

Individual Contract (IC) – Terms of Reference

Title: Evaluator

Project/Sector: Reinforcement of Local Democracy (LOD) IV / Rural and Regional Development Sector

Reporting to: RRD Sector Leader

Duty Station:

Duration: Up to 40 working days, June – August 2016

BACKGROUND

a) Purpose

The purpose of the Final Project Evaluation is to provide an impartial review of the Reinforcement of Local Democracy (LOD) IV project, in terms of its performance, management and achievements. Additionally, since the LOD project is in its fourth phase of implementation, the evaluation will also assess the overall project effects and impact, including all project phases LOD I – LOD IV throughout the entire implementation period (2009 – 2016).

b) Objective

The evaluation should examine the overall performance of the project, its inputs and activities, and how the outputs delivered added value to local governments (LG) and civil society organizations (CSO). In a substantive analysis of the effectiveness of the project approach, the evaluation should assess cause and effect relations within the project, identifying the extent to which the observed changes can be attributed to the LOD project.

Specific objective of the final project evaluation is twofold:

- a) To identify and assess a number of elements to determine the LOD IV project's achievements and constraints, including project's relevance, performance, results, efficiency, effectiveness, impact and sustainability, so as to provide an objective evaluation of the Project. The focus will be on reviewing, evaluating and making recommendations regarding the implementation of the LOD IV activities within 14 partner LGs.
- b) To review the overall long-term effects and impact of the entire LOD project (phase I – Phase IV) with focus on the influence of 289 implemented CSO projects on the individuals and groups in local communities.
- c) Based on the overall findings, the evaluation is expected to provide actionable, forward looking recommendations to the European Union and UNDP for refining and scaling up support, as well as to identify lessons learned and best practices to enrich future country and regional programming in the field of local government/civil society relations and promotion of CSO role in service delivery.

c) Background information

The Reinforcement of Local Democracy project (LOD) is a multiphase project implemented in cooperation with the Ministry of Justice of Bosnia and Herzegovina (BiH), funded by the European Union (EU) through the Instrument for Pre-accession Assistance (IPA) and implemented by United Nations Development Programme (UNDP) in BiH. Total value of LOD I, II and III was of 5 mil EUR, while LOD IV amounted to EUR 2 mil.

The overall objective of the LOD project is to contribute to democratic stabilization, conciliation, and further development of BiH through support to selected municipalities in establishing improved local governance-civil society relations and facilitating introduction of transparent financing mechanisms for improved service delivery.

Specific objectives of the project:

- Establishing permanent partnership between CSOs and local authorities by raising the awareness on mutually beneficial cooperation;
- Generating a unified and transparent mechanisms for disbursing LG's budget funds designated for CSOs project activities;
- Encouraging CSOs to specialize and professionalize their activities by adopting a longer-term planning perspective, becoming more responsive to local needs and less dependent on current donor priorities.

The results achieved by the project are most evident through the strengthened mutual cooperation between LG and CSOs in 40 partner LGs in LOD I, LOD II and LOD III phases (implemented during the period 2009–2014), and 14 LGs in LOD IV (implementation period 2014-2016). This also includes successful implementation of 289 CSO projects, to the benefit of over 80.000 individuals. Over the course of the implementation, the project established partnership with the entity Associations of Municipalities and Cities, ensuring horizontal and vertical integration of the intervention. The project is an integral part of the UNDP Rural and Regional Development Sector.

DESCRIPTION OF RESPONSIBILITIES

SCOPE OF WORK

a) Main evaluation questions

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

Related to the LOD IV:

- Were the project's objectives relevant to the needs of the country?
- Were the project's actions to achieve the project objectives effective and efficient?
- To what extent has the Project created partnership between CSO and local authorities?
- To what extent has the Project managed to institutionalize and anchor the methodology for allocation of financial resources from LG budgets to CSOs?
- How much are CSOs encouraged to specialize/professionalize their services?
- What have been the most effective mechanisms to encourage and support the project implementation?
- To what extent the project's actions led to achieve quality, effective and efficient outputs in line with key stakeholders' strategies.
- 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 intervention? What has been specific influence of CSO projects implemented in local communities?
- What are the key lessons learnt during the project implementation process?
- To what extent are the intended project results sustainable? Have the project results lead to potential actions beyond the lifespan of the project?
- To what extent is gender equality respected and mainstreamed within the project implementation?
- Identify key lessons learned and future project ideas to be considered by the implementing partners for purposes of ensuring sustainability.

Related to wider LOD project impact, taking into consideration CSO projects implemented in all four LOD project phases:

- What are the wider project effects and impact in terms of implemented civil society projects both in qualitative and quantitative terms based on selected sample of projects divided in five thematic areas: environment, gender, social inclusion, poverty reduction and youth?
- What are the main benefits - in qualitative and quantitative terms – for final project beneficiaries?
- To what extent are the results of the implemented CSO projects sustainable? Will they lead to benefits beyond the lifespan of the project?
- How could LOD results be further projected and scaled up, having in mind the concept of improving CSO local service delivery?

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. To this end, the evaluation will examine the overall performance and impact of the project components.

b) Methodology

The Evaluator is expected to propose an evaluation methodology, as part of his/her application for the consultancy. The Evaluator may employ any relevant and appropriate quantitative, qualitative or combined methods s/he deems appropriate to conduct the Final Project Evaluation, exploring specific data collecting and analytical methods and tools applicable in the concrete case. The Evaluator is expected to creatively combine the standard and other evaluation tools and technics so as to ensure maximum reliability of data and validity of the evaluation findings. To that end, the Evaluation Report is expected to provide broad understanding of processes through which project objectives and impact are achieved and how these achievements are affected by the context within which the Project was implemented. Parameters outlined in the 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 Evaluator will provide 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.

An integral part of the Final Project Evaluation will include final evaluation of the LOD IV but also report on a wider impact assessment of the CSO projects implemented throughout all phases of the Project (LOD I, II, III and IV) and a set of forward looking recommendations.

Related to the LOD IV: Standard methodology would suggest a desk review of project documents, progress, annual and evaluation reports, key project deliverables and other relevant documents. The briefing kit will be prepared by the UNDP. The Evaluator expected to meet senior representatives of UNDP, including briefing and debriefing. S/he is expected to interview the project team, partners, representatives of European Union as well as other stakeholders as needed. 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 relevant field.

Related to the wider project impact, taking into consideration CSO projects implemented in all four LOD project phases: In addition to the above standard methodology, for the wider effects and impact assessment of all four project's phases, mixed method evaluation is preferred, with both qualitative and quantitative approaches data collection and data analysis and interpretation. The Evaluator is expected to propose the specific data collecting and analytical tools and technics which will complement standard processes in order to obtain credible data and information, which can measure the actual effects (for example, structured questionnaires to a selected group of individuals, groups or institutions). The evaluation will also contain assessment of the long-term project effects and impact on different target groups achieved by 289 implemented CSO projects.

The Evaluator will propose an evaluation work plan to be approved by the UNDP. S/he is expected to prepare the final evaluation report highlighting forward looking recommendations. The report will capture the feedback by key project partners and stakeholders, as well as observations and conclusions by the Evaluator. Confidentiality on all information disclosed by all respondents (internal and external) will be required. UNDP BiH and EUD will retain ownership over the report.

Duration of the assignment is up to 40 days (20 days in BiH, including field trips), in the period June-August 2016.

c) Target groups

LOD, in partnership with the Ministry of Justice of BiH and the European Union, worked on strengthening mutual cooperation between CSOs and local administrations in 50 partner local governments ensuring through its grant scheme successful financing and implementation of 289 CSO projects with over 80.000 beneficiaries. The selection of local governments to be interviewed is to be consulted with the project team in order to ensure a representative sample in terms of government's characteristics (number of citizens, entity etc.). It is recommendable for the sample to consist of around 50% of LGs and CSOs involved in LOD IV, and 15% of partner LGs and CSOs involved in previous three LOD phases (including field visits to at least 7 LGs and 26 CSOs from LOD IV and additional 7 LGs and 30 CSOs from other project phases).

LOD IV core partner local governments include: Berkovići, Bijeljina, Cazin, Doboj, Domaljevac-Šamac, Kotor Varoš, Maglaj, Novo Sarajevo, Šamac, Šekovići, Visoko and Žepče, while two associate LGs are: Brčko District BiH and Nevesinje.

Local governments that participated in the implementation of the first three phases of LOD project are: Banja Luka, Bihac, Bijeljina, Bosanska Krupa, Bugojno, Čapljina, Derventa, Doboj, Foča, Grad Sarajevo, Gračanica, Gradiška, Jablanica, Ključ, Kozarska Dubica, Laktaši, Livno, Lukavac, Ljubinje, Ljubuški, Maglaj, Mrkonjić Grad, Novi Grad, Novi Grad Sarajevo, Prijedor, Srbac, Srebrenik, Stari Grad Sarajevo, Široki Brijeg, Teslić, Tešanj, Travnik, Trebinje, Tuzla, Velika Kladuša, Višegrad, Zavidovići, Zenica, Zvornik and Žepče.¹

TASKS

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

Task 1 – Preparation

The Evaluator is expected to submit the proposal of the detailed evaluation methodology already when applying for the position. Operationalization of the proposed evaluation methodology might include additional work to revise envisaged evaluation process, based on UNDP inputs, to design and distribute specific data collecting tools or employ specific analytical methods.

Following the initial meeting, the Evaluator will conduct a detailed review of all relevant project documents produced during its entire implementation.

Upon review of documentation, the Evaluator will submit a detailed work plan for the evaluation including, but not limited to: a list of interlocutors, tentative dates and locations of visits planned, tailored surveys and interview questions for selected group of individuals, CSOs, LGs, and/or institutions, etc.

Task 2 – Evaluation

Upon the approval of the work plan by the UNDP, the Evaluator is expected to carry out the evaluation of the LOD IV project and the assessment of the wider project impact, which will reflect collective achievements of all four project's phases.

The Final Project Evaluation for LOD IV will be conducted via direct interviews with key stakeholders and beneficiaries from partner localities while the wider impact assessment will be focused on CSO projects' results

¹ Four partner local governments have been repeated in the LOD IV due to impact of floods as following: Bijeljina, Doboj, Maglaj and Žepče. They are to be surveyed only once

and it will require additional, more specific data collecting tools and analytical methods. Once the interviews, surveys and other relevant data collecting actions are completed, the Evaluator will analyse data and information collected (qualitative and quantitative), and draft evaluation report including main findings and an assessment of the wider project impact.

The draft evaluation report will be submitted to the UNDP 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 consisting of two parts:
 - a) Review of the LOD IV Project,
 - b) Wider impact and effects of the CSO implemented projects in all four LOD project phases (289 implemented CSO projects),
5. Main conclusions and recommendations,
6. Lessons learned,
7. Potentials for project scalability.

A debriefing session will be organized with representatives of UNDP so as to present the preliminary findings and recommendations for a first draft of the Evaluation Report.

Task 3 – Submission of Final Project Evaluation Report

Following the debriefing session, the Evaluator 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 debriefing session will be taken into consideration. Also, any observations that may arise from the evaluation will be incorporated into the final evaluation report.

DELIVERABLES AND TIMELINESS

The Evaluator is responsible for the following deliverables:

Deliverables	Timeliness and level of effort
<p><u>Task 1 – Preparation</u></p> <ul style="list-style-type: none"> • Initial meeting with UNDP and the project team organized, • Detailed evaluation methodology including tailored surveys and interview questions submitted and approved, • Performed desk review of the project documentation, • The evaluation work plan submitted and approved. 	<p>July 8, 2016 (up to 5 days)</p>
<p><u>Task 2 – Evaluation</u></p> <ul style="list-style-type: none"> • Interviews with stakeholders and project beneficiaries, including field visits in partner LGs and CSO surveys conducted; qualitative and quantitative data collected, • Information collected and analysed providing initial findings on Project performance and feedback from the field, • Debriefing and validation session conducted, • Prepared draft of the Final Project Evaluation report. 	<p>August 10, 2016 (up to 30 days)</p>

Deliverables	Timeliness and level of effort
<p>Task 3 – Submission of Final Project Evaluation Report</p> <ul style="list-style-type: none"> • Embedded evaluation recommendations suggested during the presentation of findings, • Submission of the final evaluation report. 	<p>August 20, 2016 (up to 5 days)</p>

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 analyses 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.

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 expertise and experience; experience in evaluations in the area of local governance, civil society and/or experience in evaluations of UNDP projects are considered to be an asset, • Sound knowledge of results-based management systems, and gender-sensitive monitoring and evaluation methodologies, • 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 ability to undertake professional research using both quantitative and qualitative methods,

	<ul style="list-style-type: none"> • Proven communication skills, and ability to interact with multiple actors including government representatives, donors and other stakeholders, • Proven excellent reporting and writing skills.
Language requirements:	<ul style="list-style-type: none"> • Fluency in English language.
Other:	<ul style="list-style-type: none"> • Excellent computer skills (MS Office) and ability to use information technologies as a tool and resource.

Applicants are required to submit an application including:

- Personal CV including previous experience in similar projects and contact details (e-mail addresses) of referees
- Financial proposal indicating lump sum for the assignment (lump sum includes fee as well as all other costs that might occur such as international travel, stationary, accommodation and other similar costs. The LOD project will provide in country travel and translation services during the meetings with the relevant stakeholders).
- Proposed Basic Evaluation Methodology as per tasks given in the Terms of Reference

Evaluation method:

Applications will be evaluated based on a cumulative analysis taking into consideration the combination of the technical criteria and financial proposal. The technical criteria will account for 70% (70 points) and the financial proposal will account for 30% (30 points) of the total evaluation score.

Eligible women candidates are encouraged to apply.

Only successful candidates will be contacted.