



INDIVIDUAL CONSULTANT PROCUREMENT NOTICE

Date: 3 September 2015

Country: Mongolia

Description of the assignment: Evaluation Team leader - Country Programme Action Plan (CPAP) 2012-2016

Expected Places of Travel (if applicable): selected provinces (to be discussed with evaluators)

Duration of Assignment: October 2015 – November 2015 (with 34 effective working days)

Period of assignment/services (if applicable): 34 days (21 days in-country, 13 days home-based)

Proposal should be submitted at the following address:

UNDP Mongolia 14201
UN House, 14 UN Street,
Ulaanbaatar, Mongolia

or by email to bids.mn@undp.org no later than 21 September 2015, 9:00AM local time (GMT + 9).

Any request for clarification must be sent in writing, or by standard electronic communication to the address or e-mail indicated above. *The UNDP Office* 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.

To assist in understanding the requirements of this assignment, we have attached hereto the following:

- a) The Terms of Reference for the assignment described above (Annex 1);
- b) The standard Letter of Confirmation of Interest and Availability, which you must accomplish and submit to UNDP (Annex 2 word version attached); and
- c) General Terms and Conditions (Annex 3), which you would be expected to sign in the event you are the selected Offeror in this procurement process;
- d) Personal History Form (P11) – Annex 4 (word version attached).

1. BACKGROUND

The UNDP Country Programme Action Plan (CPAP) 2012-2016 was approved by the Government of Mongolia and the UNDP Mongolia in January 10, 2012. It is based on consultations with the Government of Mongolia, United Nations agencies, civil society organizations and development partners. The document aligned to the national development goals and objectives and represents UNDP's contribution to the development priorities identified in the Common Country Assessment (CCA) and the United Nations Development Assistance Framework (UNDAF) for 2012-2016.

The Country Programme (2012-16) is aligned to a set of three thematic areas based on national priorities: (1) poverty reduction and achievement of MDGs, (2) democratic governance, and (3) environment and sustainable development. Together, areas are strategically focused and linked to support key results, achieve and sustain progress on the MDGs, and reflect UNDP's comparative advantages and resource availability.

Since the inception of the Country Programme, UNDP has conducted two CPAP reviews (2012/2013 and 2014) and a number of project evaluations¹, measuring progress against established CPAP targets. As a result of the review process and in conjunction with national counterparts, targets and indicators at output and outcome level were revised and adjusted taking into account evolving national development priorities and context.

2. PURPOSE, OBJECTIVES AND METHODOLOGY

Evaluation purpose and objectives

Consistent with UNDP policy guidance all outcomes² to which UNDP is contributing through aligned activities and planned outputs must be monitored. The programme evaluation is an opportunity to review the strategic course, relevance and effectiveness of the implementation of the country programme especially its contribution to outcome-level results. The evaluation exercise in the year of 2015 now provides an opportunity to undertake a comprehensive review of UNDP contribution to the country's development. The evaluation findings will guide programmatic planning, advising if necessary to make changes to the country programme, as well as the allocation of resources. In addition, it will be used as a tool to plan for the next phase of the programme for 2017-2021.

The exercise allows UNDP to engage key stakeholders to discuss achievements, lessons learned and adjustments required in response to an evolving development landscape and changing national priorities. The purpose of the evaluation is a comprehensive assessment of contributions of the country programme outputs towards achieving the established outcomes, with the following six objectives:

¹ Final evaluation reports of Sustainable Land Management 2012, Livelihoods projects 2012, UN Joint Programme on Water and Sanitation 2013, Building Energy Efficiency Project 2014, Environmental Governance II 2014, Micro-insurance 2014, Rural Water and Sanitation 2015 and Specially Protected Area Network (SPAN) 2015; mid-term evaluation reports of SPAN, 2014 and Ecosystem based Adaptation 2015

² Outcome is a short to medium term change in development situation while output is an immediate development result(s) that can be closely attributed to the project and non-project activities. Outcomes are intended development results created through the delivery of outputs and contributions of various partners within a period of time. See P.55-59 of the UNDP Handbook on planning, monitoring and evaluating for development results, UNDP 2009

1. Reviewing the extent to which relevant outputs contributed to each outcome and identify factors the particular initiatives have or have not been successful;
2. Assessing the mechanisms/methods by which outputs lead to the achievement of the specified outcomes;
3. Review of factors influencing the effectiveness of UNDP's contribution, by identifying concrete evidence of the UNDP contribution to outcomes;
4. Assessing the continual relevance of the UNDP's contributions, including applied strategies and partnerships towards each outcome taking into account the emerging development challenges and opportunities (if and which programme processes e.g. strategic partnerships and linkages are critical in producing the intended outcome);
5. Identifying lessons learnt and adjustments to the UNDP's contributions in view of improving their relevance, effectiveness and efficiency over the remaining CPAP period (factors that facilitate and/or hinder the progress in achieving the outcome, both in terms of the external environment and those internal to the portfolio interventions including: weaknesses in design, management, human resource skills, and resources);
6. Provide key recommendations/directions for the next Country Programme cycle (2017-2021), advising on what to strengthen and/or introduce in the new programme.

Evaluation scope

The Country Programme Action Plan (CPAP) is derived from the UNDP Executive Board approved Country Programme Document. The results chain links the CPAP outputs to the UNDAF outcomes. The CPAP defines 3 broad outcomes with multi-year annual targets, demarcating achievements for the duration of the Country Programme:

- Outcome 1: Economic development is inclusive and equitable, contributing towards poverty alleviation (which has 3 outputs);
- Outcome 2: Strengthened governance for protection of human rights and reduction of disparities (which contains 3 outputs) and;
- Outcome 3: Improved sustainability of natural resources management and resilience of ecosystems and vulnerable populations to the changing climate (includes 5 outputs).

The evaluation will assess the quality, quantity and timeliness of progress towards delivering intended results. It will include an assessment of the performance of programmes³ and on-going and recently completed projects⁴ and consider lessons learned from annual project reviews, project evaluations and the results of previous annual CPAP review exercise in order to define progress achieved in meeting stated outcomes.

Methodology

³see CPAP Results and Resources Framework for linkages - CPAP 2012-2016 approved in Jan, 2012 and the subsequent reviews

⁴ see figure 1 on page 5 - *it illustrates the interventions (outputs) that has been conducted to achieve the intended outcome target.*
 Projects abbreviations used in the figure 1: NDPP – National Development Policy and Planning, ALP-Alternative Livelihoods Project, EMP-Enterprise Mongolia Project, LLDC-Land-locked Developing Countries, SLGBs- Strengthening Local Self-Governing Bodies, EG II-Environmental Governance II; SLM-Sustainable Land Management, EBA-Ecosystem based Adaptation, DRR- Disaster risk reduction, MRPA-Managed resources protected areas, SPAN-Specially protected areas, BEEP-Building energy efficiency project, UN-REDD – Drivers of Deforestation/Forest Degradation and Identifying Institutional framework, UNJPWS-UN joint programme on water and sanitation, RWS-Rural water and sanitation

Through an inception report, the team of evaluators will design an evaluation matrix⁵ detailing how the evaluators intend to answer the evaluation questions including evaluation designs, data collection methodologies, and sampling strategies. The inception report shall include a timeline and establish clear roles and responsibilities among team members. The overall approach and methodology applied should ensure the most reliable and valid answers to the evaluation questions and criteria within the limits of resources⁶.

During the evaluation, the evaluation team is expected to apply the following approaches for data collection and analysis:

- Desk review of relevant documents (project document with amendments made, national policy documents, CPAP review reports, ROARs, project evaluations, midterm/final, progress reports, donor-specific, etc);
- Discussions with the relevant UNDP programme and project staff
- Interviews with and participation of partners and stakeholders;
- Field visits to selected provinces;
- Consultation meetings and/or focus group meetings as necessary

The evaluation is suggested to consist from three main stages: 1) preparation and planning, 2) in-depth data collection, and 3) analysis and report writing.

Please refer to Annex 1 – ToR for more details

3. REQUIREMENTS FOR EXPERIENCE, COMPETENCIES AND QUALIFICATIONS

Individual consultants will be recruited to compose an evaluation team, which will consist of one international consultant as a team leader and three nationals as the members of the team. A member of the team should be free from conflict of interest and be independent from the UNDP Mongolia Programme, not being involved in any stage of the design, planning and implementation of the programme or projects in the specified period.

International consultant

I. Academic Qualifications:

- Master degree or higher in public policy, political science, public administration, economics, regional planning, development studies or other relevant field.

II. Years of experience:

- Minimum of 10 years, in design, monitoring, management and evaluation of development projects and programmes.
- Technical knowledge and experience in UNDP thematic areas and cross-cutting issues such as gender, rights-based approach and capacity development.

⁵ See Annex 3. for suggested matrix

⁶ for more details see pages 172-177 of Handbook on Planning, Monitoring and Evaluating for Development Results:
<http://www.undp.org/evaluation/handbook>

- Experience working in policy and advocacy works on development issues, particularly in developing countries and/or countries in Asia Pacific region.
- Experience in Mongolian context and understanding of development context and challenges in Mongolia is an advantage.

III. Language requirements

- Excellent command of the English language, spoken and written.

Competencies

- Experience and expertise in conducting evaluations of the programmes including demonstrated experience in UN evaluations or other development partners;
- Extensive knowledge of qualitative and quantitative evaluation methods
- Strong analytical skills and ability to deliver high quality reports;
- Experience in working with government agencies (central and local), civil society organizations, international organizations, UN Agencies, and Donors. Direct experience working in Mongolia is an asset;
- Understanding of policy-making and capacity development issues in Mongolia;
- Understanding of Mongolian government systems, especially policy and budget development at the national.
- Ability to work efficiently and independently under pressure, handle multi-tasking with strong delivery orientation;
- Experience in leading evaluation teams. Excellent inter-personal, teamwork, and cross-cultural communication skills.

4. DOCUMENTS TO BE INCLUDED WHEN SUBMITTING THE PROPOSALS.

Interested individual consultants must submit the following documents/information to demonstrate their qualifications:

- Dully completed **Letter of Confirmation of Interest and Availability and Submission of Financial Proposal** using the template provided by UNDP;
- **Expression of interest letter;**
- **CV** showing educational background and experience;
- **List of publications and/or evaluation reports;**
- **2 reference letters** related to the assignment and contact details of referees;
- **Brief evaluation methodology and approach** how the proposed evaluation can be conducted;
- **Financial proposal** with a clear indication of all inclusive fee (consultancy fee per day, travel/DSA, admin costs, etc) in the template provided by UNDP.

5. FINANCIAL PROPOSAL

Lump Sum

The financial proposal must be expressed in the form of an all-inclusive⁷ Lump Sum Amount, supported by a breakdown of costs as per the template provided by UNDP.

⁷ The term "All inclusive" implies that all costs (professional fees, travel costs, living allowances, communications, consumables, etc.) that could possibly be incurred by the Contractor are already factored into the final amounts submitted in the proposal

Travel

All envisaged travel costs must be included in the financial proposal. This includes all travel to join duty station. 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 and will be reimbursed.

While preparing your proposal, kindly note that the UN's Daily Subsistence Allowance (DSA) rates USD197 for Ulaanbaatar and USD72 for the country side, which should provide indication of the cost of living in a duty station/destination. Individuals on this contract are not UN staff and are therefore not entitled to DSAs. All living allowances required to perform the demands of the ToR must be incorporated in the financial proposal.

If an Offeror is employed by an organization or company/institution, and he/she expects his/her employer to charge a management fee in the process of releasing him/her to UNDP under Reimbursable Loan Agreement (RLA), the Offeror must indicate at this point, and ensure that all such costs are fully incorporated in the financial proposal submitted to UNDP.

6. EVALUATION

Cumulative analysis

The award of the contract should 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 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 points of the technical criteria would be considered for the Financial Evaluation.

Technical proposal: 100 points which equal 70% of the total scoring.

Educational background – 20 points

Experience – 50 points

Proposed methodology – 30 points