism
* Displays cultural, gender, religion, race, nationality and age sensitivity and adaptability
* Demonstrates integrity by modeling ethical standards

**Qualifications and Experience**

*Education:*

* Masters or equivalent in relevant field of social science, political science or public administration.

*Work experience*

* Minimum 7 years of relevant professional experience, preferably in international/multilateral development context;
* Experience in evaluating and monitoring technical cooperation and development activities and projects.

*Knowledge*

* Excellent understanding of South West Serbia socio-economic situation;
* Understanding of current policies and legislation on local self-government, Roma issues and minority rights;
* Project evaluation experiences within United Nations system will be considered an asset;
* Knowledge in the use of computers and office software packages and handling of web based monitoring systems.

*Personal qualifications*

* Ability to deliver when working under pressure and within changing circumstances;
* Excellent writing/reporting and presentation skills;
* Excellent interpersonal skills.

*Language:*

* Excellent knowledge of written and spoken English.

**APPLICATION PROCEDURE:**

Interested individual consultants must submit the following documents/information to demonstrate their qualifications:

1. Proposal:

(i) Cover Letter – Explaining why they are the most suitable for the work;

(ii) Provide a brief methodology on the approach to the work and how it will be conducted (max. 300 words);

2. Financial proposal;

3. Personal CV including past experience in similar projects and at least 3 references.

**The above information should be included in the following documents:**

* Offeror’s Letter to UNDP confirming Interest and availability for the Individual Contractor (IC) Assignment. Document can be downloaded from the following: <http://www.undp.org.rs/download/ic/Confirmation.docx> (only PDF will be accepted).
* Updated and signed P11, in PDF format, containing e-mail contacts of three referees (section 26 & 29). P11 can be downloaded from the following: <http://www.undp.org.rs/download/ic/P11.doc>.

**Additional Information:**

* Individual Contract (IC) will be applicable for individual consultants applying in their own capacity.  If the applicant is employed by any legal entity, IC would be issued upon submission of Consent letter from the employer acknowledging the engagement with UNDP. Template of General Conditions on IC could be found on: [http://www.undp.org.rs/download/General%20Conditions%20IC.docx.](http://www.undp.org.rs/download/General%20Conditions%20IC.docx)
* Reimbursable Loan Agreement (RLA) will be applicable for applicants employed by any legal entity. Template of RLA with General Terms and Conditions could be found on: [http://www.undp.org.rs/download/RLA%20with%20General%20Terms%20and%20Conditions.doc.](http://www.undp.org.rs/download/RLA%20with%20General%20Terms%20and%20Conditions.doc)
* In the case of engagement of Civil servants under IC contract modality a no-objection letter should be provided by the Government entity. The ‘no-objection’ letter must also state that the employer formally certifies that their employees are allowed to receive short-term consultancy assignment from another entity without being on “leave-without-pay” status (if applicable), and include any conditions and restrictions on granting such permission, if any. If the previous is not applicable ‘leave-without-pay’ confirmation should be submitted.

**Engagement of Government Officials and Employees**

* Government Officials or Employees are civil servants of UN Member States.  As such, if they will be engaged by UNDP under an IC which they will be signing in their individual capacity (i.e., engagement is not done through RLA signed by their Government employer), the following conditions must be met prior to the award of contract:

(i)       A “No-objection” letter in respect of the individual is received from the Government employing him/her, and;

(ii)     The individual must provide an official documentation from his/her employer formally certifying his or her status as being on “official leave without pay” for the duration of the IC.

* The above requirements are also applicable to Government-owned and controlled enterprises and well as other semi/partially or fully owned Government entities, whether or not the Government ownership is of majority or minority status.
* UNDP recognizes the possibility that there are situations when the Government entity employing the individual that UNDP wishes to engage is one that allows its employees to receive external short-term consultancy assignments (including but not limited to research institutions, state-owned colleges/universities, etc.), whereby a status of “on-leave-without-pay” is not required.  Under such circumstance, the individual entering into an IC with UNDP must still provide a “No-objection” letter from the Government employing him/her.  The “no objection” letter required under (i) above must also state that the employer formally certifies that their employees are allowed to receive short-term consultancy assignment from another entity without being on “leave-without-pay” status, and include any conditions and restrictions on granting such permission, if any.  The said document may be obtained by, and put on record of, UNDP, in lieu of the document (ii) listed above.