

TERMS OF REFERENCE

Terminal Evaluation Consultant

PROCUREMENT NOTICE No. UNDP/IC/2012/021

Country: Monrovia, Liberia

Duty Station: Monrovia with travel in the counties

Description of the Assignment: **Terminal Evaluation Consultant**

Name of Project: CSSC

Period of Assignment: 45 days

1. Background and Objective

United Nations Development Programme (UNDP) and the Norwegian Ministry of Foreign Affairs (MFA) signed an agreement on 20th July 2010 to cooperate in the implementation of LNP Development - Strengthening Personal and Community Security (the Project) in Liberia. Funding was provided by the government of Norway to UNDP Liberia to execute the project. The Goal of the Project is to strengthen the operational and technical capacity of the Liberian National Police in terms of basic resources and infrastructure to fill the gaps and to complement the project Restructure and Training of the Liberian National Police 2008-2010 and thereby improve community security by building greater police capacity to provide and deliver effective policing services. The project was designed with two objectives as follows:

- (i) Upgrading of the National Police Academy through fencing of its premises and constructing of extra buildings and facilities and furnishing with equipment and the constructing of 4 regional training centers, and
- (ii) Upgrading of 10 LNP county headquarters with Woman and Children Protection units by fencing the 10 county headquarters and supplying with solar panels and additional furniture.

UNDP Justice and Security Programme unit is responsible for coordinating implementation of the project. Following UNDP consultations with UNOPS a letter of agreement was signed in August 2010 to engage the services of UNOPS to implement the infrastructure components of the project while other soft components of the project are implemented by the JSP Unit. In May/June 2012 UNDP conducted and internal review of the project with the participation of key stakeholders.

Purpose of Evaluation:

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In compliance with the grant agreement between United Nations Development Programme and the Norwegian Ministry of Foreign Affairs (MFA), this evaluation will focus on assessing the relevance, effectiveness and contribution of the planned activities to the stated objectives of the project.

2. Functions / Key Results Expected

The evaluation will focus on the following:

1. Assess the design of the programme to determine its relevance within the current country context;
2. Assess the implementation modality and its effectiveness in the delivery of outputs;
3. Assess the partnership arrangements and their operational effectiveness relative to the timely and efficient delivery of outputs;
4. Assess the usefulness and impact of the Infrastructure Improvements made by the project;
5. Assess the effectiveness and impact of support provided with respect to the attainment of the objectives of the project.

Methodology:

An overall guidance on outcome evaluation methodology can be found in the UNDP Handbook on Monitoring and Evaluating for Results and the UNDP Guidelines for Outcome Evaluators. The evaluator should come up with a suitable methodology for this outcome evaluation based on the guidance given in these two and other relevant evaluation documents.

Duties and Responsibilities

The consultant will perform the following responsibilities:

- Hold discussions/consultations with the Senior Management and relevant programme staff of UNDP Country Office;
- Undertake a desk review of relevant documents (project document, progress reports on activities undertaken and work plans as well as other relevant document.
- Conduct briefing and debriefing sessions with UNDP and the Government (Police Academy , Ministry of Justice, UNOPS and UNDP/GOL/UNPOL Donor Aid Coordinating Team);
- Hold consultations with partners, other donor representatives and stakeholders (including gathering the information on what the partners have achieved with regard to the outputs/outcome and what strategies they have used);
- Prepare outline of evaluation report for review and approval by UNDP within five days of consultancy;
- Prepare draft report after 30 days of consultancy;
- Brief Resident Representative, UNDP and other stakeholders on findings and recommendations as a result of the consultancy;
- Prepare and submit final report to the Programme Manager
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3. Deliverables/Outputs :

More specifically, the following are the deliverables which are linked to the payments as per below table;

Deliverables	Estimated Duration to Complete	Target Due Dates	Review & Approvals	Payment terms
Inception Report: Based on a desk review of the relevant documentation, a concise inception report will be developed by the consultant with in five working days. It will outline the proposed evaluation steps; provide a detailed description of the envisaged methodology, its limitations and an explanation as to why this is the most appropriate way forward. The report will also include a work plan with associated timetable and will be presented to UNDP Justice and Security Programme for comments and approval	4 days	6 June 2013	CTA CSSC	US \$ 800.00
Draft Report: the draft report will be submitted to UNDP Liberia. UNDP will be responsible for co-ordinating the feedback process	20 days	5 July 2013	CTA CSSC	US \$ 6,750.00
Final Report: the final report should be project specific not exceeding 30 pages each, not including appendices or the Executive Summary and Appendices . It should provide a clear evidence basis for its conclusions; challenges and all recommendations should be actionable.	16 days	24 July 2013	CTA CSSC	US \$ 3,200.00

4. Institutional Arrangements

The Consultant will be under the overall and direct supervision of the UNDP CSSC Project CTA.

5. Duration of the Work

The consultancy is expected to last for 45 days (Monday to Saturday) from the date of signature of the contract.

6. **Duty Station:** Monrovia, Liberia with travel in Margibi & Bong Counties (Transport will be provided by CSSC)

7. Requirements for experience and qualification

The consultant is expected to have the following qualifications:


- The Consultant must hold Masters Degree or its equivalence in a relevant area including Public Administration, International Development, International Relations or the Social Sciences fields.
- Extensive background /knowledge in public sector management, capacity building of security sector. He/she must have at least five year experience in project evaluation.
- At least five years of relevant experience at the national or international level in providing organizational development, monitoring and evaluation of projects and programmes;
- Experience in working with government officials, UN system and international donor community an asset, but not a requirement.
- Experience in conducting research, assessments, and analyses, with strong abilities in quantitative and qualitative analysis;
- Ability to work independently and take initiative;
- Ability to mobilize a team and oversee the quality and timeliness of task completion
- Fluency (written and oral) in English.
- Personal interest, commitment, efficiency, flexibility and willingness to work in a highly motivated team of professionals;
- Ability to work effectively and harmoniously with colleagues from varied cultures and professional backgrounds;
- Ability to adapt to difficult working environment, under pressure and with limited timeframes.
- Demonstrates integrity by modeling the UN values and ethical standards;
- Promotes the vision, mission and strategic goals of elections program;
- Displays cultural, gender, religion, race, nationality and age sensitivity and adaptability;
- Treats all people fairly without favoritism.
- Fluency in written and spoken English is compulsory

This TOR is approved by:

Signature

Name and Designation

Date of Signing




Nayla Abdel Sor Adm
03/6/11

Signed by the Consultant:

Signature

Name

Date of Signing



OSCAR BLOH
31/5/2013

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