



Individual Contract (IC) – Terms of Reference

Title: International Final Evaluation Consultant

Project/Sector: Mainstreaming the Concept on Migration and Development into Relevant Policies, Plans and Actions in BiH/Rural and Regional Development Sector

Reporting to: Rural and Regional Development Sector Leader

Duty Station: Bosnia and Herzegovina

Duration: August – mid-September 2015 (up to 24 working days)

BACKGROUND

a) Purpose

The purpose of the Final Project Evaluation (FPE) is to provide an impartial review of the pilot phase of the “Mainstreaming the Concept on Migration and Development into Relevant Policies, Plans and Actions in BiH” (M&D Project) relevance, quality performance, management and achievements. Furthermore, based on the overall findings of the FPE, the assignment will result in strategic recommendations for forward-looking project evolving concept. For this purpose, an International Final Evaluation Consultant (*hereinafter the Consultant*) will be engaged.

b) Objective

The FPE will identify and assess a number of elements to determine the M&D Project’s achievements and constraints, performance, results, impact, relevance and sustainability. Importantly, the FPE will also propose a concept for potential project expansion and follow up.

c) Background information

The M&D Project,¹ which is a partnership initiative of the Ministry for Human Rights and Refugees of Bosnia and Herzegovina (MHRR), the Government of Switzerland and the United Nations Development Programme (UNDP), seeks to systematically mobilise and build up potentials of migrants from Bosnia and Herzegovina in relevant domains of transition and socio-economic development, providing for visible effects of their contributions to the country’s progress at all institutional and societal levels.

Launched in 2013, the M&D Project works with 10 local governments to mainstream the concept of migration for development within their local development strategies, as well as supports implementation of pilot initiatives that catalyse partnerships between local communities and diaspora contributing directly to local development. In addition, it facilitates policy discussions aiming to

¹ Reference information:

http://www.ba.undp.org/content/bosnia_and_herzegovina/en/home/operations/projects/poverty_reduction/migration-and-development.html

develop general recommendations for mainstreaming migration and development considerations into the broader public policy design and delivery cycle in Bosnia and Herzegovina.

Specifically, activities are designed around three interconnected project components, as follows:

1. Policies for effective integration of migrants' contributions to the country's development are outlined and mainstreamed into local development strategies of at least 10 local governments;
2. Capacities of key actors at relevant governmental levels on effective mainstreaming of migration into development are strengthened; Cooperation with migrants and their organisations is being structured in municipal planning schemes;
3. Key elements for the definition of a valuable mainstreaming of migration into development concept are identified, validated and integrated into complementary action plans of different key government actors in Bosnia and Herzegovina.

The project is an integral part of the UNDP Rural and Regional Development Sector.

SCOPE OF WORK

a) Final Project Evaluation

The Final Project Evaluation will answer the following questions, so as to determine the project's relevance, performance, results, impact and sustainability of achievements:

- Were the project's objectives and outputs relevant to the needs of the country?
- Were the project's actions to achieve the outputs quality, effective and efficient?
- To what extent has the project managed to mainstream the concept of migration for development into local planning frameworks, as well as triggered effective implementation of pilot M&D actions at the local level?
- To what extent has the project managed to encourage policy dialogue on migration for development among policy-makers?
- To what extent has the project approach (intervention strategy) managed to create ownership of the key national stakeholders? Which are, in this regard, challenges to be overcome or potentials to be unlocked?
- What are the positive or negative, intended or unintended, changes brought about by the pilot project interventions?
- What is the project setting in terms of the political, social and institutional country context, and what are its potentials to adequately contribute to the M&D process in the future?
- What is the project setting in the frame of other initiatives of the international community?
- To what extent are the results sustainable? Will the outputs lead to benefits beyond the lifespan of the project?
- To what extent are key stakeholders/final beneficiaries satisfied with the project implementation, specifically in terms of the Swiss/UNDP/MHRR support and what are specific expectations for potential follow-up assistance?
- How could project results be further sustainably projected and expanded, having in mind the prospective contribution of the M&D concept for local, as well as broader country development?
- What are, if relevant, after-project possible priority interventions and general recommendations, which could further ensure sustainability of project's achievements?

The consultancy will take a broad overview of the project area by gathering perceptions, aspirations, feedback and data from relevant partners and stakeholders for objective analysis and conduct of the evaluation. The evaluation will look to underline the key factors that have either facilitated or impeded project implementation; 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 evaluation will examine the overall performance and impact of project components.

The conclusions and recommendations of the evaluation will represent *key elements for the strategic orientation and realistic planning* of a new project phase, including a realistic timeframe for the support actions from 2016 onwards and justification for its relevance and its strategic sustainability.

b) Concept Note

Based on the final project evaluation, the **Concept Note** for the potential follow-up intervention will be prepared containing the following main elements:

- 1) Brief context analysis and assessment of the relevant framework conditions;
- 2) Mapping of the relevant actors; the relationships between them (the stakeholder mapping shall make visible the points of common interests that provide the ground for a mutually supportive and reinforcing interaction); detailed analysis of the driving and restraining forces;
- 3) Vision, impact hypothesis, main target groups, and possible objectives system, which is complementary to endeavours of other actors (national and international);
- 4) Prioritised areas of intervention (project components); main action lines of the support, complementary to other endeavours (by MHRR/SDC/UNDP and other relevant actors); respective expected outcomes and outputs;
- 5) Key stakeholders; direct and indirect beneficiaries; key partners for implementation, cooperation and networking, in order to produce the most adequate outreach; available human resources and know-how for the performance of activities; needs for external expertise;
- 6) Implementation modalities and proposal for the future implementation structure;
- 7) Projection on time frames (phases) and budget;
- 8) Brief reflection on risks and mitigation measures.

c) Proposed methodology

The proposed methodology consists of a preliminary desk review of project materials and deliverables and review of existing information relevant to the project context, followed by field visits and final evaluation report write-up. An integral part of the FPE will also be a set of recommendations, as well as the Concept Note for a follow-up project phase.

The Consultant is required to evaluate the M&D Project Document, progress, annual and progress evaluation reports, key project deliverables and other relevant documents. The briefing kit will be prepared by the UNDP. The Consultant is expected to meet representatives from the Embassy of Switzerland in Bosnia and Herzegovina, the MHRR and the UNDP for an initial briefing, as well as debriefing at the end of the assignment.

In addition, the Consultant is expected to interview the M&D project team, partners as well as other stakeholders as needed. To assess project performance, approach and modalities, the Consultant will meet members of the policy working group established within the M&D Project (relevant state level Ministries), representatives of academia and diaspora who took part in the project realisation, as well as representatives of the International Organisation for Migration. In addition, through 2 – 3 field missions, the Consultant will meet representatives from partner local governments and grant beneficiaries, so as to

obtain critical feedback and information on the M&D Project activities and results at the local level and assess the project performance and its approach and modalities. During these meetings, it would be important to record and accumulate inputs necessary not only for the project evaluation, but for potential follow-up intervention in the field of migration for development, with particular focus on placing the potential of migration into local economic development function.

The Consultant will propose a work plan to be approved by the UNDP. The Consultant is expected to prepare a report highlighting in particular recommendations.

The expected duration of the assignment is up to 24 days (9 days in Bosnia and Herzegovina, including field trips) during the period August – mid-September 2015.

The final evaluation report will capture the feedback by key project partners and stakeholders as well as observations and conclusions by the Consultant. The report will also contain a Concept Note on the possible follow-up direction and interventions in the field of migration for development, to meaningfully build on and scale up project achievements, as well as contribute to effective utilisation of the potential of migration for development of Bosnia and Herzegovina.

Tasks

The consultancy is divided into 4 principle tasks, as follows:

Task 1 – Desk review

Following the initial meeting, the Consultant will conduct a detailed review of all relevant project documents produced during its implementation. Documentation includes, but is not limited to: project document; project annual work plans; project reports; conceptual papers and analyses; data on implementation of grant-funded projects supported by the intervention.

Upon review of documentation, the Consultant will submit a detailed work plan for the evaluation process, including: a list of interlocutors; tentative dates and locations of visits planned; interview questions and date for the briefing session. During the desk review, the Consultant will focus on evaluating the project baseline, indicators and targets, as well as the relevance, quality and adequacy of project approach versus its objectives and the output.

Task 1 will not exceed 3 days.

Task 2 – Evaluation

Upon the approval of the work plan by the UNDP, the Consultant is expected to carry out the evaluation of the pilot phase of the M&D Project, via direct interviews with key stakeholders and beneficiaries from partner localities. UNDP will provide support to the Consultant in organization of meetings and interviews, as necessary, as well as will make all logistical and transportation arrangements.

Once the interviews are completed, the Consultant will analyse data and information collected (qualitative and quantitative) and draft evaluation report including main findings and a concept for a possible follow-up direction. A contextual analysis of the environment in which the M&D Project is working and its relevance in fulfilling a role in that environment should also be included. The report shall seek to assess project progress, efficiency and adequacy; process and level of success of partnership building and ownership over project products and results; the quality of project deliverables and the level of mainstreaming of the concept of migration into local strategies, as well as the extent to which a dialogue on the mainstreaming of migration for development into the public policy cycle has been effective. The report should include the data, inputs and analysis, as well as success indicators used, and an overview of the effectiveness of the project from the perspective of various stakeholders. The evaluation will also capture the efficiency of project organisation and management. The draft report will contain the positive or negative, intended or unintended, changes brought about by the

project and identify factors which facilitated or impeded the realization of intended objectives. A particular attention will be paid to the sustainability of the project achievements beyond the lifespan of the project.

The draft evaluation report will be submitted to the UNDP team for initial review. The minimum structure of the evaluation report (to be written in English language) is the following:

1. Executive summary;
2. Introduction;
3. Methodological approach;
4. Evaluation findings;
5. Main conclusions and recommendations;

Task 2 will not exceed 11 days.

Task 3 – Concept Note

Project Concept Note for possible follow-up direction, including: (i) relevant country context analysis; outline of priority demands and emerging intervention niches, from the viewpoint of project-relevant domain and overall country context; (ii) justification, relevance and rationale; (iii) vision, impact hypothesis, timeframe, main target groups, and possible objectives system, which is complementary to other relevant endeavours (of MHRR/SDC/UNDP and other relevant national and international actors); (iv) key stakeholders; direct and indirect beneficiaries; key partners for implementation, cooperation and networking, in order to produce the most adequate outreach; available human resources and know-how for the performance of activities; needs for external expertise; (v) proposed scope of work and intervention lines, expected outcomes and outputs; (vi) partners and stakeholders, including mapping of the relevant actors; the relationships between them (the stakeholder mapping shall make visible the points of common interests that provide the ground for a mutually supportive and reinforcing interaction); detailed analysis of the driving and restraining forces; (vii) sustainability considerations; (viii) implementation modalities and implementation structure; (ix) risks and mitigation measures; Annexes, as relevant.

The Concept should not exceed 6-7 pages.

A briefing session will be organised with representatives of the Embassy of Switzerland, the MHRR and UNDP, so as to present the findings and recommendations of the FPE report, as well as propose a forward-looking vision for the way ahead.

Task 2 will not exceed 7 days.

Task 4 – Submission of Final Project Evaluation Report and Concept Note

Following the briefing session, the Consultant is expected to prepare a final project evaluation report, capturing findings and recommendations on both the project approach and performance. Suggestions and comments gathered during the briefing session will be taken into consideration. Also, any observations that may arise from the evaluation will be incorporated into the final report. An integral part of the report will also be the Concept Note for the potential follow-up intervention.

Task 4 will not exceed 3 days.

Deliverables and timeliness

The following deliverables are expected:

Deliverables	Timeliness and level of effort
<p><u>Task 1: Desk review</u></p> <ul style="list-style-type: none"> • Initial meeting with the project owners (Skype session is also possible); • Performed desk review of documentation and the Consultant fully aware of the M&D Project; • The evaluation work-plan is submitted by the Consultant to UNDP. 	<p>Beginning of August, 2015 (up to 3 days)</p>
<p><u>Task 2 – Evaluation</u></p> <ul style="list-style-type: none"> • Interviews with stakeholders and project beneficiaries, including 2 – 3 field visits in partner local governments conducted and qualitative, as well as quantitative information collected by the Consultant as main inputs for the FPE; • Prepared draft FPE report. 	<p>By beginning of September, 2015 (up to 11 days)</p>
<p><u>Task 3 Concept note</u></p> <ul style="list-style-type: none"> • Prepared Concept Note for the follow-up intervention; • The FPE (including both the evaluation and the Project Concept Note) submitted to UNDP; • Briefing and validation session with project owners conducted (Skype session also possible). 	<p>By early September, 2015 (up to 7 days)</p>
<p><u>Task 4 – Submission of Final Project Evaluation Report and Concept Note</u></p> <ul style="list-style-type: none"> ▪ Recommendations provided on the Evaluation and the Project Concept Note by the project owners embedded and the Final Evaluation Report submitted to UNDP 	<p>By mid-September 2015 (3 days)</p>

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, 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

Education:	<ul style="list-style-type: none">• Advanced university degree in social sciences, political sciences, public administration or related field.
Experience:	<ul style="list-style-type: none">• At least 10 years of extensive project/programme evaluation experience, where evaluation of relevant thematic interventions is considered to be an asset.• Knowledge and professional experience in the area of migration and development policy and practice;• Sound professional experience in project design, ideally in the subject-area of migration for development;• Familiarity with trends and practices related to migration and development globally; specific knowledge and previous experience in Bosnia and Herzegovina is considered an asset;• General understanding and knowledge of the political and administrative context in Bosnia and Herzegovina is considered an asset;• Proven analytical skills and ability to conceptualize and write concisely and clearly;• Proven communication skills, and ability to interact with multiple actors including government representatives, donors and other stakeholders.
Language requirements:	<ul style="list-style-type: none">▪ Fluency in English language.
Other:	<ul style="list-style-type: none">▪ Excellent computer skills (MS Office applications) and ability to use information technologies as a tool and resource.

Award Criteria: The award will be based on the highest qualified consultant. Where two experts have comparable capacities and experience, the award will be based on lower cost offer.

Applicants are required to submit an application including:

- Personal CV (in P11 form) including relevant professional experience and expertise, and contact details (e-mail addresses) of referees;
- Financial proposal indicating lump sum fee for the assignment (in USD) including travel costs from and to the home country, accommodation costs, etc.