

INDIVIDUAL CONSULTANT PROCUREMENT NOTICE
Q-IC-075/15 – National Consultant for
Monitoring & Evaluation Specialist / UNDP Iraq

Date: 10th of Aug 2015

Description of assignment: Consultative Services for National Consultant as Monitoring & Evaluation Specialist/ UNDP Iraq;

Type of Consultancy: National Post;

Duty Station: Home Base and Baghdad, Iraq with Travel as needed.

Period of assignment/services: 40 Working Days - Over a period of 5 Months.

Estimated Starting Date: Late August 2015 till End of December 2015

Proposals should be submitted to the following e-mail address no later than **COB 23rd Aug 2015 (Baghdad Time: +3 GMT):**

IC1.undp.iq@undp.org . Please note the following:

- *It is a MUST to indicate the Procurement Notice Number in the e-mail subject line).*
- *Any request for clarification must be sent to the above e-mail address. The Procurement Unit will respond by e-mail, including an explanation of the query without identifying the source of inquiry, to identified consultants who have notified UNDP of their interest to participate. Kindly be informed that the UN P11 Form (“CV Form,” ref: Annex 2) must be completed. It is not permissible to submit a Curriculum Vitae in lieu of this form.*
- *Emails sent to the previously mentioned address shouldn’t exceed the limits of 8MB.*

1. Background and Introduction of the activity:

1.1. Background

UNDP’s corporate policy is to evaluate its development cooperation with the host government 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 cover 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.

1.2. Outcomes:

In the Country Programme Action Plan (CPAP 2011-2014) of UNDP Iraq there are five development outcomes to which UNDP is expected to contribute; One of these outcomes is: Government of Iraq and civil society have strengthened participatory mechanisms in place for electoral processes, national dialogue and reconciliation

It will take stock of UNDP’s efforts in achieving the development outcome so far and propose measures in order to increase the relevance, effectiveness and efficiency of UNDP cooperation in the outcome areas. A results framework for the selected outcome for evaluation is summarized in Table 1 below.

1.3. Brief national context related to the Country Programme outcomes

Iraq has witnessed wide-spread violence and political instability at national and sub-national levels over the last few years and remains susceptible to further insecurity until the fundamental causes of vulnerability to conflict are holistically addressed. Although the country is blessed with significant natural resources, it remains challenged in harnessing its human and natural resources to accelerate much needed reconstruction and recovery efforts.

Since 2005, three parliamentary and provincial elections have been held in Iraq. Successive governments initiated reforms to better perform core state functions but due to general insecurity and institutional capacity needs these efforts have had limited impact. The Government, therefore, still faces major challenges in ensuring adequate basic services including electricity, water supplies and health services. Inadequate security continues to disproportionately affect the most vulnerable groups, in particular women, children and persons with disabilities. Iraq ranks low in human development indicators. There is high income poverty (23 per cent of Iraqi families live below the national poverty line), growing illiteracy (women in particular), and high unemployment (+18 per cent) especially among women and youth. Gender based violence has emerged as an issue of concern.

Iraq is facing a myriad of political, security, humanitarian and developmental challenges. Despite the successful electoral process of April and the formation of an inclusive Government in September 2014, enormous mistrust among the country's Shiite, Sunni and Kurdish components continues to linger and minorities such as Yazidis, Turkmen, Christians and Assyrians feel marginalized. Also, ISIL's genocidal attacks against these minorities have almost completely uprooted them from their ancestral homes and destroyed their places of worship.

The KRI has been relatively stable for over two decades and had managed to score significant development gains. However, the influx of IDPs since last year has put the region's hard-won development gains under serious threats of reversal. In addition to 2 million IDPs, KRI also hosts about 250,000 Syrian refugees. Today, an estimated 30% of the region's inhabitants are IDPs and refugees. In August 2014, The Emergency Relief Coordinator designated Iraq as a Level 3 Emergency. With the engagement of the air campaign of the coalition forces, the Iraqi defense forces and the Kurdish Peshmerga, some areas were liberated at the end of 2014. Based on the security situation and other factors, the mandate of the United Nations Assistance Mission for Iraq (UNAMI) was extended until July 31, 2015 through Security Council resolution 2169 (2014).

The GoI still faces challenges in its efforts to enhance the role of all stakeholders, including women, in the democratic process, and in building a solid social contract. As indicated in the Government programme 2014-2018, the Government is committed to reform the public sector and addressing corruption, including more inclusive institution-building and modernization of the state at the national and sub-national levels.

Institutional challenges continue to pose major constraints on economic reforms and significantly affect the country's efforts to diversify the economy and promote private sector investment. Multiple issues have caused over 20,000 private companies in Iraq to close. The Government allocated over US\$ 1 billion for lending to facilitate private sector growth but this action did not generate the intended expansion with investors and emerging entrepreneurs. Issues impeding the private sector appear to be the absence of the financial and non-financial support services and legal frameworks.

Table 1*: Results Framework for Outcome 1, UNDP Iraq

Intended Outcome (#1): Government of Iraq and civil society have strengthened participatory mechanisms in place for electoral processes, national dialogue and reconciliation

Outcome Indicators (Baselines 2009 and Targets 2014):

1. IHEC has a permanent voter registry with safeguards to prevent fraud, and mechanisms for inclusion of all Iraqis in elections (2009: no; 2014 yes)
2. Number of CSO-led campaigns promoting universal participation in elections at all levels (2009: 0, 2014: 18)

***Source: UNDP Iraq CPAP (2011-2014)**

1.4. UNDP Outcome Areas Of Support:

The proposed outcome: Government of Iraq and civil society have strengthened participatory mechanisms in place for electoral processes, national dialogue and reconciliation, lay under the result area “Fostering Inclusive Participation and Reconciliation” of the CPAP (2011-2014). The outcome and related outputs are designed to support the efforts of Government to enhance the participation of all citizens in policy dialogues and legislative decision-making processes which take into account national and sub-national diversity. Specifically, UNDP will continue to support the Government and civil society in strengthening participatory mechanisms to improve the development of long-term electoral processes and electoral institutions, encourage national political dialogue and advance the process of reconciliation. Capacity development of the Independent High Electoral Commission to continue carrying-out fair and transparent elections will form one of the flagship activities in pursuit of this outcome. National public awareness campaigns explaining the electoral process, support for the promotion of an independent media, and the empowering of CSOs to participate in the democratic process will also form key components of the CPAP.

The Council of Representatives (CoR) will continue to receive support to strengthen its oversight, administrative and research capabilities, and to improve its representation and law-making skills and its role in national dialogue and reconciliation efforts. Political parties will also receive support to improve constituency representation for a more representative Parliament in Iraq. Initiatives that sought to strengthen regional and subregional mechanisms to support intergovernmental dialogue in a participatory manner will also be undertaken so that local councils and Governors’ Offices can address development issues and respond to the needs of vulnerable communities more effectively. In all these efforts, effective participation of women in decision-making roles in national and subnational political processes will be promoted.

The promotion of freedom of expression and information for an independent, pluralistic and professional media will be another central component affiliated to this outcome, and UNDP will give attention to strengthening the capacities of civil society media-related institutions and initiatives.

1.5. Objectives of the evaluation:

The outcome evaluation shall assess the following:

- Outcome analysis – Evaluate the progress that has been made towards the achievement of the outcome in Iraq since 2009 (including contributing factors and constraints);
- Output analysis - Determine contributing factors and impediments and extent of the UNDP contribution to the achievement of the outcomes through related project outputs (including an analysis of both project activities and soft-assistance activities¹²¹);
- Output-outcome link - Assess the contribution UNDP has made/is making to the progress towards the achievement of the outcome; and
- Assess partnership strategy in relation to outcome.

The results of the outcome evaluation will be used to guide future programming. In this regard the evaluation will:

1. Identify strengths and weaknesses in the current Programme/Projects in respect of the stated outcome.
2. Extract lessons and best practices for futures interventions
3. Propose better ways of coordinating donor interventions in the sector
4. Identify priority areas of focus for future programming

1.6. SCOPE OF THE EVALUATION

a. Geographic Focus

The evaluation should cover the regional and governorate dimensions of the country.

b. 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?
- To what degree UNDP assistance has resulted in the development of national capacity,
- Including assessment of performance monitoring and evaluation mechanisms?
- What are the main factors (positive and negative) that affect the achievement of the outcome?
- Whether the outcome indicators chosen are sufficient to measure the outcome?
- To what extent are synergies in programming such as partnerships, including among various UNDP programmes, related to the relevant outcome?
- Relevance of the outcomes, taking into account the changes in environment and other situational (including policy) factors.

c. Output analysis

- Are the UNDP outputs still relevant to the outcome?
- Has sufficient progress been made in relation to the UNDP outputs?
- What are the factors (positive and negative) that affect the accomplishment of the outputs?
- Assess whether and how human development and human security concerns have been considered in the national development planning.
- Assess UNDP's ability to advocate best practices and desired goals, including its role and participation in national debate and ability to influence national policies on promoting recovery and development.

d. Output-outcome link

- Whether UNDP's outputs or other interventions can be credibly linked to the achievement of the outcome (including the key outputs, projects and assistance soft and hard that contributed to the outcome);
- What are the key contributions that UNDP has made/is making to the outcome (e.g. piloting new technologies, developing pricing schemes, drafting energy efficiency standards)?
- What has been the role of UNDP soft-assistance activities in helping achieve the outcome?
- With the current planned interventions in partnership with other actors and stakeholders, will UNDP be able to achieve the outcome within the set timeframe and inputs – or whether additional resources are required and new or changed interventions are needed?
- Whether UNDP's partnership strategy has been appropriate and effective. Has UNDP been able to bring together various partners across social, ethnic and sectoral lines to address human development and human security concerns in a holistic manner?
- Assess UNDP's ability to develop national capacity in a sustainable manner (through exposure to best practices in other crisis-affected countries, south-south cooperation, holistic and participatory approaches). Has UNDP been able to respond to changing circumstances and requirements in capacity development?
- What is the prospect of the sustainability of UNDP interventions related to the two outcomes? Can it be ensured that the outcomes will be reached and maintained even after the UNDP interventions?

In addressing the above questions the evaluation team is also expected to examine the interventions in terms of the following:

1.7. Project management and implementation issues:

- Whether the current project management structure and staffing is effective and efficient;
- To identify failures and successes in strategy and tactics in the planning and Implementation stages;
- Identification of possible obstacles to effective implementation in the future.

1.8. Analysis of underlying factors:

- Identification of factors beyond UNDP's control that influence the environment and the outcome;
- Coordination between agencies;
- Risk analysis (short, medium and long term).

1.9. UNDP contribution to development results:

- Whether or not UNDP's outputs and other interventions can be credibly linked to achievement of the outcome (including the outputs, programmes, projects, and soft and hard assistance that contributed to the outcome).

1.10. Partnership strategy:

- Whether UNDP's partnership strategy has been appropriate and effective;
- The level of participation of stakeholders/partners in the achievement of the outcome, as well as the effectiveness of such participation.
- Sustainability and exit strategy.

1.11. Key lessons:

- The key lessons to emerge in terms of country ownership and state and/or district level cooperation in connection with the outcome.

1.12. Methodology:

An overall guidance on outcome evaluation methodology can be found in the [UNDP Handbook on Planning, Monitoring and Evaluating for Results](#) and the [UNDP Guidelines for Outcome Evaluators](#). In addition, [UNDP's Evaluation Policy](#) provides information about the role and use of outcome evaluation within the M&E architecture of the organization. The evaluators should come up with a suitable methodology for this outcome evaluation based on the guidance given in these three documents.

During the outcome evaluation, the evaluators are expected to apply the following approaches for data collection and analysis:

- Desk review of relevant documents and database sites(project documents with amendments made, progress reports review reports – mid-term, final, donor-specific, audit and financial);
- Discussions with Senior Management and relevant programme staff of UNDP Iraq;
- Consultations with relevant central and other government representatives/implementing partners involved with the UNDP projects and all other relevant initiatives at national level;
- Consultations with all relevant donors, UN agencies and national and international non-governmental organizations engaged in development work in Iraq;
- Field visits to selected project sites and discussions with government officials at district level;
- Interviews/focus group discussion with and participation of partners and beneficiaries, including women's groups and other stakeholders;
- Use of interviews, field visits, focus group discussion, questionnaires and meetings to validate information about the status of the outcome, including local sources of knowledge about factors influencing the outcome;
- Debriefing consultations and stakeholder workshop (i.e. with national and international partners).

1.13. Key documents to be reviewed by the Evaluators

The evaluators will need to study the following documents in addition to project documents, project monitoring reports, project evaluation reports, programme evaluation reports, audit reports and annual work-plans etc.:

- UNDP Handbook on Planning, Monitoring and Evaluating for Results
- UNDP Guidelines for Outcome Evaluators
- UNDP Results-Based Management: Technical Note
- The National Development Plan (2010-2014)
- The National Development Plan (2013-2017)
- UNDP Country Programme Document (CPD) for Iraq (2011-2015)
- UNDP Country Programme Action Plan (CPAP) for Iraq (2011-2015)
- The Common Country Assessment 2009,
- The Iraq UNDAF 2011-14, & the Iraq UNDAF 2015-2019
- General Framework of the Governmental Program 2014 2018
- Other national policies, strategies and plans related to the outcome
- Project documents under this outcome

1.14. List of UNDP Programmes/Projects under outcome 1

Programme/Project activities under Outcome 1					
Programme	Project	Duration	Original Budget USD1000K	Source	Location
Support to Elections	Institutional Development: Organizational and Capacity Development for IHEC	2005-2010	7.2	Iraq Trust Fund	National
	Technical Assistance to IHEC Phase II	2008-2012	5.5	UNDG ITF	National
	Institutional Development Support to the IHEC	2010-2013	10.1	UNDG ITF	National
Support to the Council of Representatives	Support to the Council of Representatives	2010-2013	1.4	UNDP core funds UNDP DGTTF UNDP BCPR	National
Support to Civil Society Organizations	Empowering CSOs in Iraq	2012-2014	2.7	UNDAF fund	National
Peace and Reconciliation	Support to National Reconciliation	2010-2013	0.5	UNDAF Fund	Nineweh
	Support for Rights of Minorities	2010-2012	0.5	Government of the Netherlands	Nineweh and DIBs
	Nineweh Minorities – Interfaith Dialogue Component	2011-2013	0.18	Government of the Netherlands	Nineweh and DIBs
	Peace and Development Analysis	2010-2013	0.52	UNDP core funds CPR TTF Conflict	National

2. Objectives and Scope of Work:

Specifically, the M&E National Specialist will provide substantive support to the Team Leader and will be responsible of the following tasks:

- Approach national stakeholders
- Assist the team leader to lead and manage the evaluation mission;
- Assist in designing the detailed evaluation scope and methodology (including the methods for data collection and analysis);
- Analyze the outputs and partnership strategies for the outcome under evaluation
- Take a leading role in the evaluative analysis of at least one or more practice area covered by the evaluation and as identified by the team leader
- Draft related parts of the evaluation report;
- Incorporate national stakeholders feedback to final draft of the report

3. Deliverables and outputs:

The Consultant will be responsible for producing the below deliverables. These deliverables are changeable subject to UNDP approval, in case unexpected incidents take place in the project, such as delay of the project or change of project scope, due to reasons uncontrollable by the Consultant.

Deliverables	Output/ Deliverables	Location	Target Date	Payment % (US\$)
1. Inception report : Desk review, Evaluation design and work plan [10 Working Days]	<ul style="list-style-type: none">• Coordinate with the International specialist to Submit the advanced first draft of the inception report and acceptance by team leader	Home Base	1-10 Sep, 2015	30%
2. Field visits, interviews with national (& international) partners, and key stakeholders Exit meeting [20 Working Day]	<ul style="list-style-type: none">• Organize the entry meeting in consultation with the International Consultant following to national counterparts meetings & discussion.• Submission of the advanced first draft of conclusions, recommendation, and background paper associated with National counterparts interviews and discussion for the first draft of Evaluation report to Team Leader• Share the preliminary findings with PMSU and SM	Baghdad	12 Sept -2 Oct, 2015	30%
3. 1st draft report [10 Working Days]	<ul style="list-style-type: none">• Under the guidance of the Team Leader and in close coordination with the International Specialist, submit an advanced first draft of the Evaluation report to the Team Leader and acceptance by the Team Leader	Home Base	3 - 13 Oct, 2015	40%
TOTAL:				100%

4. Time and Method of payment:

- Payment shall be provided upon satisfactory completion of the deliverables outlined in the table above. Payment requests submitted by the Consultant must be certified by the supervisor(s) specified below
- Payments are to be made within 30 days from receipt of invoice.
- For each payment a certification of payment needs to be signed and approved by the direct supervisor attached to it explaining the accomplishment of the tasks.

5. Key Performance Indicators during implementation of Services:

Overall, the Consultant's performance will be evaluated based on the following key criteria:

1. An Inception report
2. Debriefing of UNDP
3. Background papers of the first draft of the report
4. Draft evaluation report
5. Under the guidance of the team leader, draft a comprehensive analytical report in English – the key product expected from this outcome evaluation includes the following contents:
 - a. Executive summary (1-2 pages)
 - b. Introduction (1 page)
 - c. Description of the evaluation methodology (6 pages)
 - d. An analysis of the situation with regard to the outcome, the outputs, and the partnership strategies (15-20 pages)
 - e. Analysis of salient opportunities to provide guidance for future programming in relation to the outcome (8-10 pages)
 - f. Key findings, including lessons learned and best practice (5-6 pages)
 - g. Conclusions and recommendations (2-3 pages) and
 - h. Annexes: ToR, charts, field visits, people consulted, documents reviewed, etc. The tentative page numbers serve only as a guide for the Evaluation Team. However, it is expected that the report will not exceed 80 pages, including annexes.

6. Reporting:

The Consultant will report to the UNDP-Iraq Partnership Management and Support Unit for technical and administrative issues.

7. Travel Plan:

#	Country / City	No of Travels	Working Days	Calendar Days
1	Baghdad	1	20 Working Days	28 Calendar Days/ Nights in Baghdad
2	Home Base		20 Working Days	N/A
Total Travel Plan		1 Trips/ Missions	40 Working Days	28 Calendar Days/ Nights in Baghdad

8. Time Line:

- The consultancy will be based in Home Base and Baghdad, Iraq for a total of 40 Working days over a period of 5 Months to start by Late August 2015 till the End of December 2015.
- Consultancy May includes travel to other locations inside Iraq or to other countries as needed/ requested by the Unit Manager and upon approval of UNDP Iraq office.

9. Competencies:

Corporate Competencies:

- Demonstrates commitment to the UN's values and ethical standards;
- Promotes the mission, vision and strategic goals of UNDP;
- Displays cultural, gender, religion, race, nationality and age sensitivity and adaptability;
- Treats all people fairly and with impartiality.

Functional Competencies:

- Consistently approaches work with energy and a positive, constructive attitude;
- Ability to work under pressure and to meet deadlines;
- Demonstrates excellent oral and written communication skills;
- Demonstrates openness to change and ability to manage complexities;
- Self-reliant and able to work as a part of a multi-cultural team in a stressful.

Professionalism:

- Shows pride in work and in achievements; is conscientious and efficient in meeting commitments; observing deadlines and achieving results; is motivated by professional rather than personal concerns; Shows persistence when faced with difficult problems or challenges; Remains calm in stressful situations.

Communication:

- Speaks and writes clearly and effectively; Listens to others, correctly interprets messages from others and responds appropriately; Asks questions to clarify, and exhibits interest in having two-way communication; Tailors language, tone, style and format to match the audience; Demonstrates openness in sharing information and keeping people informed.

Planning and Organizing:

- Identifies priority activities and assignments; allocates appropriate amount of time and resources for completing work; Foresees risks and allows for contingencies when planning; Monitors and adjusts plans and actions as necessary; Uses time efficiently.

Client Orientation:

- Considers all those to whom services are provided to be "clients" and seeks to see things from clients' point of view; Establishes and maintains productive partnerships with clients by gaining their trust and respect; Meets time line for delivery of product or services to client.

Teamwork:

- Works collaboratively with colleagues to achieve organisational goals; Builds consensus for task purpose and direction with team members; Supports and acts in accordance with final group decisions, even when such decisions may not entirely reflect own position.

Technological awareness:

- Keeps abreast of available technology; actively seeks to apply technology to appropriate tasks; Shows willingness to learn new technology.

10. Facilities:

a) Office Facility:

- UNDP will provide an appropriate office inside the International Zone in Baghdad.
- The consultant is expected to bring his/her laptop with him/her.
- Consultant is expected to come well-equipped with his/her own technological solutions (i.e. roaming mobile, personal email address).

b) Office Supplies and Printing Facilities: UNDP will provide office supplies and printer facilities only inside the UNDP office premises in Baghdad, Iraq.

c) Communication Facilities: UNDP will provide access to internet during consultant presence in Baghdad [UN Compound/ Mission] through this assignment.

11. Qualifications and Requirements:

A. Education:

- University degree: Advanced degree (Master) in development study, Social Science, Public Administration, Business Administration or other relevant field.

B. Work Experience:

- At least 8 years' experience in evaluation of development issues in crisis-affected countries
- Previous experience and substantive knowledge about results-based management (RBM) and results-oriented monitoring and evaluation
- Extensive knowledge in election processes and reconciliation
- Experience of working in post conflict settings,
- Extensive experience of working with government institutions
- Extensive experience in writing analytical research reports/ project reports/consultancy reports;
- Experience of working on issues related to Programme Management, Monitoring and Evaluation;
- Experience in working for the UN or other international development organisations on a similar assignment would be an asset.
- Prior experience of working in Iraq is highly desirable.
- Good analytical and problem-solving skills and the related ability to adaptively manage with prompt action on the conclusions and recommendations coming out of the project's regular monitoring and self-assessment activities;
- Experience of working at the policy level/strategic level and demonstrated ability to influence policy makers.
- Excellent reporting and writing skills.
- Experience in the usage of computers and office software packages (MS Word, Excel, etc).

C. Language:

- Fluency in English language is required.
- Fluency in Arabic language is an asset.

The Consultant should provide documented examples from previous assignments of proposed personnel related to deliverables in this Terms of Reference;

12. Documents to be included when submitting the Proposal:

Interested individual consultants must submit the following documents/information to demonstrate their qualifications and interest.

A. Technical Proposal: (which will include the following):

- Signed **Template Confirmation of Interest and Submission of Financial Proposal –Annex 1 attached.**
- A **letter** explaining why he/she considers him/herself the most suitable candidate for the work.
- **Personal CV** including past experience in similar projects and **at least 3 references**.
- **UN P11 Form** ("CV Form") – ***Annex 2 attached***. UNDP-Iraq reserves the right to disqualify any submissions that have omitted this form.
- A language assessment will be conducted [if needed] for the purpose of verifying influence in English;
- **Sample reports** of previous work in English.
- **Sample reports** of previous work in Arabic.
- A brief **Methodology** on how the candidate will approach and conduct the work.

(The expert is asked in his/her offer submission in the methodologies section to bring the description of the above mentioned points in **1.12 Objectives**

B. Financial proposal:

The financial proposal will specify a total lump sum amount and payment terms around specific and measurable (qualitative and quantitative) deliverables. Payments are based upon output, i.e. upon delivery of the services specified in the TOR.

Financial Proposal Form, providing a breakdown of this lump sum amount (including travel, per diems) is to be provided by the offeror – ***Annex 3 attached***

Important note: the consultant is required to specify the daily fee in his proposal.

C. Travel:

All envisaged travel must be included in the financial proposal. This includes all travel to join duty station/ repatriation travel. In general, UNDP does 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 his or her own resources.

Furthermore, Individual Consultant who is at the duty station at the time of hire is ineligible for travel to join, and who remain at the duty station after contract completion is ineligible for repatriation travel

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 and will be reimbursed.

13. Selection Criteria:

The award of contract will be made to one individual consultant whose offer has been evaluated and determined as being:

- a) Responsive/compliant/acceptable, and
- b) Achieving the highest combined score (financial and technical).

Minimum requirements: ***(Please see Annex 4). This will be part of the technical proposal.***

1. Master degree in development study, peace and conflict studies, region studies or other relevant field.
2. At least 10 years' experience in leading academic and policy institutes and/or think tanks with governmental links;
3. Experience in working for the UN or other international development organisations on a similar assignment would be an asset.
4. Willingness to obtain the required security courses as applicable through the website;
5. Subject to security requirement, consultant must pass the Security Awareness Induction Training (SAIT); in case if any travel is required to Iraq.
6. The Basic Security in the Field II and Advanced Security training (Online Training) should be completed before any travel take place.
7. Failing the (SAIT) training, it will be a cause to terminate the contract.
8. Willingness to undergo a medical exam. This applies only for consultant of 62 years of age and above where a full medical exam will be required from a UN certified doctor if selected for award of contract.
9. Ability and desire to work inside Iraq.
10. Acceptance of IC General Terms and Conditions

Only candidates obtaining a minimum of 70 points will be considered for the Financial Evaluation.

Criteria		Max. Point 100	Weight
Technical	Criteria A: relevance and responsiveness of candidate's past experience, Qualification based on submitted documents: <ul style="list-style-type: none">Advanced degree in development study, Social Science or Public administration or Business administration other relevant field; (10 points)At least 10 years' experience in evaluation of development issues in crisis-affected countries; (10 points)Previous experience in substantive knowledge about results-based management (RBM) and results-oriented monitoring and evaluation; (10 points)	60 Points	70%

Criteria		Max. Point 100	Weight
	<ul style="list-style-type: none">• Experience of working with government institutions in post conflict settings, ideally in Iraq; (10 points)• Extensive experience in writing analytical research reports/ project reports/consultancy reports; (10 points)• Experience of working on issues related to Programme Management, Monitoring and Evaluation; (10 points)		
	<p>Criteria B: relevance and responsiveness of candidate’s approach, technical proposal and submitted work plan and Methodologies:</p> <ul style="list-style-type: none">• Fluency in English-written/ Spoken. Ssupported by sample of reports. (10 points)• Fluency in Arabic-written/ Spoken. Ssupported by sample of reports. (10 points)• Time plan, methodology on how the consultant will conduct the required tasks; (5 points)• Experience in the usage of computers and office software packages (MS Word, Excel, etc). (5 points)	30 Points	
Financial	<u>Lowest Offer / Offer*100</u>		30%
Total Score = (Technical Score * 0.7 + Financial Score * 0.3)			

Weight Per Technical Competence	
5 (outstanding): 96% - 100%	The individual consultant/contractor has demonstrated an OUTSTANDING capacity for the analyzed competence.
4 (Very good): 86% - 95%	The individual consultant/contractor has demonstrated a VERY GOOD capacity for the analyzed competence.
3 (Good): 76% - 85%	The individual consultant/contractor has demonstrated a GOOD capacity for the analyzed competence.
2 (Satisfactory): 70% - 75%	The individual consultant/contractor has demonstrated a SATISFACTORY capacity for the analyzed competence.
1 (Weak): Below 70%	The individual consultant/contractor has demonstrated a WEAK capacity for the analyzed competence.

Annexes:

Annex 1 – Template Confirmation of Interest and Submission of Financial Proposal.

Annex 2 – CV Form.

Annex 3 – Price Schedule Sheet.

Annex 4 – Minimum Requirements Checklist.

Annex 5 – Individual Consultant General Terms and Conditions.