**Individual Contract (IC) – Terms of Reference**

**Title: International Mid-Term Review Consultant**

**Project/Sector: Municipal Training System Project / Rural and Regional Development Sector**

**Reporting to: Rural and Regional Development Sector Coordinator**

**Duty Station: Bosnia and Herzegovina (BiH)**

**Duration: November 2013 (maximum 11 days)**

**Background**

**Purpose**

The purpose of the mid-term review is to provide an impartial view of the MTS II project approach, strategy and performance, focusing on the assessment of operational aspects, such as project management and implementation of activities, as well as the extent to which the project objectives or targets are being fulfilled. By looking at corrective actions needed for the project to achieve impact, the mid-term review is to provide guidance for UNDP and project management with regard to the next phase of the MTS II project implementation and the local government training system anchoring. In this regard, an International Mid-Term Review Consultant will be recruited.

**Objective**

The mid-term review will identify and assess a number of project elements to determine its accomplishments and constraints, performance, results, impact, relevance and sustainability.

**Background Information**

The second phase of the Municipal Training System (MTS II) Project is aimed at contributing to professional and competent BiH local governments, able to effectively manage development processes and deliver quality services to their citizens. The MTS II focuses on further strengthening of the functional and policy capacity of the Training System for Local Self-Government Employees in BiH and supports its affirmation as an effective public mechanism for carrying out the local governments` capacity development agenda country-wide, as defined within the entity Training Strategies 2011 - 2015. The Project also supports the design and delivery of priority and demand-driven training programmes for both local government elected officials and employees.

The MTS II project is an integral pillar of the UNDP Local Governance Programme, which aims to contribute to improvement of governance, focusing on advancing local government know-how so as to better position local authorities to tackle and overcome development challenges, whilst improving citizens services. The MTS II is a UNDP-managed project, funded primarily by the Swedish International Development Cooperation Agency (Sida) and implemented in partnership with the BiH Ministry of Justice, the FBiH Ministry of Justice, the RS Ministry of Administration and Local Self-Government, the entity civil service agencies and entity local government associations.

**Description of Responsibilities**

**Scope of work**

To determine the project’s achievements, constraints, performance, results, relevance and sustainability, the main questions to be answered are:

* Are the project’s objectives and outputs appropriate and relevant to the needs of the country?
* Are the project’s actions to achieve the outputs quality, effective and efficient?
* To what extent has the project created local ownership over the training system and its functions?
* To what extent are the results sustainable? Will the outputs lead to benefits beyond the lifespan of the project?
* What are recommendations to maximise MTS II performance and impact and further improve its efficiency and effectiveness?
* What are key factors that have either facilitated or impeded MTS II project progress?

The consultancy will take a broad overview of the project area by gathering perceptions, aspirations, feedback and data from relevant partners and stakeholders of both women and men, for objective analysis and conduct of the review.

The review will look to underline the key factors that have either facilitated or impeded project implementation in a post-conflict situation; the appropriateness of skill sets among project participants and the continued need for knowledge transfer and skills to maintain the momentum of activities already set in motion. To this end, the review will examine the overall performance and impact of project components.

**Proposed methodology**

The proposed methodology consists of a preliminary desk review, field visit, and mid-term review report writing.

The consultant is required to review the UNDP MTS II Project Document, progress reports and other relevant documents. The briefing kit will be prepared by the UNDP/MTS II. The consultant is expected to meet the UNDP Country Office management for an initial briefing and the debriefing at the end of the assignment. S/he is expected to interview the MTS II project team, partners as well as other stakeholders as needed. To assess project approach and modalities, the consultant will meet representatives of the FBiH Ministry of Justice, the RS Ministry of Administration and Local Self-Government, entity Civil Service Agencies, both Associations of Municipalities and Cities, and Swedish International Development Cooperation Agency. S/he will also meet with representatives of other agencies active in the field of local governance to assess their cooperation with UNDP MTS II, if needed.

The work plan and timetable will be prepared jointly by the Consultant and UNDP MTS II. The Consultant is expected to prepare a report highlighting in particular recommendations for improving the project approach and set-up and strengthening its overall performance.

The expected duration of the assignment is up to 11 days (5 days in Bosnia and Herzegovina), with the consultancy period to take place in November 2013.

**Tasks**

The consultancy is divided into 3 principle tasks, as follows:

**Task 1 – Assessment of project relevance, approach and set-up**

This task will focus on reviewing the project baseline, indicators and targets, and attempting to assess the relevance, quality and adequacy of project approach versus its objectives and the output. The project plan will be reviewed in detail along with the annual work-plans for 2012 and 2013. The Consultant will be expected to identify possible adjustments in project design in order to bring about an increase in project performance. This will relate to the project strategy, activities, inputs, organisational / institutional set-up and implementation plan. The assignment will also look at the prospects of the MTS process being sustained past the expiration of its second instalment.

This task will not exceed 3 days.

**Task 2 – Review of project performance**

The second task will be geared towards assessing project progress, efficiency and adequacy, in terms of delivery of its inputs and deliverables. The Consultant will assess the process of partnership building, and the quality of project deliverables, while evaluating the efficiency of project organisation and management with respect to its size and composition, organisational structure and personnel management.

The quality of cooperation with project partners, level of local ownership and effectiveness of project principal structures, to include Project Board and training structures will be examined in detail. Special focus will be placed on factors and constraints that may have hindered project implementation. A clear set of lessons learned and recommendations on how to maximise the project’s performance will be provided here.

This task will not exceed 5 days.

**Task 3 -** **Preparation of the mid-term review report and presentation of findings and recommendations**

The Consultant will be expected to formulate a draft mid-term evaluation report, capturing findings and recommendations on both the project approach and performance. The findings and recommendations will be presented to UNDP and project management. Any comments that may arise from the evaluation will be incorporated into the finalized report.

This task will not exceed 3 days.

**Deliverables and timeliness**

The implementation of the tasks within this ToR will be supervised and quality assured by the UNDP. The following deliverables are expected:

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| **Deliverables** | **Timeliness and level of effort** |
| **Task 1: Assessment of project relevance, approach and set-up**   * Consultancy work-plan; * Initial findings on project relevance, approach and set-up shared with UNDP. | November  (3 days) |
| **Task 2 – Review of project performance**   * Initial findings on project performance shared with UNDP. | November  (5 days) |
| **Task 3 - Preparation of the mid-term review report and presentation of findings and recommendations**   * Draft report; * Presentation to senior management; * Submission of final report. | November  (3 days) |

**Competencies**

**Core values**

* Demonstrates integrity and fairness by modelling UN values and ethical standards;
* Displays cultural, gender, religion, race, nationality and age sensitivity and adaptability.

**Core competencies**

* Demonstrates professional competence to meet responsibilities and post requirements and is conscientious and efficient in meeting commitments, observing deadlines and achieving results;
* Results-Orientation: Plans and produces quality results to meet established goals, generates innovative, practical solutions to challenging situations;
* Communication: Excellent communication skills, including the ability to convey complex concepts and recommendations, both orally and in writing, in a clear and persuasive style tailored to match different audiences;
* Team work: Ability to interact, establish and maintain effective working relations with a culturally diverse team;
* Client orientation: Ability to establish and maintain productive partnerships with national partners and stakeholders and pro-activeness in identifying of beneficiaries and partners’ needs, and matching them to appropriate solutions.

**Qualifications**

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| **Education:** | * Advanced university degree in economy, social science or related field. |
| **Experience:** | * At least 10 years of experience in areas of relevance to the consultancy mission, to include: * Extensive project/programme evaluation experience, including evaluation of multi-stakeholder projects in an international setting; * Experience in local government, public administration and local development-related projects (experience with training systems is an asset); * Relevant working experience in BiH and the region. * Proven ability to undertake professional research using both quantitative and qualitative methods; * Strong analytical skills and ability to conceptualize complex and multi-faceted aspects of an issue into a concise and clear-cut assessment conclusion; * Excellent drafting and presentation skills; * Evaluation experience with UN donor-funded projects is an asset; |
| **Language requirements:** | * Fluency in English * Knowledge of BiH official languages desirable. |
| **Other:** | * Excellent computer skills (MS Office applications) and ability to use information technologies as a tool and resource. |

**SIGNATURES**

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| Incumbent *(if applicable)*  Lilit Melikyan  Name Signature Date |
| Supervisor  Aida Lakovic-Hoso  Name Signature Date |
| Classification Approved by  Adela Pozder-Cengic  Name Signature Date |