



REQUEST FOR PROPOSAL (RFP)

DATE: May 28, 2018

REFERENCE: UNDP-SYR-RFP-054-18

Dear Sir / Madam:

We kindly request you to submit your Proposal for **the provision of professional services for Two Outcome Evaluation, UNDP Syria Country Programme (2016 – 2019).**

Please be guided by the form attached hereto as Annex 2, in preparing your Proposal.

Proposals may be submitted on or before Sunday, June 24, 2018 at 2:00 pm, Damascus local time, and via email, or courier mail to the address below:

United Nations Development Programme

Mezzeh, West Villas

Ghazzawi Street #8

Damascus, Syrian Arab Republic

Tel: +963 11 612 9811

Att. Rami Afadar, Procurement Associate

Electronic submission (email) requirements	<ul style="list-style-type: none">▪ Official Address for e-submission: Syria.bids@udnp.org▪ Format: PDF files only▪ File names must be maximum 60 characters long and must not contain any letter or special character other than from Latin alphabet/keyboard.▪ All files must be free of viruses and not corrupted.▪ Password for financial proposal <u>must</u> not be provided to UNDP until requested by UNDP▪ Max. File Size per transmission: 5 MB▪ Mandatory subject of email: UNDP-SYR-RFP-054-18 - provision of professional services for Two Outcome Evaluation, UNDP Syria Country Programme (2016 – 2019)
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Your Proposal must be expressed in the English language, and valid for a minimum period of 90 days.

In the course of preparing your Proposal, it shall remain your responsibility to ensure that it reaches the address above on or before the deadline. Proposals that are received by UNDP after the deadline indicated above, for whatever reason, shall not be considered for evaluation. If you are submitting your Proposal by email, kindly ensure that they are signed and in the .pdf format, and free from any virus or corrupted files.

Services proposed shall be reviewed and evaluated based on completeness and compliance of the Proposal and responsiveness with the requirements of the RFP and all other annexes providing details of UNDP requirements.

The Proposal that complies with all of the requirements, meets all the evaluation criteria and offers the best value for money shall be selected and awarded the contract. Any offer that does not meet the requirements shall be rejected.

Any discrepancy between the unit price and the total price shall be re-computed by UNDP, and the unit price shall prevail and the total price shall be corrected. If the Service Provider does not accept the final price based on UNDP's re-computation and correction of errors, its Proposal will be rejected.

No price variation due to escalation, inflation, fluctuation in exchange rates, or any other market factors shall be accepted by UNDP after it has received the Proposal. At the time of Award of Contract or Purchase Order, UNDP reserves the right to vary (increase or decrease) the quantity of services and/or goods, by up to a maximum twenty-five per cent (25%) of the total offer, without any change in the unit price or other terms and conditions.

Any Contract or Purchase Order that will be issued as a result of this RFP shall be subject to the General Terms and Conditions indicated herein. The mere act of submission of a Proposal implies that the Service Provider accepts without question the General Terms and Conditions of UNDP in this link: <http://www.undp.org/content/undp/en/home/procurement/business/how-we-buy.html>

Please be advised that UNDP is not bound to accept any Proposal, nor award a contract or Purchase Order, nor be responsible for any costs associated with a Service Providers preparation and submission of a Proposal, regardless of the outcome or the manner of conducting the selection process.

UNDP's vendor protest procedure is intended to afford an opportunity to appeal for persons or firms not awarded a Purchase Order or Contract in a competitive procurement process. In the event that you believe you have not been fairly treated, you can find detailed information about vendor protest procedures in the following link: <http://www.undp.org/content/undp/en/home/operations/procurement/protestandsanctions/>

UNDP encourages every prospective Service Provider to prevent and avoid conflicts of interest, by disclosing to UNDP if you, or any of your affiliates or personnel, were involved in the preparation of the requirements, design, cost estimates, and other information used in this RFP.

UNDP implements a zero tolerance on fraud and other proscribed practices, and is committed to preventing, identifying and addressing all such acts and practices against UNDP, as well as third parties involved in UNDP activities. UNDP expects its Service Providers to adhere to the UN Supplier Code of Conduct found in this link : http://www.un.org/depts/ptd/pdf/conduct_english.pdf

Thank you and we look forward to receiving your Proposal.

Sincerely yours,

Mirvat Hammoud
Procurement Specialist
5/28/2018

Annex 1

Description of Requirements

Context of the Requirement	OUTCOME EVALUATION UNDP SYRIA COUNTRY PROGRAMME (2016 – 2019)
Implementing Partner of UNDP	UNDP Syria Country Office
Brief Description of the Required Services ¹	<p>According to the Evaluation Plan of UNDP Syria Country Office, two separate outcome evaluations are to be conducted to assess outcomes 1 and 2 of the Country Programme.</p> <p>Outcome 1: Households and communities benefit from sustainable livelihood opportunities, including economic recovery and social inclusion.</p> <p>Outcome 2: “Basic and social services and infrastructure restored, improved and sustained to enhance community resilience in Syria”.</p>
List and Description of Expected Outputs to be Delivered	<p>The key product expected from each outcome evaluation is a comprehensive analytical report that follows UNDP’s corporate standards (see attached template), the report must:</p> <ul style="list-style-type: none"> ☐ Identify strengths and weaknesses in the current Programme/Projects in terms of design, management, implementation, human resource and available resources; ☐ Identify major factors that facilitate and/or hinder the progress in achieving the planned results, both external and internal factors ☐ Extract challenges, lessons learnt and best practices; ☐ Identify priority areas of focus for future programming and the way forward ☐ Provide recommendations for improvements/ adjustments for the current CPD and future successor arrangement.
Person to Supervise the Work/Performance of the Service Provider	UNDP Monitoring and Evaluation Officer
Frequency of Reporting	<i>Refer to Annex 3 – Detailed Terms of Reference (TOR)</i>
Progress Reporting Requirements	<i>Refer to Annex 3 – Detailed Terms of Reference (TOR)</i>
Location of work	UNDP Syria Country Office

¹ A detailed TOR may be attached if the information listed in this Annex is not sufficient to fully describe the nature of the work and other details of the requirements.

Expected duration of work	
Target start date	July 2018
Latest completion date	Within 5 months from Contract Signature date
Facilities to be Provided by UNDP (i.e., must be excluded from Price Proposal)	N/A
Implementation Schedule indicating breakdown and timing of activities/sub-activities	<input checked="" type="checkbox"/> Required
Names and curriculum vitae of individuals who will be involved in completing the services	<input checked="" type="checkbox"/> Required
Currency of Proposal	<input checked="" type="checkbox"/> United States Dollars For local supplier's payments will be in Syrian Pounds at the prevailing UN exchange rate at the date of the invoice Reference date for determining UN Operational Exchange Rate: the date of deadline of Bid Submission.
Value Added Tax on Price Proposal ²	<input checked="" type="checkbox"/> must be exclusive of VAT and other applicable indirect taxes
Validity Period of Proposals (Counting for the last day of submission of quotes)	<input checked="" type="checkbox"/> 90 days In exceptional circumstances, UNDP may request the Proposer to extend the validity of the Proposal beyond what has been initially indicated in this RFP. The Proposal shall then confirm the extension in writing, without any modification whatsoever on the Proposal.
Partial Quotes	<input checked="" type="checkbox"/> Not permitted

² VAT exemption status varies from one country to another. Pls. check whatever is applicable to the UNDP CO/BU requiring the service.

Payment Terms ³	Outputs	Percentage	Timing	Condition for Payment Release
	1st outcome evaluation (including relevant collected data)	50%	45 working days	Within thirty (30) days from the date of meeting the following conditions: a) UNDP’s written acceptance (i.e., not mere receipt) of the quality of the outputs; and b) Receipt of invoice from the Service Provider.
	2nd outcome evaluation (including relevant collected data)	50%	45 working days	
Person(s) to review/inspect/ approve outputs/complete d services and authorize the disbursement of payment	UNDP Monitoring and Evaluation Officer			
Criteria for Contract Award	<input checked="" type="checkbox"/> Highest Combined Score (based on the 70% technical offer and 30% price weight distribution) <input checked="" type="checkbox"/> Full acceptance of the UNDP Contract General Terms and Conditions (GTC). This is a mandatory criteria and cannot be deleted regardless of the nature of services required. Non acceptance of the GTC may be grounds for the rejection of the Proposal.			
Criteria for the Assessment of Proposal	<u>Technical Proposal (70%)</u> <input checked="" type="checkbox"/> Expertise of the Firm 20% <input checked="" type="checkbox"/> Methodology, Its Appropriateness to the Condition and Timeliness of the Implementation Plan 40% <input checked="" type="checkbox"/> Management Structure and Qualification of Key Personnel 40% Please refer to below detailed evaluation tables <u>Financial Proposal (30%)</u> To be computed as a ratio of the Proposal’s offer to the lowest price among the proposals received by UNDP.			
UNDP will award the contract to:	<input checked="" type="checkbox"/> One and only one Service Provider			

³ UNDP preference is not to pay any amount in advance upon signing of contract. If the Service Provider strictly requires payment in advance, it will be limited only up to 20% of the total price quoted. For any higher percentage, or any amount advanced exceeding \$30,000, UNDP shall require the Service Provider to submit a bank guarantee or bank cheque payable to UNDP, in the same amount as the payment advanced by UNDP to the Service Provider.

Type of Contract to be Signed	<input checked="" type="checkbox"/> Contract Face Sheet (Goods and-or Services)
Contract General Terms and Conditions ⁴	<input checked="" type="checkbox"/> General Terms and Conditions for contracts (goods and/or services) Applicable Terms and Conditions are available at: http://www.undp.org/content/undp/en/home/procurement/business/how-we-buy.html
Annexes to this RFP ⁵	<input checked="" type="checkbox"/> Form for Submission of Proposal (Annex 2) <input checked="" type="checkbox"/> Detailed TOR (Annex 3)
Contact Person for Inquiries (Written inquiries only) ⁶	Focal Person in UNDP: Mirvat Hammoud Address: UNDP Office, Mezzeh, Ghazzawi Street, No.8. E-mail address: mirvat.hammoud@undp.org; syria.procurement@undp.org ; Any delay in UNDP's response shall be not used as a reason for extending the deadline for submission, unless UNDP determines that such an extension is necessary and communicates a new deadline to the Proposers.

Detailed evaluation tables:

Summary of Technical Proposal Evaluation Forms		Score Weight	Points Obtainable
1.	Expertise of Firm / Organization submitting Proposal	200%	200
2.	Proposed Methodology, Approach and Implementation Plan	400%	400
3.	Management Structure and Key Personnel	400%	400
Total Technical Score			1000

⁴ Service Providers are alerted that non-acceptance of the terms of the General Terms and Conditions (GTC) may be grounds for disqualification from this procurement process.

⁵ Where the information is available in the web, a URL for the information may simply be provided.

⁶ This contact person and address is officially designated by UNDP. If inquiries are sent to other person/s or address/es, even if they are UNDP staff, UNDP shall have no obligation to respond nor can UNDP confirm that the query was received.

Technical Proposal Evaluation Form 1 (Expertise of Firm / Organization submitting Proposal)		Points obtainable
1.1	Reputation of Organization (Reliability and Credibility) <ul style="list-style-type: none"> • Legally registered entity (10) • Litigation and arbitration history of the Offeror does not bear any potential reputational or other risks for UNDP (20) • Financial indicators to prove long-term sustainability and possession of the sufficient sound financial position to ensure it can meet its financial commitments under this TOR (20) 	50
1.2	General Organizational Capability which is likely to affect implementation: <ul style="list-style-type: none"> - Strength of project management and support: ability to engage a technically and managerially sound team to perform the required services and ability to conduct concurrent/multiple assignments (15) - Accessibility to all Syrian Governorates (15) - Not have a conflict of interest in providing similar services to relevant implementing partners, it must be completely impartial and independent from all aspects of interests. A duly signed statement shall be submitted within the proposal as confirmation of no conflict, impartiality and independency (20) 	50
1.3	Relevance of: <ul style="list-style-type: none"> - Experience in Similar Programme / Projects: minimum of five years' relevant experience in providing similar services in the region and especially in Syria (50) - Knowledge of Early Recovery approach and UNDP Response (50) 	100
Total Part 1		200

Technical Proposal Evaluation Form 2 (Proposed Methodology, Approach and Implementation Plan)		Points Obtainable
2.1	To what degree does the Offeror understand the task?	50
2.2	Have the important aspects of the task been addressed in sufficient detail?	100
2.3	Is the scope of task well defined and does it correspond to the TOR?	150
2.4	Is the presentation clear and is the sequence of activities and the planning logical, realistic and promise efficient implementation to the project?	100
Total Part 2		400

Technical Proposal Evaluation Form 3 (Management Structure and Key Personnel)		Points Obtainable
3.1	<p>One Team Leader – General Qualifications:</p> <ul style="list-style-type: none"> - Academic Background 50 Equivalent of a Master Degree in areas of Economics, Business Administration, Statistics, or any other related field of study; - Relevant Professional Experience 100 Minimum of 5 years' experience in program evaluations, monitoring and evaluation, strategic planning and result-based management (50) <i>10 points for each additional year up to 2 additional years</i> Experience and subject knowledge in sustainable livelihoods, youth empowerment, social cohesion, reconstruction and crisis response programs, gender would be an added advantage (50) - Language Qualifications 50 Professional level of both written and spoken English and Arabic 	200
3.2	<p>Team Members – General Qualifications:</p> <ul style="list-style-type: none"> - Academic Background 40 Equivalent of a Bachelor Degree in Economics, Business Administration, Statistics, or any other related field - Relevant Professional Experience 100 A minimum of 3 years of relevant professional experience, including previous substantive evaluation experience and involvement in monitoring and evaluation and result-based management (preferably in sustainable livelihoods, social cohesion, gender empowerment, and youth empowerment) <i>10 points for each additional year up to 2 additional years</i> - Language Qualifications 40 Good command of both written and spoken English and Arabic - Team composition 20 Evaluation team should not be less than 3 members plus the team leader 	200
Total Part 3		400

Annex 2

FORM FOR SUBMITTING SERVICE PROVIDER'S PROPOSAL⁷

(This Form must be submitted only using the Service Provider's Official Letterhead/Stationery⁸)

[insert: Location].

[insert: Date]

To: [insert: Name and Address of UNDP focal point]

Dear Sir/Madam:

We, the undersigned, hereby offer to render the following services to UNDP in conformity with the requirements defined in the RFP dated 5/28/2018 , and all of its attachments, as well as the provisions of the UNDP General Contract Terms and Conditions:

Technical Proposal

A. Qualifications of the Service Provider

The Service Provider must describe and explain how and why they are the best entity that can deliver the requirements of UNDP by indicating the following:

- a) Profile – describing the nature of business, field of expertise, licenses, certifications, accreditations;*
- b) Business Licenses – Registration Papers, Tax Payment Certification, etc.*
- c) Latest Audited Financial Statement – income statement and balance sheet to indicate Its financial stability, liquidity, credit standing, and market reputation, etc. ;*
- d) Track Record – list of clients for similar services as those required by UNDP, indicating description of contract scope, contract duration, contract value, contact references;*
- e) Certificates and Accreditation – including Quality Certificates, Patent Registrations, Environmental Sustainability Certificates, etc.*
- f) Written Self-Declaration that the company is not in the UN Security Council 1267/1989 List, UN Procurement Division List or Other UN Ineligibility List.*

⁷ This serves as a guide to the Service Provider in preparing the Proposal.

⁸ Official Letterhead/Stationery must indicate contact details – addresses, email, phone and fax numbers – for verification purposes

B. Proposed Methodology for the Completion of Services

The Service Provider must describe how it will address/deliver the demands of the RFP; providing a detailed description of the essential performance characteristics, reporting conditions and quality assurance mechanisms that will be put in place, while demonstrating that the proposed methodology will be appropriate to the local conditions and context of the work.

C. Qualifications of Key Personnel

The Service Provider must provide:

- a) Names and qualifications of the key personnel that will perform the services indicating who is Team Leader, who are supporting, etc.;*
- b) CVs demonstrating qualifications must be submitted if required by the RFP; and*
- c) Written confirmation from each personnel that they are available for the entire duration of the contract.*

*[Name and Signature of the Service Provider's
Authorized Person]*

[Designation]

[Date]

Financial Proposal

D. Cost Breakdown per Deliverable*

	Deliverables	Percentage of Total Price (Weight for payment)	Price USD (Lump Sum, All Inclusive)
1	1 st outcome evaluation (including relevant collected data)	50%	
2	2 nd outcome evaluation (including relevant collected data)	50%	
	Total USD	100%	

**This shall be the basis of the payment tranches*

E. Cost Breakdown by Cost Component *[This is only an Example]:*

Description of Activity	Remuneration per Unit of Time	Total Period of Engagement	No. of Personnel	Total Rate
I. Personnel Services				
1. Services from Home Office				
a. Expertise 1				
b. Expertise 2				
2. Services from Field Offices				
a. Expertise 1				
b. Expertise 2				
3. Services from Overseas				
a. Expertise 1				
b. Expertise 2				
II. Out of Pocket Expenses				
1. Travel Costs				
2. Daily Allowance				
3. Communications				
4. Reproduction				
5. Equipment Lease				
6. Others				
III. Other Related Costs				

*[Name and Signature of the Service Provider's
Authorized Person]*

[Designation]

[Date]

Annex 3

Detailed Terms of Reference (TOR)

OUTCOME EVALUATION UNDP SYRIA COUNTRY PROGRAMME (2016 – 2019)

1. Background

UNDP's corporate policy is to evaluate its development cooperation on a regular basis in order to assess whether and how UNDP-funded interventions contribute to the achievement of agreed outcomes, i.e. changes in the development situation and ultimately in people's lives. Under the Results-Based Management (RBM) framework - UNDP's core management philosophy- there has been a shift from traditional project monitoring and evaluation (M&E) to Results-Oriented M&E, in particular outcome monitoring and evaluation that covers a set of related projects, programmes and partnership strategies intended to achieve a higher-level outcome. An outcome evaluation assesses how and why an outcome is or is not being achieved in a given country context and the role UNDP has played. It is also intended to clarify underlying factors affecting the development situation, identify unintended consequences (positive and negative), generate lessons learned and recommend actions to improve performance in future programming and partnership development.

2. Context

Since the beginning of the crisis, UNDP Syria has been implementing a unique Resilience Building and Early Recovery Programme that aims to strengthen resilience of the Syrian people to cope with the effects of the ongoing crisis and enable those whose livelihoods were severely disrupted to recover and rebuild their lives. Ensuring a well-coordinated response that provides IDPs and their host communities with rapid employment opportunities and access to basic services are enhanced through the rehabilitation of basic community infrastructure with special attention for females heading households, persons with disability and youth.

An area-based approach has been adopted from the beginning to design and implement the various interventions in partnership with Non-Governmental Organizations (NGOs), Community and Faith Based Organizations (CBOs, FBOs), as well as through direct implementation modality in collaboration with national institutions, local communities and local private sector.

3. Outcomes to be Evaluated

According to the Evaluation Plan of UNDP Syria County Office, two separate outcome evaluations are to be conducted to assess outcomes 1 and 2 of the Country Programme. They are as follows:

Outcome 1: Households and communities benefit from sustainable livelihood opportunities, including economic recovery and social inclusion

This Programme Outcome aims to contribute to Sustainable Development Goals 1, 2, and 8, and is aligned with outcome 3 of the UNDP Strategic Plan (2018 – 2021) "Strengthen Resilience to Shocks and Crisis" and falls with the

third pillar of the United Nations Strategic framework (2016 – 2019) “Improving the socio-economic resilience of the Syrian population”.

UNDP Syria works on the reactivation of the production process and provision of sustainable livelihood resources for Internally Displaced Persons, host communities, returnees and crisis-affected areas; initiatives are designed to promote recovery of Micro-Small and Medium Enterprises, support to market-relevant vocations and vocational training, value chain recovery, agricultural livelihoods, as well as creation of new businesses opportunities.

Within those interventions, specific initiatives were tailored to target and address needs of the increasing number of Persons with Disabilities and Females who became the only bread winners of their families.

Youth are also a major focus by identifying their different needs, priorities and challenges arose from the crisis, employment support and skills development are used as entry points to promote social cohesion and engaging them in several communal activities.

Non-governmental organizations and Faith-Based Organizations are crucial in delivering livelihood interventions in the targeted geographic areas, as well in engaging local communities.

Outcome 2: “Basic and social services and infrastructure restored, improved and sustained to enhance community resilience in Syria”.

This Country Programme outcome aims to contribute to Sustainable Development Goals 3, 6, 7 and 9, and is aligned with outcome 3 of the UNDP Strategic Plan (2018 – 2021) “Strengthen Resilience to Shocks and Crisis” and falls under the second pillar of the United Nations Strategic framework (2016 – 2019) “Restoring and expanding more responsive essential services and infrastructure”.

UNDP Syria works on the stabilization of local communities and promoting the return of Internally Displaced Persons by restoring and repairing basic social infrastructure and services in severely affected-crisis areas with limited access, this includes activities such as: repairing schools, rehabilitating health facilities, supporting debris management and rehabilitating roads, sanitation networks, commercial areas and businesses as well as restoring electricity supply and renewable energy sources.

The local projects are being implemented in close cooperation with local authorities, municipalities, technical directorates, Local NGOs and local communities; local private sector is involved too in rehabilitation activities.

4. Evaluation Purpose

The main purpose of these 2 outcome evaluations is to assess the extent to which the Country Programme outcomes 1 and 2 have achieved their results over the years of the country programme (2016-2019). The evaluations will provide an opportunity to ensure accountability to stakeholders in managing for results, and are also of a useful learning exercise, especially in relation to informing the formulation of the new Country Programme Document for UNDP, which will begin in October 2019 onwards. The main users of the evaluation will be UNDP, both implementing and development partners as well as national key partners.

5. Evaluation Objectives

- Evaluate impact of the implemented interventions and its contribution to the stabilization of local communities and restoration of basic and social services and infrastructure;
- Assess contribution that current outputs have made/ are making to the progress towards achieving the planned results of the second outcome of UNDP Syria Country Programme Document as well as identifying unintended positive/ negative results;
- Examine how this outcome contributes to national priorities (UNSF), UNDP SP and relevant SDGs;

- Assess the outcome and relevant output against relevance, effectiveness, efficiency, coherence and sustainability in supporting early recovery priorities and assessed needs;
- Assess level of integrating gender equality, conflict sensitivity, environment concerns elements in the programme implementation
- Assess partnership strategy in relation to outcome;
- Review links/joint activities with the other UNDP Outcome and its programmes and how these have contributed to the overall achievement of the Country Programme Document.

6. Expected Deliverables

The key product expected from each outcome evaluation is a comprehensive analytical report that follows UNDP's corporate standards (see attached template), the report must:

- Identify strengths and weaknesses in the current Programme/Projects in terms of design, management, implementation, human resource and available resources;
- Identify major factors that facilitate and/or hinder the progress in achieving the planned results, both external and internal factors
- Extract challenges, lessons learnt and best practices;
- Identify priority areas of focus for future programming and the way forward
- Provide recommendations for improvements/ adjustments for the current CPD and future successor arrangement.

7. Scope of the Evaluation

Geographical Coverage

The evaluation should cover all target governorates where UNDP has implemented the local projects including hard-to-reach areas, i.e.: Damascus, Rural Damascus, Homs, Hama, Tartous, Lattakia, Aleppo, Al-Hassakeh and Deir-Ez-Zour

Outcome analysis

- What is the current situation and possible trend in the near future with regard to the outcome?
- Whether sufficient progress has been achieved vis-à-vis the outcome as measured by the outcome indicators?
- To what degree UNDP's projects have incorporated the cross-cutting themes i.e. gender, conflict sensitivity...?
- Are the stated outcome, indicators and targets appropriate for the current situation in Syria?
- Whether the outcome indicators chosen are relevant and sufficient to measure the outcomes?
- What are the main factors (positive and negative) within and beyond UNDP's interventions that are affecting or that would affect achievement of the outcome? How have or will these factors limit or facilitate progress towards the outcome?

Output analysis

- Are the current outputs relevant and linked to the achievement of the outcome?
- Has sufficient progress been made in relation to these outputs?
- What are the factors (positive and negative) that affect accomplishment of the outputs?
- What is the quantity, quality and timeliness of outputs? What factors hindered or facilitated the achievement?
- Are the current indicators appropriate to link these outputs to the outcome, or is there a need to improve these indicators?
- Any risk analysis (short, medium and long term) has been undertaken?

Partnership Analysis

- Whether UNDP's key and implementing partners have been appropriate and effective;
- Were partners, stakeholders and/or beneficiaries involved in the design of UNDP's interventions? If yes, what were the nature and extent of their participation? If not, why?
- How have the key and implementing partners contributed to the achievement of the planned outputs?

8. Methodology

An appropriate mix of qualitative and quantitative methods will be used to gather and analyze data/information in order to offer diverse perspectives to the evaluation, and to promote participation of different stakeholders.

The final decision about the specific design and method for the evaluation should be developed in consultation with UNDP Management, Monitoring and Evaluation Officer and UNDP Programme team on the basis of what is appropriate and feasible to meet the evaluation purpose, objectives and answers to evaluation questions.

The outcome evaluation should be carried out by using available data/information to the greatest extent through a wide participation of all stakeholders including UNDP Syria, key partners, local institutions, NGOs, FBOs and CSOs as well as field visits to selected project sites, the collected data should be disaggregated by gender, age and location.

The evaluation team must propose a methodology and plan for this assignment which will be approved by UNDP Management and Monitoring and Evaluation Officer, the proposed approach should include study questions, data required to measure indicators, data sources and collection methods that allow triangulation of data and information.

9. Evaluation Team and Required Capacity

The evaluation team should comprise of national experts with high levels of technical, sectoral and policy expertise; rigorous research and drafting skills; and the capacity to conduct an independent and quality evaluation. The number of evaluators must be determined by the lead evaluator who submits the proposal depending on the

requirements of the assignment. Either a team of consultants *or* a consulting firm could submit proposals in response to this call for proposals.

The following requirements must be fulfilled by the Evaluation Team leader, the Evaluation Team and/or the Consulting Firm.

One Team Leader should have:

- A minimum of 5 years' experience in programme/ policy evaluations, monitoring and evaluation, strategic planning and result-based management
- Experience and subject knowledge in sustainable livelihoods, youth empowerment, social cohesion, reconstruction and crisis response programs, gender would be an added advantage
- Equivalent of a Master Degree in areas of Economics, Business Administration, Statistics, or any other related field of study;
- Professional level in both written and spoken English and Arabic

Team members (minimum 3) should have:

- A minimum of 3 years of relevant professional experience, including previous substantive evaluation experience and involvement in monitoring and evaluation and result-based management (preferably in sustainable livelihoods, social cohesion, gender empowerment, and youth empowerment)
- Equivalent of a Bachelor Degree in Economics, Business Administration, Statistics, or any other related field;
- Good command of both written and spoken English and Arabic

Team Leader and Team members should have:

- Prior hands-on experience in conducting programs/ policy level evaluations
- Proven experience with quantitative and qualitative data collection and analysis; participatory approaches
- Experience in using results-based management principles, theory of change /logical framework analysis for programming;
- Excellent understanding of the local context in each area
- Proven ability to produce high quality analytical reports in English
- Ability to bring gender dimensions into the evaluation, including data collection, analysis and writing
- Strong interpersonal skills and ability to work with people from different backgrounds to deliver quality products within a short timeframe
- Be flexible and responsive to changes and demands;
- Be client-oriented and open to feedback.

Consulting Firm should:

- Be a legally registered entity
- Have accessibility to the Syrian governorates as required. Offeror shall submit within its proposal documents or information proving this request.
- Have a minimum of five years' relevant experience in providing similar services in the region and especially in Syria

- Demonstrate an ability to engage a technically and managerially sound team to perform the required services and an ability to conduct concurrent/multiple assignments.
- Not have a conflict of interest in providing similar services to relevant implementing partners, it must be completely impartial and independent from all aspects of interests. A duly signed statement shall be submitted within the proposal as confirmation of no conflict, impartiality and independency.
- Litigation and arbitration history of the Offeror does not bear any potential reputational or other risks for UNDP
- Financial indicators to prove long-term sustainability and possession of the sufficient sound financial position to ensure it can meet its financial commitments under this TOR.

General Required Competencies:

- Knowledge on UNDP programming principles and procedures; UNDP evaluation framework, norms and standards;
- Knowledge of Early Recovery approach and UNDP Response
- Demonstrate integrity by modeling the UN's values and ethical standards;
- Promote the vision, mission, and strategic goals of UNDP;
- Display cultural, gender, religion, race, nationality and age sensitivity and adaptability;
- Fulfill all obligations to gender sensitivity and zero tolerance for sexual harassment.

10. Description of tasks

Evaluation Team Leader	Evaluation Team (3 members minimum)
Lead the entire evaluation process, including communicating all required information with UNDP Monitoring and Evaluation Officer	Assist the Evaluation Team Leader in the collation and desk review of Programme Documents
Finalize the research design and questions based on the feedback and complete inception report	Based on the approved inception report, assist in the coordination of data-gathering activities, including focused group discussions with clusters of respondents
Leads the coordination and conduct of data gathering activities: desk review, focus group discussions	Assist in data gathering: Field interviews and focus group discussions;
Data analysis, final report consolidation and submission	Data analysis and drafting of report
Deliver and Present the draft final report to the Reference Group	Co-present the final report and document comments

11. Key Performance Indicators

Performance Attribute	Performance Indicator
Quality of Service	<ul style="list-style-type: none"> • Timely performance of monitoring, data collection and evaluation as agreed

	<ul style="list-style-type: none"> • Timely submission and quality of reports • Efficiency of contractor personnel • Contractor flexibility • Effective and efficient solutions of problems and recommendations
Professional interaction with UNDP area officer and implementing partners	<ul style="list-style-type: none"> • Highest standards of integrity and competence

12. Timeframe for the Evaluation Process

The duration of each outcome evaluation is up to 45 working days, as follows:

Activity	Duration
Inception Phase	12
Desk review of key documents, Evaluation design, methodology and detailed work plan	4
Finalizing the evaluation design, methodology and detailed work plan	5
Preparing and finalizing an inception report	3
Data Collection and Analysis Phase	23
Desk preparations	3
Data collection and field visits	15
Analysis and Synthesis	5
Reporting stage	10
Preparation of draft evaluation report	5
Submit draft report to UNDP	1
Review of the draft report with UNDP Management for QA	2
Incorporating additions and comments provided by UNDP CO	2
Submission of the final evaluation report to UNDP Syria	0

Overall duration of the whole assignment should be within 5 months

13. Reporting line

All works defined in this ToR should be reported to the Monitoring and Evaluation Officer. The Monitoring and Evaluation Officer will inform UNDP Management, Programme Team and other teams in the CO as well as Field Offices when required.

14. Confidentiality

Data gathered, analysis generated and any information related to the evaluation for UNDP Syria belongs to UNDP Syria and should be used by the contractor solely for reporting to UNDP Syria and may not be used for any other purpose by the contractor.

15. Payment

One lump-sum payment will be issued upon submission of each outcome evaluation (including relevant collected data), as follows:

- 50% of the contract value upon successful completion and UNDP acceptance of the 1st outcome evaluation (including relevant collected data)
- 50% of the contract value upon successful completion and UNDP acceptance of the 2nd outcome evaluation (including relevant collected data)

16. Annexes

The following documents are attached to the TOR when provided to the evaluator(s):

1. UNDP Evaluation Matrix Sample



Evaluation Matrix
Sample.pdf

2. UNDP Evaluation Report template and Quality Standards



Evaluation Report
Template.pdf