

Terms of Reference



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GENERAL INFORMATION

Title: Senior Specialist for Project Evaluation of the Institutionalization of Multidoor Approach
Project period year 2019

Project Name: The Institutionalization of Multidoor Approach Project

Reports to: National Project Manager of Multidoor Project

Duty Station: Jakarta

Expected Places of Travel (if applicable): N.A.

Duration of Assignment: 8 Months (45 working days)

REQUIRED DOCUMENTS FROM HIRING UNIT

- | | |
|---|--|
| X | TERMS OF REFERENCE |
| | CONFIRMATION OF CATEGORY OF LOCAL CONSULTANT, please select: |
| | <ul style="list-style-type: none">• Junior Consultant• Support Consultant• Support SpecialistX • Senior Specialist• Expert/ Advisor |
| | CATEGORY OF INTERNATIONAL CONSULTANT, please select: |
| | <ul style="list-style-type: none">• Junior Specialist• Specialist• Senior Specialist |
| X | APPROVED e-requisition |

REQUIRED DOCUMENTATION FROM CONSULTANT

- | | |
|---|-------------------------------|
| X | Signed P11 |
| X | Copy of education certificate |
| X | Completed financial proposal |
| X | Completed technical proposal |

Need for presence of IC consultant in office:

intermittent (deliverables-based)

full time/office based (needs justification from the Requesting Unit)

Provision of Support Services:

Office space:	Yes	No
Equipment (laptop, etc.):	Yes	No
Secretarial Services	Yes	No

If yes has been checked, indicate here who will be responsible for providing the support services:

Signature of the Budget Owner: Anna Christina Sinaga (anna.christina@undp.org)

1. BACKGROUND

UNDP Indonesia has systematically supported the Government of Indonesia in tackling environment related crimes since the beginning of reformation era. Lessons learned over the years have pointed out that weak law enforcement in the environment sector is best addressed with the use of a Multi-Door Approach. This approach was launched by the Government in 2012 under the name “Multi-Door Approach to address environment related crimes in forest areas and peatlands” (hereinafter referred to as the “Multi-Door Approach”) and is seen as a major breakthrough in handling environment related crimes in forest areas and peatlands.

In principle, the Multi-Door Approach can be understood as law enforcement authorities working together on crimes that are related to each other and can therefore be combined, such as a case of illegal logging, forest and peat fires that is related to money laundering and bribery. With the use of various regulations, including regulations related to the environment, forestry, mining, taxation, money laundering, corruption, agriculture and taxation, these crimes can be investigated from multiple angles, leading to a stronger case and more effective law enforcement. The approach is expected to:

- Minimize the possibility of perpetrator’s “escape” from more severe sanctions due to the application of only one regulation or law,
- Sanction the “mastermind” or person financing the crime and ensure corporate accountability in order to provide a deterrent effect and maximize returns on state losses resulting from these crimes.

A significant step in the process to establish the Multi-Door Approach was marked by the signing of a Memorandum of Understanding (MoU) on 20 December 2012 between the Ministry of Forestry, Ministry of Environment, Ministry of Finance, the Attorney General, the Chief of Police and the Head of the Financial Transaction Analysis and Reporting Centre on ‘Improving Law Enforcement Cooperation to Support Sustainable Natural Resources Management in the framework of implementation of REDD+’.

Although Multi-Door Approach has been launched and implemented, based on the initial assessment conducted by UNDP Indonesia in 2015, the implementation of the joint guideline of Multi-Door Approach is highly dependent on the capacity to coordinate between law enforcement agencies. This includes case handling coordinated by the prosecutor’s office as well as coordination among investigators of law enforcement agencies.

To remedy the aforementioned challenges, this project is designed to capacitate the relevant law enforcement institutions who signed the MoU of implementing Multi-Door Approach in countering natural resources and environmental cases, in particular the Ministry of Environment and Forestry, the Attorney General’s Office and National Police. It will institutionalize the Multi-Door approach by improving each relevant Multi-Door Agencies’ SOP and programme/performance indicators,

supporting the handling of joint cases, and providing a Support Facility that will lead to the establishment of the Multi-Door Approach secretariat led by Ministry of Environment and Forestry.

Context of the Project

The key objective of the project is to enhance the role of the Ministry of Environment and Forestry (KLHK) to facilitate and coordinate with the National Police (Polri), the Indonesia Financial Transaction Reports and Analysis Centre (PPATK), Ministry of Finance (Kemenkeu) and National Movement for Natural Resources Preservation of the Corruption Eradication Commission (GN-PSDA-KPK), as well as the role of the General Crimes Division of the Attorney General's Office (J.A.M Bidang Tindak Pidana Umum) to facilitate and coordinate the prosecution of environment related cases that have a multi-door dimension.

The project will enhance each Multi-Door Agency, in addition to the Ministry of Environment and Forestry and the Attorney General Office, to have better capacity to handle NRERC cases that have a multi-door dimension. This will lead to better coordination and capacity among law enforcement and/or government institutions who have the mandate to enforce specific laws in dealing with NRERCs.

Having a Multi-Door Approach in place in law enforcement institutions will minimize the possibility of a perpetrator's "escape" as limitations of one law can be overcome by other laws. The approach will lead to more sanctioning of the "masterminds" or persons financing the crimes, and can ensure corporate accountability, which in turn provides a deterrent effect and will maximize returns on state revenue lost as a result of these crimes.

In order to institutionalize the Multi-Door Approach, three key components will be implemented through the Multi-Door Support Facility:

1. Establishing the Multi-Door Approach Secretariat;
2. Support to Handling Joint Cases that apply the Multi-Door Approach; and,
3. Institutionalizing the Multi-Door Approach.

As stated in the project document, on each mid-year implementation, an evaluation will have to be undertaken. The objectives of the evaluation are to assess the achievements of project results, to draw lessons from the design and implementation of the project, and to recommend forward looking measures that will strengthen the implementation of other further UNDP projects. This evaluation will build on the project covering the period of 2019.

In view of the above, UNDP would like to hire an independent national consultant to undertake the project evaluation.

2. SCOPE OF WORK, RESPONSIBILITIES AND DESCRIPTION OF THE PROPOSED ANALYTICAL WORK

The main purpose of this evaluation is to systematically evaluate the relevance, performance and success of the activities undertaken by the project. It also shall examine achievements, good practices and lessons learned from the project to provide inputs to improve project performance and in order for the UNDP, responsible parties, and the donor to learn from the project and to identify key areas which are replicable and the necessary conditions for sustainability.

The results and recommendations will be used by UNDP as a basis to make mid-course corrections for the project implementation and for developing future programmes and interventions at the national, sub-national, and community level, in view of the continued cooperation with the Government of Indonesia.

The independent external evaluation will be conducted by evaluation expert. The evaluation will assess the relevance, efficiency, and effectiveness of the project and will provide recommendations regarding the performance and impact of the project. As stipulated in the project document, the main stakeholders and, partners of the project are the Ministry of Environment and Forestry, Attorney General's Office, and Indonesia National Police involving in the law enforcement of natural resources and environmental using Multidoor approach.

Knowledge and information obtained from the evaluation will be used as basis for better design and management for results of future UNDP activities related to environment management and protection. The evaluation also supports public accountability of the Government of Indonesia, UNDP, and Donor.

Under supervision of the Multi-Door National Project Manager and the Technical Advisor for Natural Resources Governance, the consultant is tasked;

1. To review and critically evaluate the achievement of results year 2019;
2. To review and contextualize project's efforts and contributions to national efforts to support the law enforcement in natural resources and environment;
3. To assess the relevance and effectiveness of strategies and interventions applied by the project;
4. To determine whether there have been any unexpected results in addition to the planned outputs specified in the project documents;
5. To gain insights into the level of satisfaction with the project's results/impacts amongst beneficiaries (direct and indirect), national government partners, and donors;
6. To assess the project efforts towards ensuring sustainability to enable UNDP and project beneficiaries to sustain the benefits of the project and effectively respond to any future needs for institutional capacity support and development related to sustainable environment management and protection;
7. To distil and articulate lessons learned from the project, including those pertaining to approaches, strategies, gender mainstreaming (where relevant), management and partnerships, both in the context of country specific lessons and those relevant to other environment management and protection programmes;
8. To assess the effectiveness of capacity development at the national and sub-national level and the extent to which this has contributed to overall improvement of sustainable environment management and protection;
9. To determine the added value of the project and potential replicability; and,
10. To provide recommendations and insights to future programming in the areas of support facility for institutionalisation, capacity building, policy advocacy, planning and budgeting, coordination

and implementation, and monitoring and evaluation.

3. Evaluation Criteria and Methodology

Evaluation Criteria

The evaluation exercise shall use the standard of OECD/DAC Evaluation Criteria for Evaluation of Development Assistance namely: relevance, effectiveness, efficiency, impact and sustainability (For details see pages 168-170 of the Handbook on Planning, Monitoring and Evaluating for Development Results: <http://www.undp.org/evaluation/handbook>). In addition, other criteria to be used in this evaluation are value added and replicability. Based on these criteria, the selected consultants are expected to develop detailed relevant questions per criteria as outlined below.

Relevance: The extent to which the expected results of the intervention are consistent with national and local policies and priorities and the needs of intended beneficiaries. Relevance also considers responsiveness to changing and emerging development priorities and needs, and gender equality.

Appropriateness: Considers the cultural acceptance and feasibility of activities or method of delivery of a development initiative. Appropriateness examines whether the initiative as it is operationalized is acceptable and is feasible within the local context.

Effectiveness: The extent to which the project's intended results were achieved. Effectiveness measures the extent to which observed changes can be attributed to project activities and outputs.

Efficiency: A measure of how economically resources/inputs (funds, expertise, equipment, time, etc.) were converted to results. An initiative is efficient when it uses resources appropriately and economically to produce the desired outputs.

Sustainability: The extent to which project benefits will continue after assistance has come to an end. This includes evaluating the extent to which relevant social, economic, political, institutional, and other conditions are present and, based on that assessment making projection about the national capacity to maintain, manage and ensure the development results in future.

Impact: The measured changes in human development and people's well-being brought about by the project, indirectly or directly, intended or unintended.

Replicability (for government, other development agencies and UNDP Indonesia): What successful interventions could be replicated in other situations and countries? What conditions need to be in place for the Support Facility efforts to be replicable in other settings?

Evaluation Questions

The consultant will work in a team to develop a list of questions based on the criteria above and the following broad questions, which are the minimum that need to be addressed in this evaluation:

- What has been achieved and has this been done right? (Were stated outputs and outcomes achieved and were they done effectively and efficiently? Can success, or lack of it, be attributable to the project's design, theory of change and implementation logic?)
- Have the right things been done? (Were the activities, outputs and the outcomes relevant, appropriate and strategic to development priorities, national goals and UNDP's mandate?)
- Have the right things been done with the right people and partners? (Has the partnership strategy been appropriate and effective?)
- What have been the benefits of the projects on individuals (men and women), institutions and the enabling environment?
- Are the results sustainable? (Will the results be sustained by the beneficiaries and will they lead to benefits beyond the life of the existing project?)
- What should we continue doing, what is replicable or can be scaled up, and how might we do things better in the future? (What lessons and findings are relevant for future programming or for other similar initiatives elsewhere?)
- Has the project properly addressed crosscutting issues (like gender)? How might we do things better in the future?

4. WORKING ARRANGEMENTS

Institutional Arrangement

The Consultant will be supervised by and report to the Results Based Management Analyst, Quality Assurance and Results Unit, who will also carry out a performance evaluation at the end of the assignment.

Duration of the Work

45 working days (April 2019 – January 2020)

Duty Station

Home based

Expected Places of Travel (if applicable):

N/A

Travel Plan

Below is an indicative travel plan for the duration of the assignment. The Consultant will be required to

travel to the below indicated destinations and include the relevant costs into the proposal. There may be also unforeseen travel that will come up during the execution of the contract, which will be agreed, on ad-hoc basis.

No	Destination	Frequency	Duration/days
1	N/A	N/A	N/A

5. REQUIREMENTS FOR EXPERIENCE AND QUALIFICATIONS

I. Academic Qualifications:

Master degree or higher in development studies.

II. Experience:

- Minimum 3 years of relevant work experience in project monitoring and evaluation;
- Having experience in implementing evaluation activities, and delivering high quality reports;
- Having experience working in law enforcement in natural resources and environment, environment management and protection programmes in developing countries;
- Experience in project/programme design, monitoring and evaluation;
- Familiarity with environment issue, especially in law enforcement;
- Ability to be flexible and adaptable in order to contribute to problem-solving activities;
- Authorities in his/her areas of responsibilities; and
- Ability to act in a tactful and diplomatic manner and work on sensitive issues with diverse groups of individuals.

Functional Competencies:

Knowledge Management and Learning

Promotes knowledge management in UNDP and a learning environment in the office through leadership and personal example

Actively works towards continuing personal learning and development in one or more Practice Areas, acts on learning plan and applies newly acquired skills

Development and Operational Effectiveness

Ability to lead strategic planning, results-based management and reporting

Ability to lead formulation, implementation, monitoring and evaluation of development programmes and projects, mobilize resources

Ability to formulate and manage budgets, manage contributions and investments, manage transactions, conduct financial analysis, reporting and cost-recovery

Good knowledge of the Results Management Guide and Toolkit

Good ICT skills, knowledge of Atlas

Ability to implement new systems and affect staff behavioral/ attitudinal change

Management and Leadership

Builds strong relationships with clients, focuses on impact and result for the client and responds positively to feedback

Consistently approaches work with energy and a positive, constructive attitude
 Demonstrates good oral and written communication skills
 Demonstrates openness to change and ability to manage complexities

Other Requirements:

In addition to the scope and responsibilities stated above, the consultant will be required to undertake other ad hoc tasks that may arise during the contract period. These tasks will be delegated by the supervisor who will ensure that these ad hoc tasks do not impede on the incumbent's ability to meet contractual obligations/deliverables.

All materials and other intellectual property produced while working under contract including, but not limited to, documents, presentations, white papers, photographs and other media, will remain the property of UNDP and are required to be submitted to UNDP Senior Management for archiving.

6. EXPECTED RESULTS/DELIVERABLES

Deliverables/ Outputs	Target Due Dates	Review and Approvals Required
1. Completed form of the first quarter of project monitoring and evaluation of the Institutionalization of Multidoor Approach Project period year 2019	15 April 2019 (5 working days)	Anna Christina Sinaga – National Project Manager Multidoor Project
2. Completed form of the second quarter of project monitoring and evaluation of the Institutionalization of Multidoor Approach Project and mid-term report for period year 2019	10 July 2019 (10 working days)	
3. Completed form of the third quarter of project monitoring and evaluation of the Institutionalization of Multidoor Approach Project period year 2019	10 October 2019 (5 working days)	
4. Completed form of the fourth quarter of project monitoring and evaluation of the Institutionalization of Multidoor Approach Project period year 2019	6 January 2020 (5 working days)	
5. Final annual report of project monitoring and evaluation of the Institutionalization of Multidoor Approach Project period year 2019	31 January 2020 (20 working days)	

- Payment will be made upon certification by the National Project Manager of Multidoor Project
- Basis for payment tranches.

7. EVALUATION METHOD AND CRITERIA

Individual consultants will be evaluated based on the following methodology:

Cumulative analysis using weighted scoring method will be applied to evaluate the applicant. The award of the contract will be made to the individual consultant whose offer has been evaluated and determined as:

- Responsive/compliant/acceptable with reference to TOR, and
 - Having received the highest score out of a pre-determined set of weighted technical and financial criteria specific to the solicitation.
- Technical Criteria Weight: 70%
- Financial Criteria Weight: 30%

Only candidates obtaining a minimum of 70 point would *be considered for the Financial Evaluation*

Criteria	Weight	Maximum Point
Technical		100
<i>Criteria A: qualification requirements as per TOR:</i>		
1. Master degree in development studies.		10
2. Minimum 3 years of relevant work experience in project monitoring and evaluation.		15
3. Experience in project/programme design, monitoring and evaluation.	70%	15
4. Having experience in implementing evaluation activities, and delivering high quality reports.		15
5. Having experience working in law enforcement in natural resources and environment, environment management and protection programmes.		15
<i>Criteria B: Brief Description of Approach to Assignment</i>		
1. Understand the task and applies a methodology appropriate for the task as well as strategy in a coherent manner.	30%	10

2. Important aspects of the task addressed clearly and in sufficient detail.		10
3. Logical, realistic planning for efficient project implementation.		10
Criteria C: Further Assessment by Interview (if any)	N/A	N/A

ANNEX 1- INDIVIDUAL CONSULTANT GENERAL TERMS AND CONDITIONS