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**TERMS OF REFERENCE  
MID-TERM EVALUATION  
REF: PN/FJI/053/19**

<b>Consultancy Title:</b> Independent MTR Consultant
<b>Project Name:</b> Kiribati Trade Capacity Development and Institutional Strengthening Project
<b>Duty Station:</b> Tarawa, Kiribati
<b>Duration of the Contract:</b> 2 <sup>nd</sup> September 2019 – 30 <sup>th</sup> September 2019 (20 days)
<p><b>Application Due Date:</b> 26<sup>th</sup> August 2019 ( Fiji Time)</p> <p>Consultancy Proposal (CV, Technical proposal &amp; Financial proposal Template ) should be uploaded to UNDP Jobshop website (<a href="https://jobs.undp.org">https://jobs.undp.org</a>) no later than 26th August 2019,(Fiji Time) clearly stating the title of consultancy applied for. Any proposals received after this date/time will not be accepted. Any request for clarification must be sent in writing, or by standard electronic communication to <a href="mailto:procurement.fj@undp.org">procurement.fj@undp.org</a>. UNDP will respond in writing or by standard electronic mail and will send written copies of the response, including an explanation of the query without identifying the source of inquiry, to all consultants. Incomplete, late and joint proposals will not be considered and only offers for which there is further interest will be contacted. Failure to submit your application as stated as per the application submission guide (Procurement Notice) on the above link will be considered incomplete and therefore application will not be considered.</p> <p><b>NOTE:</b> Proposals must be sent through UNDP job shop web page. Candidates need to upload their CV, Technical and financial proposal -using UNDP template <a href="#">Only shortlisted candidates will be contacted</a></p> <p><i>If the selected/successful Candidate is over 65 years of age and required to travel outside his home country; He/She will be required provide a full medical report at their expense prior to issuance to contract. Contract will only be issued when Proposed candidate is deemed medically fit to undertake the assignment.</i></p>

**A. Background:**

The Enhanced Integrated Framework for Trade Related Technical Assistance in Least Developed Countries (EIF) is a multi-donor programme which supports LDCs to be more active players in the global trading system. The programme works towards a wider goal of promoting economic growth and sustainable development and helping to lift more people out of poverty. It assists LDCs with the following objectives:

- mainstream trade into national development strategies;
- set up structures needed to coordinate the delivery of trade-related technical assistance;
- build capacity to trade, which also includes addressing critical supply-side constraints.

The EIF had approved a Tier 1 Trade Capacity-Building and Institutional Strengthening Project in Kiribati. The main objective of this project is to strengthen the capacity of institutions and stakeholders in Kiribati to formulate and implement trade policies that support poverty reduction, inclusive economic growth and equitable sustainable development. The project aims to support the operations and activities of the Ministry of Commerce, Industries and Cooperatives (MCIC) as lead agency responsible for the formulation and implementation of trade policy framework and Investment Policy, aligned to national development objectives. It will also help improve donor coordination and Aid-for-Trade (Aft) delivery in line with the Paris Declaration on Aid Effectiveness and the Forum Compact.

The Republic of Kiribati, with a population of 110,136 (2015 Census), is one of the most isolated countries in the world. Situated on either side of the International Date Line, as well as North and South of the equator, it comprises of 32 coral atolls spread across 3.5 million square kilometres of ocean, an area bigger than the Caribbean Sea, and one raised atoll. More than 90 per cent of the population is concentrated in the Gilbert Islands, with over 50 per cent living in South Tarawa.

Kiribati's long-term development path is defined by the recently launched 20 Year Vision Development plan (KV20) 2016-2036. The KV20 is motivated by a collective aspiration for a better society by the year 2036. The vision of the KV20 is for Kiribati to become a wealthy, healthy and peaceful nation. It seeks to achieve the development aspiration by maximizing the development benefits from fisheries and tourism as key productive sectors.

The KV20 recognizes the need develop an inclusive private sector driven by a sound enabling business environment with good policy and regulatory environment that supports the interest of both consumers and producers. Kiribati Development Plan 2016-2019, which is a short-term development strategy seeks to review outdated business laws in order to align such laws with the current trade and development regime, with broader objective of ensuring that trade outcomes generate equal benefits for all. Developing an inclusive and equitable private sector, with good trade outcomes, requires a good quality infrastructure with effective and efficient metrology function

While the initial phase of EIF is for three years, it is expected that further assistance will be required after the project lifespan. This evaluation is planned and to be undertaken towards the end of the initial phase. Based on the evaluation results, an extension of the EIF Tier 1 project will then be sought.

## **B. Project Objectives and Outcomes:**

This project supports Kiribati to benefit from trade by developing national capacities to formulate, implement, and assess trade-related strategies that are aligned with the Kiribati Development Plan. In doing so, the project is trying to address institutional capacity constraints by encompassing sustainable development and gender perspectives. The project hopes to assist Kiribati establish a development-oriented trade policy framework that encompasses the linkages between trade, human development and poverty reduction. The project is adopting a whole of government approach to mainstreaming trade, aid coordination and directly supporting the participation of trade stakeholders in the private sector and civil society in trade policy making.

**Goal of the project/programme (as per project document):**

<b>Goal:</b>	<i>This project aims to strengthen the capacity of institutions and stakeholders to formulate and implement trade policies that support poverty reduction, inclusive economic growth and equitable sustainable development.</i>
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**Outcomes of the project/programme (as per project document)**

<b>Outcome 1:</b>	<i>Sufficient institutional and management capacity built in Kiribati to formulate and implement trade-related policies;</i>
<b>Outcome 2:</b>	<i>Kiribati mainstreams trade into national development strategies and plans</i>
<b>Output 3:</b>	<i>Coordinated Aid for Trade delivery by donors and implementing agencies to implement the trade and investment policy framework.</i>
<b>Output 4:</b>	<i>Kiribati secures sufficient resources in support of the trade policy framework and DTIS Action Matrix</i>

**C. Purpose and Scope of the Evaluation:**

The overall objective of this Mid-Term Evaluation is to review progress towards the project's objectives and outcomes, assess the efficiency and cost-effectiveness of how the project has moved towards its objectives and outcomes, identify strengths and weaknesses in project design and implementation, and provide recommendations on design modifications that could have increased the likelihood of success, and on specific actions that might be taken into consideration in designing future projects of a related nature. The evaluation should also assess the project's sustainability and recommend, as appropriate, whether the project warrants an extension.

In essence, the Consultant is expected to:

- Assess the project's accomplishments and its contributions towards the achievement of the anticipated outcomes, including any constraints on its effectiveness, and any unintended outcomes;
- Assess the direct and indirect effects of the project on intended beneficiaries and broader socio-economic, political, SDG and gender dimensions;
- Assess the appropriateness of the project design particularly as it relates to the achievement of project objectives, its linkages with the government's national strategic plans, and problems it intends to address;
- Assess the management and implementation arrangement of the project, including financial and human resource management, monitoring and oversight as well as the risks and risk management strategies in terms of their contribution to the delivery of project results in accordance with the project's logframe and Results and Resources Framework (RRF);
- Identify key factors which have contributed to the program's successes and failures;
- Document the lessons learned in the design, delivery, management and monitoring of the project that will add value to similar projects in the future;
- Recommend whether to extend the project, including the justification and duration of the extension;
- Recommend options to improve any future designing of similar projects by the EIF and UNDP.

**Suggested evaluation questions:**

The report will follow the evaluation format outlined below and include sections on the following:

Criteria	Main questions
<b>Project Design</b>	<ol style="list-style-type: none"><li>1. To what extent did the design of the project help in achieving its own goals?</li><li>2. Were the context, problems, needs and priorities well analyzed while designing the project?</li><li>3. Were there clear objectives and a clear strategy?</li><li>4. Were there clear baselines indicators and/or benchmarks for performance?</li><li>5. Was the process of project design sufficiently participatory? Was there any impact of the process?</li></ol>
<b>Relevance and appropriateness</b>	<ol style="list-style-type: none"><li>6. Was the project relevant, appropriate and strategic to national goals and challenges?</li><li>7. Was the project relevant, appropriate and strategic to the Ministry of Commerce, Industries and Cooperative (MCIC); Enhanced Integrated Framework (EIF) and UNDP mandate?</li></ol>
<b>Project Management</b>	<ol style="list-style-type: none"><li>8. Were the Kiribati trade capacity and institutional strengthening project management arrangements appropriate at implementation and strategic level?</li></ol>
<b>Effectiveness and efficiency</b>	<ol style="list-style-type: none"><li>9. What were the main results and impact achieved by the project?</li><li>10. Were the actions to achieve the outputs and outcomes effective and efficient?</li><li>11. Were there any lessons learned, failures/lost opportunities? What might have been done better or differently?</li><li>12. How did the project deal with issues and risks?</li><li>13. Were the outputs achieved in a timely manner?</li><li>14. Were the resources utilized in the best way possible?</li></ol>
<b>Impact and sustainability</b>	<ol style="list-style-type: none"><li>15. Will the outputs/outcomes lead to benefits beyond the life of the existing project?</li><li>16. Was capacity (individuals, institution, systems) built through the actions of the project?</li><li>17. What was the level of contribution of the project management arrangements to national ownership of the set objectives, results, and outputs</li><li>18. Were the modes of deliveries of the outputs appropriate to promote national ownership and sustainability of the results achieved?</li></ol>

**Methodology to be followed:**

The evaluation design must detail a step-by-step plan of work that specifies the methods the evaluation will use to collect the information needed to address the evaluation criteria and answer the evaluation questions, analyse the data, interpret the findings and report the results.

The evaluation methods should respond to each of the following questions:

- What evidence is needed to address the evaluation questions?
- What data collection method(s) will be used to address the evaluation criteria and questions? Why were these methods selected? Are allocated resources sufficient?
- Who will collect the data?
- What is the framework for sampling? What is the rationale for the framework?
- How will project participants and other stakeholders be involved?
- What data management systems will be used? That is, what are the planned logistics, including the procedures, timing, and physical infrastructure that will be used for gathering and handling data?
- How will the information collected be analysed and the findings interpreted and reported?
- What methodological issues need to be considered to ensure quality?

**Suggested data collection methods:**

Method	Description
<b>Monitoring and Evaluation Systems</b>	Uses performance indicators included in the project document (logframe and RRF) and annual work plans to measure progress, particularly actual results against expected results.
<b>Existing Reports and Documents</b>	Existing documentation, including quantitative and descriptive information about the initiative, its outputs and outcomes, such as documentation from capacity development activities, quarterly & semiannual reports, donor/annual/board reports, and other evidentiary evidence.
<b>Questionnaires</b>	Members of the National Trade Steering committee which is also the steering for the EIF Tier 1 project are the main stakeholders to be interviewed as part of the mid-term review. Community group leaders, and other stakeholders who were actively involved in the project activities will also be consulted/interviewed. Government counterpart and CSOs ministries involved in the project implementation, project board members, and CSOs who were beneficiaries of capacity development activities will also be interviewed/consulted. Refer to the annex for a list of the of the NTSC Board members.
<b>Interviews (Group/key)</b>	

**D. Duration of Assignment and Monitoring of Progress****Time Frame:**

The timeframe for the contract is 20 working days ( 2<sup>nd</sup> - 30<sup>th</sup> September 2019) for the evaluation covering the period between [1st July 2015] and [16th August 2019]. Evaluator is expected to travel to the duty station in Kiribati and conduct most of the evaluation activities

**Management Arrangements:**

The overall management of the EIF Tier 1 project evaluation will remain with UNDP as the MIE in consultations with EIF (NIU). The day-to-day supervision of the activity will rest with the EIF NIU Coordinator, in close consultation with EIF Focal Point. Administrative support (meeting arrangements, reporting to NIU, contract support) will be provided by the EIF Project Manager with NIU. UNDP will also provide support to the MCIC in terms of providing relevant documentation. The NTSC will also provide guidance to the evaluation in terms of the overall objectives of the project, achievements of the project as well as ongoing and planned activities.

#### **Resources Provided:**

IC is expected to have own laptop, government/EIF project is expected to provide workstation and operational support, UNDP can fund travel relating to project activities such as trade advisory role to government during trade negotiation forums

#### **Main Outputs/Deliverables:**

The main output of this consultancy will be a final project evaluation report with detailed accounts of observations, lessons learnt and recommendations for future use. Intermediate deliverables will include an inception report and a draft report as stipulated in the following table.

The Consultancy shall follow the following schedule and milestones of deliverables:

<b>Deliverable</b>	<b>Dates<sup>1</sup></b>	<b>Days</b>	<b>Responsible party</b>
Review of background documents and prepare methodology (inception report): Briefing & discussions with relevant key stakeholders	21/08/19	3	Consultant
In country travel, interviews and observations completed, initial findings presentation provided to the Ministry/Department of Trade UNDP Multi Country Office and key stakeholders	30/08/19	7	Consultant
First draft of the evaluation report drafted and submitted to the UNDP and MCIC for review and feedback. The Focal point will share the draft evaluation report with members of the Steering Committee for comments and feedback.	10/09/19	7	Consultant
Redrafting of the report following feedback from stakeholders as appropriate, and final submission of report to UNDP and MCIC.	13/09/19	3	Consultant
<b>TOTAL</b>		<b>20</b>	

Copies of all work will be delivered to UNDP and MCIC in electronic format. Reports produced and recommendations are the property of UNDP and cannot be reproduced without permission of same.

Suggested structure and content of the evaluation report:

1. Cover page
2. Executive Summary
3. Brief background on the project
4. Purpose and scope of the evaluation and clients of evaluation
5. Methodology

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1 \* Logistical difficulties may occur, and timeline may have to be revised accordingly

6. Review of project implementation
7. Presentation of findings
8. Conclusion
9. Recommendations
10. Lessons learned
11. Annexes

**Payment Schedule:**

Please refer to attached schedule of payment

Specific Tasks Completed	Percentage of Total Amount to be paid
Inception Report	20%
Draft Evaluation Report	50%
Final Evaluation Report	30%

**E. Competencies of Evaluator:**

Individual consultants will be evaluated based on the following methodology:

**Cumulative analysis**

The award of the contract shall be made to the individual consultant whose offer has been evaluated and determined as a) responsive/compliant/acceptable; and b) having received the highest score out of set of weighted technical criteria (70%). and financial criteria (30%). Financial score shall be computed as a ratio of the proposal being evaluated and the lowest priced proposal received by UNDP for the assignment.

Criteria	Max. Point
<b>Qualification</b> <ul style="list-style-type: none"> <li>Minimum of Master's degree or equivalent in one of the following disciplines: economics, public administration, international relations, development studies or other relevant field</li> </ul>	10%
<b>Experience</b> <ul style="list-style-type: none"> <li>A minimum of 7 years of progressive experience in designing and carrying out project evaluations in the context of Trade and/or Development.</li> <li>Prior experience working in small and remote island contexts, preferably in the Pacific</li> <li>Experience working in a coordination role involving a range of stakeholders</li> <li>Knowledge and experience of gender dimensions relating to Trade and Economic development contexts</li> <li>In-depth knowledge of Trade, and/or Development and ability to provide high level advice</li> </ul>	6%  4%  4%  4%

<ul style="list-style-type: none"> <li>• In-depth knowledge and experience of Trade and/or Development and/or sustainable Economic development programme issues, including the political, social, cultural and economic aspects</li> </ul>	4%
<ul style="list-style-type: none"> <li>• Experience in designing and managing evaluative/learning events and processes</li> </ul>	4%
<b>The evaluator(s) should have the following competencies:</b>	
<ul style="list-style-type: none"> <li>• Be skilled in implementing evaluations, particularly in trade-related programmes and projects;</li> </ul>	6%
<ul style="list-style-type: none"> <li>• Good knowledge of trade, particularly Aid for Trade, and development issues;</li> </ul>	5%
<ul style="list-style-type: none"> <li>• Knowledge of, and experience in, applying qualitative and quantitative evaluation methods;</li> </ul>	5%
<ul style="list-style-type: none"> <li>• Data analysis and interpretation skills;</li> </ul>	5%
<ul style="list-style-type: none"> <li>• Good report writing skills; and</li> </ul>	5%
<ul style="list-style-type: none"> <li>• Adherence to good evaluation practices and ethical principles.</li> </ul>	4%

Only candidates obtaining a minimum of 49 points (70% of the total technical points) would be considered for the Financial Evaluation.

Shortlisted candidates may be called for an interview which will be used to confirm and/or adjust the technical scores awarded based on documentation submitted.

#### **Proposal Submission**

**Offerors must apply through UNDP Job shop ([https://jobs.undp.org/cj\\_view\\_jobs.cfm](https://jobs.undp.org/cj_view_jobs.cfm)) and upload the following mandatory documents.**

i) Signed CV including names /email contacts of at least 3 professional referees.

ii) **Technical proposal**, including a) a brief description of why the individual considers him/herself as the most suitable for the assignment; and b) a methodology, on how they will approach and complete the assignment.

iii) Completed template for confirmation of Interest and Submission of Financial Proposal

Applicants must send a financial proposal based on a Lump Sum Amount. The total amount quoted shall be all-inclusive and include all costs components required to perform the deliverables identified in the TOR, including professional fee, travel costs, living allowance (if any work is to be done outside the Individual Consultant's duty station) and any other applicable cost to be incurred by the Individual Consultant in completing the assignment. The contract price will be fixed output-based price regardless of extension of the herein specified duration. Payments will be done upon completion of the deliverables/outputs.

In general, UNDP shall not accept travel costs exceeding those of an economy class ticket. Should the Individual Consultant wish to travel on a higher class he/she should do so using their own resources.

In the event of unforeseeable travel that is not anticipated in this TOR, payment of travel costs including tickets, lodging and terminal expenses should be agreed upon, between the respective UNDP business unit and the Individual Consultant, prior to travel and will be reimbursed.



*Template for confirmation of interest and Submission of Financial Proposal is available under the procurement section of UNDP Pacific Office in Fiji website ([www.pacific.undp.org](http://www.pacific.undp.org))*

**Women candidates are encouraged to apply**

**Interested Candidates must accept UNDP General Terms and Conditions for Individual Consultants**

*Successful candidate will be required to complete the BSAFE course prior to undertaking any travel related to this consultancy ( online security awareness training). <https://training.dss.un.org/course/category/6>*