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**TERMS OF REFERENCE**

1. Position Information

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| **Position title:** | Expert to conduct the evaluation of the project |
| **Type:** | Individual Contract (IC) |
| **Project Title:** | Social Inclusion through Leadership Skills for Disabled Women |
| **Duration of service:** | 15 working days in July-August (tbc) |
| **Duty station:** | Home based with 1 missions to Turkmenistan |
| **Reports to:** | Democratic Governance Portfolio Specialist, UNDP Turkmenistan |

1. Background and context

The project Social Inclusion through Leadership Skills for Disabled Women supported by the United Nations Democracy Fund was implemented by UNDP, CO Turkmenistan together with the national partner Deaf and Blind Society of Turkmenistan (DBS) during January 2014 – June 2015.

The overall objective of the project is to promote engagement of women with disabilities in development policy making. Focusing on hearing and visually impaired women in the Turkmenistan Deaf and Blind Society (DBST) which is one of the one of the few established disability organizations in the country and a leading organization advocating for people with disabilities, the project will expand knowledge of hearing and visually impaired women in democratic institutions, modern socio-economic-political processes, gender issues and computer skills.

The project focused on the following outcomes:

**Outcome 1:** Knowledge of hearing and visually impaired women has increased in terms of in democratic institutions, modern socio-economic-political processes, gender issues and computer skills.

**Outcome 2:** Management capacity and leadership of skills of hearing and visually impaired women raised and number of women with disabilities taking managerial positions inside the DBST increased.

**Outcome 3:** Hearing and visually impaired women play an active role inside the DBST and in the policy dialogues with government.

Within the ***UNDP Country Program Action Plan (CPAP)*** the Project contributed to the OUTCOME 2.1: The government ensures comprehensive socio-economic integration of all vulnerable groups including women, disabled and HIV+ persons.

The overall idea was that a gradual approach from receiving substantive knowledge on democracy and institutions, gender and leadership to practical exercises during meetings with representatives from different organizations and forum discussions will increase leadership capacity of hearing and visually impaired women.

The project focused on developing the leadership skills of the women with disabilities; improving their capacity of advocacy, networking, discussion and presentation, as well as ability to formulate and deliver key messages to stakeholders to promote rights and needs of women with disabilities. They will be encouraged to play an active role inside the disability organizations and be engaged in the policy dialogues with government.

The project strategy took a three-prong approach by focusing on capacity building on communications, advocating and networking of women managers with disabilities, providing them opportunities for practicing leadership skills, and expanding knowledge of women with disabilities.

First, the project activities created opportunities for hearing and visually impaired women that were selected from the 5 regions of the country to obtain new knowledge on democracy, the rule of law, processes of social policy formulation, gender and practice their leadership skills in disability organizations. Secondly, the project focused on capacity building on communications, advocating and networking of women managers with disabilities and promoting more women with disabilities to take managerial positions inside the disability organization. Thirdly, the project created opportunities for hearing and visually impaired women to practice their leadership skills in disability organizations and for to increase their engagement in policy dialogues through organizing meetings and forum discussions with representatives of relevant policy makers and national stakeholders.

During the project 6 small groups of women (7-8) were selected from the different regions (provinces) of Turkmenistan including Ashgabat to participate in 1 month training sessions on the above mentioned topics. For this purpose, trainers on each of the topic were hired. This approach filled the knowledge gaps and helped build women’s capacity and confidence for realizing their leadership roles and expanding opportunities for them to be a part of mainstream society and promote the rights of women with disabilities.

Interactive design of trainings provided participants an opportunity to participate in discussions, share their points of view and experience, and give small speeches and presentations on some themes. The training programs were designed by local professionals to increase women’s knowledge about democratic principles, the rule of law in practice, policy making processes. Training courses focused on the following topics: a) democracy and national legislation, the UN Conventions, the governmental arrangement and institutions, concept of civil society; b) modern social, economic, and political processes in the country and some international trends; c) gender issues, women leadership, and famous women and their roles in promoting women rights and development; g) computer and Internet. Trainees were provided with special computer programs for visually impaired people to communicate through Internet.

A series of study visits were organized for women to ministries, universities, non-profit and business organizations, and municipal departments to meet with top level managers and in practice introduce with the role of managers and functions of different agencies (the schedule of meetings will be provided to the expert). Guest speakers (top administrators and managers, lawyers, cultural workers, doctors, teachers, etc.) were also invited to meet with the training participants and speak about their leadership experience and professional career. Besides conversation about their experience, guest speakers will give a short presentation of some topic related to their professional sphere of activity.

In June 2015, a group of participants also visited the Belarussian Society of People with Visual Disabilities. The purpose of the visit was to learn approaches and the best practices in the area of employment, adaptation, and rehabilitations of the people with visual disabilities.

After completion of the training course, training participants organized a Forum on Promotion of opportunities for employment of people with disabilities: Social integration of people of disabilities through participation in activities of public disability organizations.

The project also opened a hot line that worked 5 days per week during providing consultations and assistance to hearing and visually impaired women on different issues, including health services, social welfare, placement of disabled children in the special schools, employment opportunities, etc.

In accordance with the ***Article 9, part c) Evaluation*** of the Project Document signed jointly by UNDP, UNDEF, and Deaf and Blind Society of Turkmenistan: The UNDP in Turkmenistan is responsible for conducting an evaluation at the end of the project. … This evaluation should be carried out by an independent and external entity. UNDEF will also liaise with the EA, as necessary, to determine the best course for conducting evaluations.

1. **Evaluation purpose**

The purpose of the evaluations is to undertake in-depth analysis of the project in order to determine whether the project has achieved its planned outcomes. The evaluation should also focus on determining whether all planned outputs were delivered and whether they were delivered in an effective and efficient manner.

Evaluation, even when critical, needs to be constructive. As much attention is to be paid to positive points and conclusions as to identified weaknesses and failures. This point is not only a question of objectivity; it is also a basic condition for the evaluation report to be accepted by all concerned parties. The basic goal of an evaluation is a balanced set of conclusions and recommendations by which all stakeholders will be willing to stand in the interests of advancing the broad goals that gave rise to the project. Evaluation is not just an audit of past performance. Thus, one of the major purposes of the evaluation is to identify the lessons learned that provide the information for the future projects in the same area.

1. **Evaluation Scope and Objectives**

The evaluation should cover the project Social Inclusion through Leadership Skills for Disabled Women implemented by UNDP during the period of January 2014 – June 2015 based on the Project Document signed by UNDEF, UNDP, and Deaf and Blind Society of Turkmenistan.

1. **Evaluation questions**

The preparation of evaluation questions should be based on analytical work conducted by the expert during the preparation phase, when the project’s objectives and strategy are reconstructed from project documentation.

The evaluation questions should include, but not be limited to the following:

* To what extent was the project implemented as envisaged by the project document? If not, why not?
* Was there a reasonable relationship between project inputs and project outputs?
* Did institutional arrangements promote cost-effectiveness and accountability?
* What progress toward the outputs has been made?
* Were stated outputs achieved?
* What factors have contributed to achieving or not achieving intended outputs?
* What factors contributed to effectiveness or ineffectiveness?
* To what extent has the project established processes and systems that are likely to support continued impact?
* What contributions to the achievement of the Outcome (2.1 The government ensures comprehensive socio-economic integration of all vulnerable groups including women, disabled and HIV+ persons.) of the Country Prorgam Action Plan (CPAP)?

1. **Methodology**

All experts applying for this position are required to provide brief (1-2 pages) description of the methodology for the evaluation. However, the specific design and methods for the evaluation will be determined from consultations among UNDP Turkmenistan Democratic Governance program unit, the evaluator, and the national partner (DBS) about what is appropriate and feasible to meet the evaluation purpose and objectives and answer the evaluation questions, given limitations of budget, time and extant data.

1. **Evaluation Deliverables and Timeframe**

The following deliverables should be produced in the process of evaluation:

**Deliverable 1: Evaluation inception report** - An inception report should be prepared by the evaluator before going into the full fledged evaluation. It should detail the evaluator’s understanding of what is being evaluated and why, showing how each evaluation question will be answered by way of proposed methods, proposed sources of data and data collection procedures. The inception report should include a proposed schedule of tasks, activities, and deliverables. The inception report provides UNDP and the evaluator with an opportunity to verify that they share the same understanding about the evaluation and clarify any misunderstanding at the outset.

**Deliverable 2: Draft evaluation report** - UNDP DRR, Democratic Governance program unit, and DBS evaluation should review the draft evaluation report to ensure that the evaluation meets the required quality criteria.

**Deliverable 3: Final evaluation report.**

The overall time and specific timeframe allocated for the evaluation should be determined through consultations between the evaluator, UNDP, and DBS.

1. **Evaluation ethics**

The evaluation should be conducted in accordance with the United Nations Evaluation Group (UNEG) Code of Conduct for Evaluation in the UN system that could be found at the following address: <http://www.unevaluation.org/document/detail/100>

1. **Imlementation arranements**

The evaluator shall report directly to UNDP Democratic Governance Portfolio Manager in Turkmenistan. UNDP is responsible for organizing of all necessary meetings for the evaluator, the logistics of the evaluation, and providing of all necessary documentation related to project planning, implementation, and monitoring.

1. **Payment conditions**

This is an installment-based contract that should cover the costs of consultancy required to produce the above deliverables. The travel expenses will be covered separately from the honorarium based on the UNDP rates. The final schedule of payments will be agreed upon in the beginning of consultancy.

Payment will be released in three installments: 30% (Deliverable 1), 20 % (deliverable 2), 50% (for deliverable 3) – upon timely submission of respective deliverables and their acceptance by UNDP Turkmenistan.

VI. Competencies

*Corporate Competencies*

• Demonstrates integrity by modeling the UN’s values and ethical standards;

• Promotes the vision, mission, and strategic goals of UNDP;

• Displays cultural, gender, religion, race, nationality and age sensitivity and adaptability;

• Treats all people fairly without favoritism;

• Fulfills all obligations to gender sensitivity and zero tolerance for sexual harassment.

*Functional Competencies*

* Good knowledge of and experience working with UN;
* Excellent interviewing, facilitation, and communication skills;
* Results driven, ability to work under pressure and to meet required deadlines;
* Good understanding of project design, implementation, monitoring, and evaluation practices;
* Diplomatic skills.

VII. Qualification and competence requirements

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| **Education:** | Advanced university degree (master’s or higher) in a relevant field, such as public administration, business administration, economics, or any other relevant field. |
| **Experience:** | Experience of conducting at least 5 similar evaluations of the projects.  Knowledge and experience of work in the CIS or Central Asia is an advantage.  Good knowledge of the UN mandate in the area of social inclusion is an asset. |
| **Language Requirements:** | Excellent spoken and written English. Fluent spoken Russian is desirable. |

**VIII. Submission of applications**

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

(i) Cover letter explaining why they are the most suitable candidate for the assignment

(ii) Filled P11 form including past experience in similar projects and contact details of referees (blank form can be downloaded from <http://europeandcis.undp.org/files/hrforms/P11_modified_for_SCs_and_ICs.doc>; please upload the P11 instead of your CV.

(iii) Financial proposal: All applicants shall submit a detailed, carefully considered and justified financial statement based on a lump sum specifying (1) a daily fee for the tasks and an estimated duration as specified in this announcement and (2) any other possible costs (including vaccinations, travel to and from the mission, dwelling, etc.);

(iv) Proposed methodology of the evaluation.

**IX. Evaluation Criteria**

The consultant will be evaluated against a combination of technical and financial criteria.

Maximum score is 100. Out of the maximum score, the score for technical criteria equals 70% - maximum 70 points, and for financial criteria 30% - maximum 30 points.

The technical evaluation (70%, or max 70 points) will take into account the following as per the scoring provided:

* Education – 10 pts
* Experience in conducting similar evaluations 10 pts
* Proposed methodology – 20 pts
* Results o the Inteview – 10 points
* Knowledge and experience of work in the CIS or Central Asia – 5 pts
* Fluency in English – 10 pts
* Fliuency in Russian – 5 pts

Financial proposal – 30% of total evaluation - max 30 pts

Only the highest ranked candidates who would be found qualified for the job will be considered for the Financial Evaluation.

**X. Additional requirements for recommended contractor**

Recommended contractors, if the travel is required, shall undergo a full medical examination including x-ray, and obtain medical clearance from the UN-approved doctor prior to taking up their assignment. The medical examination is to be cleared by the UN physicians, and shall be paid by the consultant.