

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

**Title: International Consultant for Final Project Evaluation**

**Project/Sector: Integrated Local Development Project/ Rural and Regional Development Sector**

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

**Duty Station: Bosnia and Herzegovina**

**Duration: March/early April 2016 (up to 25 days)**

### **BACKGROUND**

#### **a) Purpose**

The purpose of the Final Project Evaluation is to provide an impartial view of the second phase of the Integrated Local Development Project's (ILDP) relevance, quality performance, management and achievements. For this purpose, an International Final Evaluation Consultant (*hereinafter the Consultant*) will be engaged.

#### **b) Objective**

Specifically, the Final Project Evaluation aims to review and assess the relevance, effectiveness, efficiency, impact, lessons learned and sustainability of the ILDP, so as to provide an objective assessment for the Project Board. In addition, the Final Project Evaluation is also expected to identify a concept and recommendations for a possible phasing out stage.

#### **c) Background information**

The ILDP,<sup>1</sup> which is a joint initiative of the Government of Switzerland and the United Nations Development Programme (UNDP), implemented in partnership with the Ministry of Human Rights and Refugees of Bosnia and Herzegovina, the Ministry of Justice of the Federation of Bosnia and Herzegovina (FBiH), the Ministry for Administration and Local Self-Government of Republika Srpska (RS) and Associations of Municipalities and Cities in both entities. In its first phase that lasted from 2008 to 2011, the ILDP contributed to harmonisation of development planning at the local level via participatory design of a standardised methodology for integrated local development planning (MiPRO)<sup>2</sup>, which was adopted by both entities' governments and both associations of municipalities and cities in late 2009 and recommended to local governments. Subsequently, with support of the ILDP, 24 local governments across the country applied MiPRO in its planning processes.

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<sup>1</sup> Reference information:

[http://www.ba.undp.org/content/bosnia\\_and\\_herzegovina/en/home/operations/projects/poverty\\_reduction/integrated-local-development-project--ildp-.html](http://www.ba.undp.org/content/bosnia_and_herzegovina/en/home/operations/projects/poverty_reduction/integrated-local-development-project--ildp-.html)

<sup>2</sup> [http://www.ba.undp.org/content/bosnia\\_and\\_herzegovina/en/home/library/poverty/methodology-for-integrated-local-development-planning-in-bosnia-.html](http://www.ba.undp.org/content/bosnia_and_herzegovina/en/home/library/poverty/methodology-for-integrated-local-development-planning-in-bosnia-.html)

In its second phase launched in 2012, the ILDP supports consolidation of the local strategic planning system in BiH by: (i) enhancing integration of local strategic plans within the higher government strategic and financial planning frameworks; and (ii) supporting a critical mass of local governments to apply a harmonised approach to strategic planning and effectively manage local development processes in partnership with their communities. More specifically, the ILDP works on three levels:

**(i) Policy dialogue and bottom-up consolidation of the local planning level into higher government levels` strategic planning framework**

Together with its relevant institutional partners, the project encourages and facilitates policy consultation processes in each entity (respectively - in the FBiH and the RS). These processes aim to reach consensus among relevant stakeholders on the place of the local government level in the planning system of the immediate higher government levels, as well as to identify and agree on concrete mechanisms to enable vertical consolidation of the local strategic planning system into higher government strategic and financial frameworks (i.e. legal, regulatory, operational and institutional recommendations). Importantly, these policy discussion processes seek to identify and deploy concrete mechanisms enabling such vertical integration, including local development funds at the entity government level.

**(ii) Support to harmonisation of cantonal development planning**

From the viewpoint of the overall harmonisation of the strategic planning framework in BiH and more concretely - the vertical linkage between various planning levels, particular attention was placed at the FBiH cantonal level, which in general is the most fragmented, while at the same time a critical building block within the planning system in the FBiH. In this regard, the ILDP supports the anchoring of a harmonised approach to strategic planning at the FBiH cantonal level based on a public discussion process bringing representatives of all cantons in a constructive dialogue. In parallel, support is provided to 9 cantonal governments and their socio-economic stakeholders in designing their development strategies and establishing institutional mechanisms for their effective implementation.

**(iii) Integrated local strategic planning and transforming local strategies into action**

At the local level, the ILDP works with 40 local governments to build a critical mass of local governments country-wide applying an integrated and participatory approach to strategic planning, where capacity building of local partners is a cross-cutting activity. So far, with support of the ILDP, these 40 local governments have designed and adopted their development strategies. Furthermore, the project helps local governments in strategy implementation, strengthening their capacities to effectively manage local development processes. The assistance package encompasses tailored training and technical assistance, introduction of new management and process tools, based on a “step-by-step” support. The project also provides seed-funds meant to contribute to more effective implementation of local development strategies and the priority projects identified within them. Over a prolonged period of time, the support targets effective institutional change, professionalization of local administrations and deployment of sustainable administrative and management tools and mechanisms, allowing local governments to cope with complex development processes and ultimately – meant to contribute to improved performance and service delivery.

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

**SCOPE OF WORK**

**a) Main evaluation criteria of the Final Project Evaluation**

The Final Project Evaluation is to answer the following questions, so as to determine the project’s relevance, performance, results, effectiveness, efficiency, impact, lessons learned, mainstreaming of gender equality principle in the Project’s work and sustainability of achievements:

- Were the project’s objectives and outputs relevant to the needs of the country?
- To what extent the project achieved its intended outcomes?

- Were the project's actions to achieve the outputs quality, effective and efficient?
- To what extent has the project managed to encourage policy dialogue on the relevant topic 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 project effects and impact in qualitative, as well as quantitative terms from a broader development and system building perspective?
- What are the positive or negative, intended or unintended, changes brought about by the project interventions? This may, *inter alia*, include an overview of the number of beneficiaries benefiting from improved service delivery or income generation streams, number of new jobs created, external funds attracted by local governments, etc.
- 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 process in the future?
- How effective was the project's interaction with other local level interventions in Bosnia and Herzegovina to trigger synergies maximising development results?
- Which are the main products and approaches holding the strongest scaling up potential?
- What are the key lessons learned through the project implementation process?
- To what extent are the results sustainable? Will the outputs lead to benefits beyond the lifespan of the project? How could project results be further sustainably projected and expanded, towards prospective contribution to local, as well as broader country development?
- To what extent is gender equality respected and mainstreamed within the project implementation?
- To what extent are key stakeholders/final beneficiaries satisfied with the project implementation, specifically in terms of the partnership support and what are specific expectations for potential follow-up assistance? Which are the main benefits - in qualitative and quantitative terms – for final project beneficiaries? Assessment of the results' significance for the main beneficiaries, also enumerating any unintended effects.
- What are, if relevant, after-project possible priority interventions and general recommendations, which could further ensure sustainability of project's achievements and contribute to development of local governance in Bosnia and Herzegovina?

The consultancy will take a broad overview of the project area by gathering perceptions, aspirations, feedback and data from relevant partners, stakeholders and beneficiaries 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 the project.

### **c) 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 Final Project Evaluation will also be a concept note and a set of recommendations on possible follow-up directions of the Project.

The Consultant is required to evaluate the ILDP Project Documents, progress, annual and mid-term 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 of the main stakeholders and implementing partners (the Embassy of Switzerland in BiH and the UNDP), for an initial briefing as well as for the debriefing at the end of the assignment.

Furthermore, the Consultant is expected to interview the project team, partners as well as other stakeholders as needed. To assess project performance, approach and modalities, the Consultant will meet with key project partners, namely the BiH MHRR, the FBiH Ministry of Justice, the RS Ministry for Administration and Local Self-Government and Associations of Municipalities and Cities in both entities. In addition, through 3 – 4 field missions, the Consultant will meet representatives from partner local governments, cantonal governments and final beneficiaries, so as to obtain critical feedback and information on the project activities and results, and assess the project performance and its approach and modalities. Each mission will allow for meetings with 2 – 3 partners/stakeholders in the respective region. S/he will also meet with representatives of other agencies active in the field of local governance and local development to assess their cooperation and level of synergies with the ILDP, if needed. During these meetings, it would be important to record and accumulate inputs necessary not only for the project evaluation, but also for potential phasing stage.

The consultant may propose additional elements to ensure better insight into and review of project achievements and may use additional approaches such as simple questionnaire-based data collection.

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 25 days (up to 13 days in Bosnia and Herzegovina, including field trips) in March/early April 2016.

The final evaluation report will capture the feedback by key project partners and stakeholders as well as observations and conclusions by the Consultant.

## **Tasks**

The consultancy is divided into three 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, including the relevant documents from the first project phase. Documentation includes, but is not limited to: project documents; project annual work plans; project reports; conceptual and methodological 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 against its outputs and outcomes.

*Task 1 will not exceed 4 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 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 gender-sensitive, where possible) and draft the evaluation report including main findings and a concept for a phasing out stage. A contextual analysis of the environment in which the Project is working and its relevance in fulfilling a role in that environment should also be included both in the final evaluation report and in the concept paper. Based on the set of questions given previously within the ToR, 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 importantly – its impacts and effects. 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 against the main evaluation criteria;
5. Lessons learned
6. Main conclusions and recommendations;
7. Concept note for a phasing out intervention (maximum 10 pages).

A debriefing session will be organised with representatives of UNDP and relevant stakeholders, so as to present the preliminary findings and recommendations of the Final Evaluation Report.

Task 2 will not exceed 15 days.

### **Task 3 – Submission of Final Project Evaluation Report**

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.

Finally, the Consultant will provide a concept note for possible phasing out stage.

Task 3 will not exceed 6 days.

### **DELIVERABLES AND TIMELINESS**

The following deliverables are expected:

<b>Deliverables</b>	<b>Timeliness and level of effort</b>
<b><u>Task 1: Desk review</u></b> <ul style="list-style-type: none"> <li>• Initial meeting with the project owners organised (<i>Skype session is also possible</i>);</li> </ul>	(up to 4 days)

<b>Deliverables</b>	<b>Timeliness and level of effort</b>
<ul style="list-style-type: none"> <li>Performed desk review of documentation and the Consultant fully aware of the Project;</li> <li>The evaluation work-plan is submitted by the Consultant to UNDP.</li> </ul>	
<p><b><u>Task 2 – Evaluation</u></b></p> <ul style="list-style-type: none"> <li>Interviews with stakeholders and project beneficiaries, including 3 – 4 field visits in partner local and cantonal governments conducted and qualitative, as well as quantitative information collected by the Consultant as main inputs for the Final Project Evaluation;</li> <li>Briefing and validation session with project owners.</li> <li>Prepared draft Final Project Evaluation report.</li> </ul>	(up to 15 days)
<p><b><u>Task 3 – Submission of Final Project Evaluation Report</u></b></p> <ul style="list-style-type: none"> <li>Recommendations provided on the Evaluation by the project owners embedded and the Final Evaluation Report submitted to UNDP.</li> </ul>	(6 days)

## **COMPETENCIES**

### **Core values**

- Demonstrates integrity and fairness by modelling UN values and ethical standards;
- Demonstrates professional competence to meet responsibilities and post requirements and is conscientious and efficient in meeting commitments, observing deadlines and achieving results;
- Displays cultural, gender, religion, race, nationality and age sensitivity and adaptability.

### **Core competencies**

- 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**

<b>Education:</b>	<ul style="list-style-type: none"> <li>Advanced university degree in social sciences, political sciences, public administration or related field</li> </ul>
<b>Experience:</b>	<ul style="list-style-type: none"> <li>At least 10 years of extensive project/programme evaluation expertise and experience, where evaluations in the area of local governance and local development are considered to be an asset;</li> </ul>

	<ul style="list-style-type: none"> <li>• Sound knowledge of results-based management systems, and gender-sensitive monitoring and evaluation methodologies;</li> <li>• Knowledge and experience in the area of local government, public administration and local development-related projects;</li> <li>• General understanding and knowledge of the political and administrative context in Bosnia and Herzegovina is considered an asset;</li> <li>• Proven analytical skills and ability to conceptualize and write concisely and clearly;</li> <li>• Proven communication skills, and ability to interact with multiple actors including government representatives, donors and other stakeholders.</li> </ul>
<b>Language requirements:</b>	<ul style="list-style-type: none"> <li>• Fluency in English language.</li> </ul>
<b>Other:</b>	<ul style="list-style-type: none"> <li>• Excellent computer skills (MS Office applications) and ability to use information technologies as a tool and resource.</li> </ul>