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| **Mid Term Evaluation UNDP Project Youth Innovation (Youth-IN):** **A Caribbean Network for Youth Development****UNDP Barbados and The OECS Sub-Regional Office** |

**Terms of Reference**

Job Title: Youth-IN Mid Term Evaluation Consultancy

Contract Type: Individual Contact (IC)/Institutional Contract

Duty Station: Home Country Based

Contracting Authority: United Nations Development Programme

Contraction Duration: 1 November - 13 December 2013

Start Date: 1 November 2013

1. **Background and Context**

**Project Description**

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| *Executing Agency* | United Nations Development Programme (UNDP) Barbados and OECS  |
| *Coverage* | CARICOM Member and Associate States |
| *Timeframe* | December 2010 to December 2013 |
| *Focus area* | Democratic Governance |
| *Contributions* | US$ 3.5Mn Government of Italy  |
| *Implementing Partners*  | CARICOM Secretariat**,** OECS Secretariat, Regional, National Youth Development and Civil Society Organizations, Ministries of Youth, and the University of the West Indies (UWI) |
| *Contact persons*  | * UNDP: Ms. Paula Mohamed, Governance Programme Manager, Ms. Janine Chase, Project Manager-Youth-IN; CARICOM: Dr. Hilary Brown, Programme Manager, Culture and Community Development, CARICOM Secretariat
* OECS: Ms. Beverly Best, Head of Functional Cooperation and Programme Management Unit, OECS Secretariat

Government of Italy - Ms. Paolo Boncampi, Youth and Children Decentralised Cooperation Programme Officer, Italian Cooperation  |

In 2010, the CARICOM Youth Commission produced the report, *‘Eye on the Future: Investing in YOUTH NOW for Tomorrow’s Community*’ to which many young people across the Caribbean contributed (<http://www.caricom.org/jsp/community_organs/cohsod_youth/CCYD_report_cohsod3.pdf>). The report shows the challenges of Caribbean youth and the costs of not investing in youth. Youth-IN responds to the identified challenges.***Project objectives -*** Youth-IN project promotes Caribbean youth INclusion, youth INnovation, youth INterest and youth Involvement. The project addresses the challenges of young people in the region (aged 15 to 29) and enhances their opportunities to contribute to the sustainable development of their communities and nations.***Project expected outcomes*** * Strengthened participatory governance, youth involvement and youth change agent capacities, with increased civic, decision making and leadership skills;
* Information, communications and technology (ICT) platforms to strengthen, coordinate and develop existing and new innovative youth networks addressing Caribbean regional, national and global development agendas promoted and established;
* Communication tools to reflect youth capabilities, assets and strengthened youth planning and development inputs specifically in culture, sports and media initiatives identified and implemented;
* Spaces for training in micro-credit services to support emerging youth entrepreneurial initiatives, within the framework of regional and national economic diversification strategies supporting cultural and environmental industries established.
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**Context**

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| The UNDP office for Barbados and the OECS Sub-regional Office delivers assistance through a Sub-regional Cooperation Programme to 10 Caribbean Small Island Developing States (SIDS) and OECS Member States. UNDP's thematic priority areas of work are: Poverty and Social Development, Governance and Institutional Development, Environment and Natural Resources Management and Disaster Risk Reduction.The Caribbean Region as a grouping of Small Island Developing States (SIDS) is experiencing accelerated structural change due to the global economic recession and its linked fiduciary impacts. The recession further compounded market liberalization impacts and the prolonged crisis has affected economic and social development levels at regional and national levels. CARICOM and OECS established regional programmes have provided macroeconomic policy, economic diversification and social development programmes support. While Caribbean states have maintained high to medium human development rankings, the projections for sustainable human development and regional competitiveness have been negative and the prolonged global economic recession has accentuated Small Island Developing States (SIDS) development challenges[[1]](#footnote-1) and vulnerabilities. These challenges include issues of inequitable economic and social distribution of resources, increasingly frequent natural hazard vulnerabilities and high levels of public – external and domestic – debt which further limit governments’ fiscal space and capacities to fund social protection programmes.[[2]](#footnote-2) Citizens’ insecurity has been identified as a new governance challenge that poses a threat to the strong democratic governance processes in the Caribbean and the well-being of the state and the citizens of Eastern Caribbean Small Island Developing States (SIDS).The UNDP*Caribbean Human Development Report 2012* [Human Development and the Shift to Better Citizen Security](http://www.regionalcentrelac-undp.org/en/hdr-caribbean) launched in Port of Spain, Trinidad & Tobago, on 8 February 2012 noted that with the exception of Barbados and Suriname, homicide rates including gang-related killings have increased substantially in the last 12 years across the Caribbean, while they have been falling or stabilizing in other parts of the world.  Although murder rates are exceedingly high by world standards, the report says that Caribbean governments can reverse the trend, calling for regional governments to beef up public institutions to tackle crime and violence —including the criminal justice system—while boosting preventive measures. The report analyses youth violence in the region and recommends that Caribbean governments implement youth crime prevention through education, as well as provide employment opportunities that target the marginalized urban poor. A shift in focus is needed it says, from a state protection approach to one that focuses on citizen security and participation, promoting law enforcement that is fair, accountable, and more respectful of human rights. In a region where 60% of the population is between 10 and 29 years old, there is a significant youth development infrastructure at national and regional levels. Youth programming is a key priority at both regional and national levels and there are many programmes to strengthen youth voice and aspirations. The large numbers of adolescent youth in the Caribbean present opportunities to fully harness their potential and assets in support of Caribbean development, based on the planks of economic growth, social development, environmental protection and disaster management. Youth and adolescent issues have long been on the agendas of Caribbean governments, most identifying this population group, as special and vulnerable. To this end, the 27th Meeting of CARICOM Heads of Government in 2006 mandated the establishment of a CARICOM Commission on Youth Development (CCYD) to undertake an analysis of the challenges and opportunities for youth in the Caribbean Single Market and Economy (CSME). The CCYD was tasked to present recommendations to improve youth development, well-being and empowerment. A significant outcome of the CCYD is its January 2010 CCYD Report “*Eye on the Future: Investing in YOUTH NOW for Tomorrow’s Community*”. The report is an evidenced based, modular situational analysis tool which provides benchmarking data and trends that can support data disaggregation and the creation of comprehensive Caribbean youth databases. Within the recently developed global context of the ‘Arab Spring and Occupy Wall Street’, Caribbean youth need to meaningfully participate in governance and exercise fully their civic responsibilities, must be embraced and opportunities provided to become involved in national and community governance. Youth governance must be placed in the context of current global transitions that have been supported by youth in other regions. Youth in the Caribbean have a stake in redefining the future of Caribbean states and the region.  |

1. **Evaluation purpose**

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| The evaluation exercise, to be conducted at the request of UNDP and in accordance with the Project Monitoring and Evaluation Plan for 2013, aims to:1. Determine the relevance, effectiveness, efficiency and sustainability of outcomes achieved during the implementation to date;
2. Its contribution to regional and national priorities, to be accountable to partners; and
3. Identify improvements in programming and implementation for agency management in the second phase of the project implementation.
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1. **Evaluation scope, objectives, criteria and guiding questions**

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| The evaluation exercise will cover all the project components on the phases: initiating the project and implementing the project conducted to date. The evaluation exercise will assess: * The relevance of the project actions implemented in contributing to the project outcomes and outputs
	+ To what extent is UNDP’s engagement a reflection of strategic considerations, including UNDP’s role in a particular development context and its comparative advantage?
	+ To what extent was UNDP’s selected method of delivery appropriate to the development context?
	+ Is the initiative aligned with regional and national strategies?
	+ Is it consistent with human development needs and the specific development challenges in the country?
* The effectiveness of the project implementation in contributing to the project outcomes and outputs
	+ What progress towards the expected results has been achieved (strengths, weaknesses, obstacles, problems, causes)?
	+ Did the project or programme implementation set dynamic changes and processes that move towards the long-term outcomes?
	+ What has been the contribution of partners and other organizations to the results, and how effective have UNDP partnerships been in contributing to achieving the outcome?
	+ To what extent the intended beneficiaries have been reached?
* The efficiency of the project implementation in contributing to the project outcomes and outputs to date
	+ To what extent have the programme or project outputs resulted from economic use of resources?
	+ To what extent were partnership modalities conducive to the delivery of outputs?
	+ Has the project been implemented to date within deadline and cost estimates?
	+ Was there any identified synergy between UNDP initiatives that contributed to reducing costs while supporting results?
* The sustainability of the project actions implemented in contributing to the project outcomes and outputs
	+ What indications are there that the outcomes will be sustained, e.g. through requisite capacities (systems, structures, staff, etc,)?
	+ Were initiatives designed to have sustainable results given the identifiable risks? Did they include an exit strategy?
	+ What issues emerged during implementation as a threat to sustainability? What were the corrective measures that were adopted?
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1. **Methodology**

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| The evaluators will design the methodology for the mid-term project evaluation. The following will be taken into consideration for the design: * Evaluation methods should be selected for their rigor in producing empirically based evidence to address the evaluation criteria, to respond to the evaluation questions, and to meet the objectives of the evaluation.
* The type of information and methods selected must produce evidence. The evaluation findings must include primary and secondary data (disaggregated by gender if available) in the narrative text, as well as a presentation of the results matrix of the initiative, updated with the new indicator status, but delimited by the restrictions identified in the analysis of the evaluation.
* The central focus of the evaluation is the contribution to outcomes, without excluding other levels of results – outputs.

It is expected that the exercise will entail, but not limited to, the following methods to collect qualitative and quantitative data: * Desk review of relevant documents (indicative but not limited to complete list of documentation provided in Annex IV;
* Consultation with stakeholders and counterparts (interviews and focus group discussions);
* Consultation with beneficiaries (interviews and focus group discussions).
* Field visits will be conducted in Barbados, Saint Lucia, Guyana and Grenada to meet with regional partners, beneficiaries and other stakeholders, with other regional and international meetings being conducted by teleconference or Skype.
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1. **Outputs / deliverables**

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| Inception Report - Evaluation framework/design and implementation plan An inception report should be prepared by the evaluation team before going into the full-fledged evaluation exercise. The report should contain an evaluation matrix that displays for each of the evaluation criteria, the questions and sub questions that the evaluation will answer, and for each question, the data that will be collected to inform that question and the methods that will be used to collect that data[[3]](#footnote-3) . In addition, the inception report should make explicit the underlying theory or assumptions about how each data element will contribute to understanding the development results—attribution, contribution, process, implementation and so forth—and the rationale for data collection, analysis and reporting methodologies selected. It should also include a proposed schedule of tasks/activities and deliverables, designating a team member with the lead responsibility for each task or product. Draft evaluation reportThe draft report will be circulate for review and feedback on the initial findings and recommendationsFinal Evaluation Report The final report should be 20 paged (maximum) analytical report, excluding annexes, detailing key findings, good practices and clear recommendations. The report should be presented in English. The Evaluation report format should meet with the standard Evaluation Report Template of the UNDP and quality Standards established.  |

1. **Evaluation team and required competencies**

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| The evaluation team will consist of a maximum of 2 consultants, who have the following competencies: * Advanced University Degree in Social Sciences (or other relevant field);
* At least seven years proven experience in areas of planning, monitoring, evaluation, and analysis (for Team Leader: at least ten years experience).
* Experience in evaluating projects in the area of Democratic Governance and in the Caribbean region will be an asset.
* Sound knowledge of social development issues (with a special focus on youth issues) in the Caribbean region
* Demonstrated cutting-edge technical planning and evaluation capacity.
* Excellent reporting writing and editing skills
* Previous experience in evaluation of UN System and UNDP projects is an asset
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1. **Evaluation Ethics**

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| For the development of this evaluation, the evaluator will follow the ethical principles and guidelines established by UNDP and the United Nations Evaluation Group (UNEG). Among other aspects, this includes the rights and confidentiality must be guaranteed to the people providing information, explicit requirements for its use, necessary permission for interviewing children and young people and in accordance with protocols that allow for the safeguarding of information and preservation of anonymity and confidentiality. The evaluators shall operate in such a manner so as to guarantee the independence and impartiality of the process and outputs of the evaluation. The evaluators are expected to agree with the Code of Conduct for Evaluators in the UN System. |

1. **Implementation arrangements**

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| * UNDP will provide a pre-evaluation briefing to the evaluation team, after which the consultants are expected to conduct evaluation activities in countries. Consultants will then provide a de-briefing to UNDP upon return from the countries.
* Explain the lines of authority
* The roles and responsibilities of: each evaluation team member (who coordinates and thematic responsibilities or logistics); of the evaluation manager or designated officer within the agency commissioning the evaluation to coordinate and monitor the evaluation exercise; of the programme unit managers managing the evaluation; of the evaluation panel or group (if applicable) for the deliverables; and of the key stakeholders. This includes the responsibility of providing technical assistance to the evaluation team and feedback on the inception and draft reports of the evaluation.
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1. **Timeframe for the evaluation process**

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| The evaluator is expected to work for a period of thirty (30) working days commencing 1 November – 13 December 2013. The indicative timelines are as follows: Indicative Schedule

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| Phase | Duration in working days  |
| Inception Report | 03 days |
| Desk Review  | 05 days |
| Consultations | 05 days  |
| Draft evaluation report | 10 Days  |
| Final evaluation report | 03 days |
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1. **Payment**

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| Payments would be made upon submission and approval of the following deliverables as highlighted in section 9 above:1. Inception Report (5 November) – 20%
2. Draft evaluation report and presentation of findings, conclusions and recommendation - (2 December) – 40%
3. Final evaluation report – (5 December 2013) – 40%
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1. **Travel and allowances**

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| Travel maybe be required as part of this assignment. Applicant must ensure that they have in their possession all necessary visas to travel and must make all arrangements themselves to facilitate travels (airline ticket cost, hotel, meals, taxi services).  |

1. **Documents to be included with Technical Proposal**

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| **Technical Proposal**The applicant should submit the following documents:1. Technical proposal including a P11 form(available on the UNDP website <http://www.bb.undp.org/content/barbados/en/home/operations/procurement/> updated current CV, contact details of at least three referees (for individual applicants only).
2. Detailed organization profile (inclusive of resumes of all employees who will be engaged in the assignment), outlining experience similar engagement experience.
3. A cover letter setting out how the applicant meets the selection criteria, and a proposed approach and methodology)
4. A brief statement (maximum of 3 pages) outlining why the candidate/firm considers itself most suitable for the assignment, and a proposed methodology, on how they will approach and complete the assignment.
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1. **Documents to be included with Financial Proposal**

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| The consultant is requested to provide a quotation or the fees/cost (in USD) for the services that will be rendered. All envisaged travel costs must be included in the financial proposal. In general, UNDP should not accept travel costs exceeding those of an economy class ticket. Should the IC wish to travel on a higher class he/she should do so using their own resources. In the case of unforeseeable travel, payment of travel costs including tickets, lodging and terminal expenses should be agreed upon, between the respective business unit and Individual Consultant, prior to travel. |

1. **Evaluation of Proposals**

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| The proposals will be evaluated using the cumulative analysis method with a split 70% technical and 30% financial scoring. The proposal with the highest cumulative scoring will be awarded the contract. Applications will be evaluated technically and points are attributed based on how well the proposal meets the requirements of the Terms of Reference using the guidelines detailed in the table below: When using this weighted scoring method, the award of the contract should be made to the individual consultant whose offer has been evaluated and determined as:a) responsive/compliant/acceptable, andb) Having received the highest score out of a pre-determined set of weighted technical and financial criteria specific to the solicitation.\* Technical Criteria weighting; 70%\* Financial Criteria weighting; 30%

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| **Criteria** |
| **Technical** | **70%** |
| Quality of resume or organisations profile | 15 points  |
| At least seven years proven experience in areas of planning, monitoring, evaluation, and analysis (for Team Leader: at least ten years experience).  | 25 points |
| Experience in evaluating projects in the area of Democratic Governance and in the Caribbean region will be an asset.  | 15 points  |
|  The approach proposed for implementation of the tasks described  | 15 points  |
| *\*\*If necessary interviews shall also be conducted as part of the technical evaluation to**ascertain best value for money.* |
| **Financial Proposal** | **30%** |
| **Cumulative**  | **100%** |

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1. **Instructions to Applicants**

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| **Proposal Submission****Deadline of application submission:** Deadline for the receipt of applications is **Friday, 18 October, 2013 at 4:30 pm** (Eastern Caribbean time). Applications should be sent electronically to procurement.bb@undp.org using subject **“RFQ131018-1630- Mid Term Evaluation UNDP Project Youth Innovation (Youth-IN)”.** Alternately hard copies of applications can be sent to: Procurement Unit United Nations Development Programme UN House, Marine Gardens, Hastings, Christ Church, Barbados Telephone number: (246) 467-6000 Telefax number (246) 429-2448 **Contents and Submission of Applications** Applications must include: * Detailed resume or company/organisation profile outlining experience conducting evaluations
* Completed UNDP Personal History Form (For individual applicants only). This form is found on the UNDP website at <http://www.bb.undp.org/content/barbados/en/home/operations/procurement/>
* Total quoted amount for service (US Dollar amounts) using table in Appendix 1. This price must also include and itemise travel and allowance cost.
* The approach proposed for implementation of the tasks described

Please note thatthe financial proposal is all-inclusive and shall take into account various expenses incurred by the consultant/contractor during the contract period (e.g. fee, health insurance, vaccination and any other relevant expenses related to the performance of services.). All envisaged costs must be included in the financial proposal. Please note that the UNDP is not bound to select any of quotations provided. Furthermore, since a contract will be awarded in respect of the quotation which is considered most responsive to the needs of the project concerned, due consideration being given to UNDP’s general principles, including economy and efficiency, UNDP does not bind itself in any way to select the firm offering the lowest price. Payments will be made only upon confirmation of UNDP on delivering on the contract obligations in a satisfactory manner.Incomplete applications will not be considered and only candidates for whom there is further interest will be contacted. |

**ANNEXES**

ANNEX 1 – TABLE FOR SUBMISSION OF QUOTATION –

ANNEXT 2 – INDIVIDUAL CONSULTANT GENERAL TERMS AND CONDITIONS

ANNEX 3 – UNDP (P11 FORM)

ANNEX 4 – KEY DOCUMENTS LIST

1. http://www.undp.org/mdg/goal8.shtml

SIDS volatile economic growth; limited natural resources and a limited highly specialized export structure; narrowly defined economies of scale; high transport costs; single sector dependency i.e. tourism, agriculture, financial services as well as on remittances as important sources of foreign exchange have been compounded, in recent years, with a high degree of vulnerability to recurrent natural hazards such as hurricanes, flooding and climate change linked disaster events. [↑](#footnote-ref-1)
2. From a UNDP perspective, social protection is relevant because it supports the sustainability of development achievements and it addresses several of the dimensions of human development (education, gender, health, etc.). It helps reduce vulnerabilities for households in poverty or hovering just above the poverty line by providing access to coping mechanisms that do not affect their future income generation. It can be a powerful mechanism for reducing inequalities, both in the short and longer term. Furthermore, supporting social protection can contribute towards the achievement of UNDP strategic Plan 2008-2011 outcome 1 “MDG-based national development strategies that promote growth and employment, and reduce economic, gender and social inequalities” and the following elements of the Global Programme 2009-2011: ‘Poverty eradication and achievement ‘of internationally-agreed development goals, including the Millennium Development Goals' ; ‘UNDP’s strategic response to challenges that threaten the achievement of the Millennium Development Goals’ . **October 2011 Concept note - Social Protection Component of the Global Programme**  [↑](#footnote-ref-2)
3. UNDP Handbook, P172 [↑](#footnote-ref-3)