TERMS OF REFERENCE
MONITORING AND EVALUATION SPECIALIST

Project: Funding Facility for Economic Reform – Regional (FFERREG)
Title: Monitoring and Evaluation
Contract Type: Individual Contract (IC)
Duty Station: Erbil, Iraq and Home-based
Duration of Assignment: 45 working days over a duration of 3½ months

Background
In response to an official request from the Kurdistan Regional Government (KRG), the UNDP and World
Bank are assisting in the implementation of the three-year Economic Reform Roadmap to address short-
term as well as medium- to long-term structural issues facing the KRI. The roadmap—Kurdistan Region of
Iraq: Reforming the Economy for Shared Prosperity and Protecting the Vulnerable—brings policy reforms for
fiscal adjustment and for the diversification of the economy in addition to social mitigation measures to
protect the vulnerable from impacts of the external shocks. The roadmap is guiding policy makers in KRG as
they address the immediate and more medium- to long-term challenges facing the region in the context of
increasing vulnerabilities. UNDP created a Funding Facility for Economic Reform – Regional (FFERREG) to
provide technical assistance in implementation of economic and social development reforms.

Upon endorsement and ratification of the report by the Cabinet, the KRG has started implementing specific
sectoral reform actions in participation of all line ministries. A consultant is sought in order to support
monitoring and evaluation of reform actions. The consultant is expected to set up a monitoring and
evaluation framework for implementation of reforms. A monitoring and implementation framework will be
developed so this would serve as a “scorecard” for the KRG in implementation of reforms with clear
milestones and targets for solid and visible reform actions. Through this set-up, the Government would like
to monitor key performance indicators on a quarterly basis. The consultant will also help putting in place a
monitoring unit and institutional structure. The consultant will also deliver other relevant assignments as
requested by team leaders.

The objective of the exercise is to assist the KRG Ministry of Planning (MoP) to develop an M&E framework
and associated M&E guidelines. The M&E framework is a dynamic tool and should be reviewed periodically
to respond to changes in the KRG context.

Other key stakeholders will include line ministries and agencies.

Scope of Work
The proposed scope of work will include the following activities:

- With inputs from the UNDP and World Bank’s team leaders and sector specialists, map the results
  chain for the Economic Reform Roadmap, including inputs, activities, outputs, intermediate and
  final outcomes.
- Review existing M&E systems, tools and indicators in use by the KRG government and relevant
  partners, identify sources of data already available and flow of information.
- Discuss progress and share early drafts of the M&E framework with the MoP and other key
  stakeholders for inputs and comments, as well as discuss constraints and opportunities, and how
  sensitive or confidential data are to be handled.
• Under the leadership of the MoP, UNDP, and World Bank, and with the help of on-the-ground consultant, facilitate a workshop to share the final draft of the M&E framework and associated guidelines to reach consensus.
• Finalize an M&E framework and associated guidelines for dissemination among assigned M&E staff at the MoP and line ministries.

**Expected Outputs and Deliverables**

- **M&E framework** will define and identify:
  - expected results based on analysis and consultations with UNDP and World Bank sector specialists and KRG stakeholders; and
  - indicators for expected results and for other elements of the results chain with baselines and targets. To the extent possible, an M&E framework will rely on available tools and indicators in the existing M&E systems. Where such indicators are not available, recommendations will be developed in consultation with Bank sector specialists on methodology for data collection and analysis, reporting frequency, and institutional arrangements.

- **M&E guidelines** will be prepared in the form of an operational manual, including:
  - monitoring and evaluation principles;
  - procedures and templates for data collection and reporting for results indicators; and
  - roles and responsibilities for reporting on the results achieved, including format, content, frequency, source(s) of data.

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<th>Timeframe</th>
<th>Deliverables</th>
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<tr>
<td>First month</td>
<td>Review existing M&amp;E systems (on-the-ground consultant is on board)</td>
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<td>Consultations with KRG counterparts and UNDP/World Bank specialists to identify</td>
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<td>expected results and indicators</td>
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<td>Second month</td>
<td>Share the first M&amp;E framework draft with counterparts for inputs and comments</td>
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<td>Facilitate consensus workshop</td>
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<td>Third month</td>
<td>Adjust and finalize M&amp;E framework and associated guidelines</td>
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Under the guidance and supervision of the Deputy Country Director (P/O), the Evaluation Specialist ensures the effective implementation of the evaluation policy, sets minimum monitoring and evaluation requirements for Project, and initiates thematic and crosscutting evaluations. The Evaluation Specialist ensures that objective evaluation is designed and managed to assess the programme relevance, effectiveness, efficiency, impact and sustainability of results; evaluations carried out in a credible and systematic manner; evaluation lessons and recommendations are used for programme design, contribute to implementation of UNDAF priorities and results.

The Evaluation Specialist (FFER) will liaise closely with the UNDP Country Office Evaluation Specialist regarding evaluation approaches and methodologies, ensuring that project meets the minimum requirements for monitoring and evaluation, including the conduct of mandatory project evaluation.

**Travel Plan**

This is a provisional plan, the actual plan will be determined in consultation with the project manager.

**Functions / Key Results Expected**

**Summary of Key Functions:**

- Implementation of evaluation policies and strategies
Management of the evaluation process
Facilitation of knowledge building and knowledge sharing on monitoring and evaluation

1. Ensures the implementation of evaluation policies and strategies, focusing on achievement of the following results:
   - Responsibility for planning, preparation, budgeting, reporting and oversight of programme/project evaluations.
   - Contact with CO Evaluation and evaluation units in other Country Offices (if necessary and through coordinated effort involving the CO) with a view to harmonizing evaluation approaches and agendas.
   - Responsibility for promotion of evaluation standards, quality assurance/control and capacity development.
   - Organization and coordination of evaluation missions for the project.

2. Ensures effective management of the evaluation process:
   - Provision of the technical advice at the design stage of programmes/projects setting up a framework with defined indicators at the design stage to facilitate the evaluation at the later stages.
   - Provision of evaluation feedback into project/programming design, including comments on various documents.
   - Timely preparation of sound analytical documents with well-reviewed and sound positions on areas evaluated, assessment of the impact and effectiveness of the project.
   - Follow up on implementation of evaluation recommendations. Ensuring the optimal use of evaluations by providing guidance in preparation of timely management response to all mandatory evaluations and by developing a communication plan.

3. Ensures facilitation of knowledge building and knowledge sharing in the area of monitoring and evaluation, focusing on achievement of the following results:
   - Identification and formulation of evaluation findings, lessons learned and recommendations.
   - Collaboration and coordination with other UNDP programmatic interventions on monitoring and evaluation issues.
   - Conduct of results-oriented monitoring and evaluation trainings.
   - Participation in evaluation community remaining abreast of latest development and professional norms, standards, tools and methodologies.

Impact of Results
The key results have an impact on the overall effectiveness and success of the FFERREG and potentially other UNDP’s interventions and activities in achieving the country’s development and the SDGs with strong and focused emphasis on attaining goals and objectives of the project.

Competencies

Functional Competencies:

Advocacy/Advancing A Policy-Oriented Agenda
Analysis and creation of messages and strategies
- Uses the opportunity to bring forward and disseminate materials for advocacy work
Results-Based Programme Development and Management

Contributes to results through primary research and analysis

- Assesses project performance to identify success factors and incorporates best practices into project work
- Researches linkages across programme activities to identify critical points of integration
- Monitors specific stages of projects/programme implementation

Building Strategic Partnerships

Identifying and building partnerships

- Identifies needs and interventions for capacity building of counterparts, clients and potential partners
- Displays initiative, sets challenging outputs for him/herself and willingly accepts new work assignment

Innovation and Marketing New Approaches

Developing new approaches

- Identifies new approaches and promotes their use in other situations
- Documents successes and uses them to project a positive image
- Creates an environment that fosters innovation and innovative thinking
- Makes the case for innovative ideas from the team with own supervisor

Resource Mobilization (Field Duty Stations)

Implementing resource mobilization strategies

- Identifies and compiles lessons learned
- Promotes and encourages country office action on potential bilateral donors and national counterparts to mobilise resources, including cost sharing modalities

Promoting Organizational Learning and Knowledge Sharing

Developing tools and mechanisms

- Makes the case for innovative ideas documenting successes and building them into the design of new approaches
- Identifies new approaches and strategies that promote the use of tools and mechanisms

Job Knowledge/Technical Expertise

In-depth knowledge of the subject-matter

- Understands more advanced aspects of primary area of specialization as well as the fundamental concepts of related disciplines
- Keeps abreast of new developments in area of professional discipline and job knowledge
- Demonstrates comprehensive knowledge of information technology and applies it in work assignments
- Demonstrates comprehensive understanding and knowledge of the current guidelines and project management tools and utilizes these regularly in work assignments

Global Leadership and Advocacy for UNDP’s Goals

Analysis and creation of messages and strategies
• Uses the opportunity to bring forward and disseminate materials for global advocacy work and adapts it for use at country level

Client Orientation

Contributing to positive outcomes for the client
• Anticipates client needs
• Works towards creating an enabling environment for a smooth relationship between the clients and service provider
• Demonstrates understanding of client’s perspective

Core Competencies:

• Promoting ethics and integrity, creating organizational precedents
• Building support and political acumen
• Building staff competence, creating an environment of creativity and innovation
• Promoting effective teams
• Creating and promoting enabling environment for open communication
• Leveraging conflict in the interests of UNDP & setting standards
• Sharing knowledge across the organization and building a culture of knowledge sharing and learning.

Requirements: Qualifications and Experience

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<th>Education:</th>
<th>Master’s Degree or equivalent in International Relations, Political Science, Economics or related social sciences.</th>
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<td>Experience:</td>
<td>5 years of relevant experience at the national and international level in international development issues, both in the field and HQ;</td>
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<td>Experience in monitoring and evaluation with a background and interest in the analysis of socio-economic issues and related policy matters;</td>
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<td>Experience in results based programme development and management; and</td>
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<td>Experience in the usage of computers and office software packages, experience in handling of web based management systems.</td>
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<td>Language Requirements:</td>
<td>Fluency in English with good verbal and written skills.</td>
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