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| United Nations Development Programme |  | |
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|  | Empowered lives.  Resilient nations | |
| **Terms of Reference**  **Title:**External Evaluation Consultant (International or national)  **Project:** Reinforcement of Local Democracy III (LOD III)  **Sector:** Rural and Regional Development  **Reporting to:** RRD Sector Coordinator  **Duty Station:** Sarajevo  **Contract Type:**  Individual Contract (IC)  **Duration:** Up to 18 working days, March - April 2014.  **Background Information**  The overall objective of LOD is *to* *contribute to the democratic stabilization, conciliation, and further development of Bosnia and Herzegovina through support to select municipalities in establishing improved local authority/civil society relations and facilitating financing mechanisms for improved service delivery*. Premised on the larger objective, the purpose of the project is to focus on institutionalizing the principles of relationship between local authorities and civil society organizations (CSO) and raising awareness on the significance of such principles, strengthening the capacity of different stakeholders to better engage in this relationship and, establishing a transparent and consistent municipal funding mechanism to support implementation of priority projects and ensure service delivery activities by civil society organizations.  **Purpose**:  Assessing the overall Reinforcement of Local Democracy III (LOD III) relevance, quality performance and effectiveness of the Project’s endeavors towards achievement of project objectives and results. The assessment should grasp overall impact of the intervention bearing in mind all external factors.  The incumbent will also identify key lessons learned and future project ideas to be considered by the implementing partners for purposes of ensuring sustainability.  **Objective:**  The main objective of the evaluation is to provide UNDP and the EU Delegation to BiH with an objective analysis of the project’s achievements. It will aim to answer questions and provide recommendations that will assist in maximizing LOD’s performance and further improve its efficiency and effectiveness. The consultant will take a broad overview of the project area by gathering gender sensitive perceptions, aspirations, feedback and data from relevant partners and stakeholders, in order to make objective analysis.  Consultancy will assess the influence of assumptions, risks and preconditions recorded in logical framework and other project management tools.  The evaluation, should relate both to the municipal level and civil society activities, financed under LOD, and result in a substantive study of the effectiveness of the project approach. More precisely, the consultancy will review and make recommendations towards the implementation of the LOD III activities within 15 partner local self-government units (LSU): Bosanska Krupa, Banja Luka, Čapljina, Kozarska Dubica, Livno, Lukavac, Ljubinje, Novi Grad, Novi Grad Sarajevo, Srbac, Stari Grad Sarajevo, Teslić, Tešanj, Višegrad and Žepče.  **Proposed methodology**  The proposed methodology should include a preliminary desk review, field visits and external evaluation report. Suitable approach proposed by the consultant will be approved by the UNDP’s senior management. The parameters outlined in ToR should therefore be taken as indicative. It is expected that elaboration of the detailed approach to be taken, methods to be utilized will precede to the adoption of a final evaluation schedule.  The work plan and timetable will be prepared jointly by the Consultant and UNDP LOD III project. 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 consultant will provide technical services ensuring high quality, accuracy and a client-oriented approach consistent with UNDP’s rules and regulations. S/he will work in close collaboration with the LOD project staff and stakeholders to exchange information and assess development priorities.  Duration of the assignment is up to 18 days (10 days in BiH, including field trips), with the consultancy period to take place in February 2014.  Confidentiality on all information disclosed by all respondents (internal and external) will be required. UNDP BiH and EUD will retain ownership over the report. | | |  | |

**Duties and Responsibilities**

**Scope of work**

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

* To what extent has the project created partnership between CSO and local authorities?
* To what extent are unified and transparent mechanisms for disbursing municipal funds foreseen for CSO project-based activities in accordance with local service needs generated?
* How much are CSOs encouraged to specialize/professionalize their services?
* What have been the most effective mechanisms to encourage and support the project implementation?
* Project alignment with key stakeholders and if the project`s actions lead to achieve quality, effective and efficient outputs.
* What are the positive or negative, intended or unintended, changes brought about by the project’s interventions?
* Explain the impact of awarded CSO projects in local communities?
* To what extent are the results sustainable?
* Will the outputs lead to potential actions beyond the lifespan of the project? To present findings and recommendations.

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.

**Tasks**

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

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

Review process will include the review of the UNDP/LOD III Project Document and Inception report, LOD III annual progress reports, other internal and/or external reports, key project deliverables and other relevant project documentation. The briefing kit will be prepared by the Project.

The consultant will meet with the key Country Office (CO) staff for initial briefing as well as at the end of the assignment to provide debriefing and discuss findings.

The work plan will summarize key findings from desk review; list project stakeholders to be interviewed and present a schedule for these interviews; and, most importantly, set out in detail the methods and approaches to be utilized in evaluating LOD III project. It is expected that elaboration of the detailed approach to be taken, methods to be utilized, and schedule to be followed as outlined below. This task will not exceed three days.

*Task 2 Review of project performance*

The External Evaluation Consultant will, conduct interviews with relevant UNDP personnel, stakeholders and the LOD Project team, both female and male, to reflect on their experiences and practices in the day-to-day implementation of the project.

Most importantly through field visits, the consultant should meet with the representatives of various UNDP/LOD partner municipalities, civil society organizations and all other stakeholders. These should include, but not limited to: the BIH Ministry of Justice, representatives of the Delegation of the European Union to BIH, at least five representatives from five different LOD III partner municipalities and at least 15 partner/client CSOs granted under the LOD scheme. No more than four overnights will occur. LOD team will provide transport for the incumbent during the trips. This task will not exceed eight days.

*Task 3 Preparation of evaluation report and presentation of findings and recommendations*

The Final External Evaluation Report will capture consultant’s feedback, observations and conclusions in conjunction with the relevant stakeholders. The consultant will be ultimately responsible for review report compilation and the presentation.

The Final External Evaluation Report is to include but not limited to:

* executive summary;
* introduction to the final project review;
* description of the intervention;
* review scope and objectives;
* evaluation approach and methods;
* findings and conclusions (including on the project relevance and quality of project performance);
* lessons learned;
* concept note and recommendations for the formulation of potential forward-looking interventions beyond the project life (approximately 4-5 pages).

Concise and comprehensive report, submitted in English, is expected to yield a number of key ideas for future actions by the LOD project, in conjunction with the relevant stakeholders of the project area to ensure effective and efficient utilization of LOD project funds for the project duration and beyond.Besides recommendations for improvements of the Project’s overall efficiency, recommendations that can usefully be applied to other projects should be emphasized within report. This task will not exceed seven days.

**Deliverables and timelines**

The implementation of the tasks within this ToR will be supervised and quality assured by the UNDP. The consultant is responsible for the following deliverables:

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| **Tasks** | **Deliverable** | **Number of consultancy days** | **Deadline** |
| 1. Assessment of project relevance, approach and set-up | * Consultancy work plan * Initial findings on project relevance, approach and set-up shared with UNDP | 3 days | March 17, 2014 |
| 2. Review of project performance | * Initial findings on project performance and feedback from filed research | 8 days | March 24, 2014 |
| 3. Submission of an evaluation report draft | * Draft report | 4 days | April 1, 2014 |
| 4. Preparation of a final evaluation report and presentation of findings and recommendations | * Presentation of findings/ report * Submission of final report | 3 days | April 7, 2014 |

**COMPETENCIES**

* Demonstrates commitment to UNDP’s mission, vision and values
* Demonstrates professional competence to meet responsibilities and post requirements and is conscientious and efficient in meeting commitments, observing deadlines and achieving results;
* Plans and produces quality results to meet established goals, generates innovative, practical solutions to challenging situations;
* 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;
* Ability to interact, establish and maintain effective working relations with a culturally diverse team;
* 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.
* Conceptualizes and analyzes problems to identify key issues, underlying problems, and how they relate.
* Contributes creative, practical ideas and approaches to deal with challenging situations.
* Demonstrates substantive and technical knowledge to meet responsibilities and post requirements with excellence
* Ability to produce accurate and well documented records conforming to the required standard.
* Good knowledge of administrative rules and regulations in civil society sector.
* Responds positively to critical feedback and differing points of view.
* Ability to handle a large volume of work possibly under time constraints.
* Consistently approaches work with energy and a positive, constructive attitude.

**REQUIRED SKILLS AND EXPERIENCE**

* An advanced university degree in social science, public administration or related disciplines.
* At least seven years of experience in the area of development of local and regional development interventions and practices in civil society sector.
* In-depth understanding of civil society issues in Bosnia and Herzegovina.
* Extensive project/programme evaluation experience, including evaluation of multi-stakeholder projects in an international setting; evaluation of UN donor-funded interventions is considered to be an asset.
* 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.
* Relevant working experience in BiH and the region.
* Fluency in spoken and written English.
* Knowledge of BiH official languages is desirable but not required.

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| **Signatures** |
| Incumbent *(if applicable)*  Name Signature Date |
| Supervisor  Signature Date |
| Name / Title Signature Date |