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INDIVIDUAL CONSULTANT PROCUREMENT NOTICE (ICPN)

International Consultant for End of Programme Evaluation of the YEEP

(IC – International).

Date: September 18, 2018

Procurement Notice No.: SLE/ICPN/2018/034

Country: Sierra Leone

Description of the assignment: International Consultant, for End of Programme Evaluation of the YEEP

Project Name: End of Programme Evaluation of the YEEP.

Period of assignment: 25 days

Proposal should be submitted at the following address, UNDP, 55 Wilkinson Road, Freetown, Sierra Leone or by email to procure.sle@undp.org no later than **17:00 hours, on Friday September 28, 2018.**

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

SLE/ICPN/2018/034: International Consultant, for End of Programme Evaluation of the YEEP.

1. BACKGROUND

UNDP is supporting the Ministry of Youth Affairs (MOYA) and National Youth Commission (NAYCOM) to empower the youth to develop their potential, creativity and skills for national development through the Youth Employment and Empowerment Programme (YEEP). The Youth Employment and Empowerment Programme (YEEP) was designed to strengthen national policy, strategy and coordination frameworks for youth employment; Establish, on a national basis, basic support services for youth including business development support, youth career advice, and graduate internships all geared towards increasing youth employability. The YEEP is also part of UNDP's package designed to assist the Government of Sierra Leone to target development investments to the youth sector as a strategy to achieve the Millennium Development Goals (MDGs) (now the Sustainable Development Goals(SDGs)).

This support is done through; provision of rapid employment opportunities and income generating activities for young people; strengthening the capacity of the Ministry of Youth Affairs and National Youth Commission; promotion and of the participation of young people in decision making processes and the development of youth interest initiatives. Strengthening the youth development initiatives coordination system of MOYA and NAYCOM, is aimed at bringing better coordination, oversight and strategic leadership role of the national institutions. The Youth Employment and Empowerment Programme is part of the UNDP 'Inclusive Growth and Sustainable Development' Cluster and the Country Programme Document (CPD 2015-2018).

In 2012, building on successful experience and lessons learned, UNDP has moved towards a market-based approach that assists youth businesses in a systemic manner. With the establishment of NAYCOM, UNDP designed an innovative scheme to provide young entrepreneurs with a broad range of business development support services. Five Business Support Centres (BSCs) were opened in main urban centres including Freetown, Newton, Bo, Makeni and Kenema, which each provide direct assistance to over 200 entrepreneurs per year. UNDP is also supporting the Graduate Internship Programme (GIP), Career Advisory and Placement Services - CAPS (in tertiary institutions), small agribusiness projects and supported Quick Win Projects in Kono.

UNDP is planning to develop a new Programme Document for the next phase of its Youth Programme for the next three to five years. To successfully implement the new initiatives, the evaluation of past projects and identification of best practices and lessons learned are crucial. In spite of many youth employment and empowerment projects using a variety of approaches, the youth employment and empowerment sector is almost devoid of accurate and reliable data or analysis on the impact on employment and empowerment of these projects. As a result, many of the interventions within the youth sector are based on estimates and anecdotal information. Uninformed and nonstrategic interventions impact negatively on the development of the sector. UNDP and NAYCOM, therefore, will conduct a review of the employment-impact of youth employment approaches used in projects in the last six years. This will provide valuable information as part of UNDP's support to the identification of best practices.

UNDP and NAYCOM are therefore seeking the services of a National consultant to work with an International Consultant to undertake a Final Impact Evaluation Consultancy of the Youth Employment

and Empowerment Programme for the period 2013 - 2018.

2. DUTIES AND RESPONSIBILITIES

Objective and strategy of the Programme "Youth Employment and Empowerment Programme (YEEP)" -2013 and 2018

The main objective of the YEEP over 2013 and 2018 was the expansion of the size and outreach of the existing scheme to continue to support the creation and growth of sustainable enterprises leading to increased employment opportunities for young people. The Programme strategy is Youth Employment and Empowerment building on the groundwork done by the previous project. Private sector development, PPPs in essential services delivery and focusing on Green Jobs remains at the core of the programme.

The Programme strategy was to contribute to National Strategy Pillar 4: Competitiveness: Comparative Advantage, rebranding opportunities and Pillar 5: Employment and Social Protection; the Joint Vision Cluster 7: Economic Development and Employment- Goal: To improve the enabling environment for investment and employment creation; and UNDP's CPD *Goal 1. Achieving the MDGs and reducing human poverty*

3.0 Purpose of the Evaluation

The Project has been implemented for six years (January 2013 ending December 2018). This end of project Impact Evaluation focuses on the entire implementation period. The evaluation is forward looking and will capture effectively lessons learnt and provide information on the nature, extent and where possible, the potential impact and sustainability of the YEEP. The evaluation will assess the project design, scope, implementation status and the capacity to achieve the project objectives. It will collate and analyze lessons learnt, challenges faced and best practices obtained during implementation which will inform the programming strategy in the next programming phase 2019 - 2024 in response to the New Country Development Strategic priorities. The emphasis on learning lessons speaks to the issue of understanding what has and what has not worked as a guide for future planning. It will assess the performance of the project against planned results. The evaluation will assess the preliminary indications of potential impact and sustainability of results including the contribution to capacity development and achievement of sustainable development goals. The results of the evaluation will draw lessons that will inform the key stakeholders of this evaluation who are the Government of Sierra Leone through the Ministry of Youth Affairs (MOYA), the National Youth Commission (NAYCOM) and UNDP. The evaluation will generate knowledge from the implementation of the YEEP by the various implementing partners in collaboration with UNDP and the NAYCOM and reflect on challenges; lessons learnt and propose actionable recommendations for future programming.

3.1 Scope and focus of the Evaluation

3.2 Scope

The support to YEEP end of Project Impact evaluation will assess the effectiveness of the implementation strategy and the results. This will include the implementation modalities, financing UNDP roles and responsibilities, coordination, partnership arrangements, institutional strengthening, beneficiary participation, replication and sustainability of the programme. The evaluation will include review of the project design and assumptions made at the beginning of the project development

process. The evaluation will also include development of the programme's Theory of Change (ToC) retrospectively. Project management including the implementation strategies; project activities; it will assess the extent to which the project results have been achieved, partnerships established, capacities built, and cross cutting issues of mainstreaming gender, human rights and south-south cooperation have been addressed. It will also assess whether the project implementation strategy has been optimum and recommend areas for improvement and learning. In order to achieve these objectives; will focus on the areas outlined below.

The following key questions will guide the end of project evaluation:

1. Relevance – (Access design and focus of the project)

- To what extent did the project achieve its overall objectives?
- What and how much progress has been made towards achieving the overall outputs and outcomes of the project for Support to Capacity Building Initiative in Rwanda (including contributing factors and constraints)?
- To what extent were the results (impacts, outcomes and outputs) achieved?
- Were the inputs and strategies identified, and where they realistic, appropriate and adequate to achieve the results?
- Was the project relevant to the identified needs?

ii). Effectiveness- (Describe the management processes and their appropriateness in supporting delivery)

- Was the project effective in delivering desired/planned results?
- To what extent did the Project's M&E mechanism contribute in meeting project results?
- How effective were the strategies and tools used in the implementation of the project?
- How effective has the project been in responding to the needs of the beneficiaries, and what results were achieved?
- What are the future intervention strategies and issues?

iii). Efficiency – (of Project Implementation)

- Was the process of achieving results efficient? Specifically did the actual or expected results, (outputs and outcomes) justify the costs incurred? Were the resources effectively utilized?
- What factors contributed to implementation efficiency?
- Did project activities overlap and duplicate other similar interventions (funded nationally and/or by other donors? Are there more efficient ways and means of delivering more and better results (outputs and outcomes) with the available inputs?
- Could a different approach have produced better results?
- How was the project's collaboration with the UNDP, the MOYA, NAYCOM, institutions, development partners, and the Steering Committee/Project Board?
- How efficient were the management and accountability structures of the project?
- How did the project financial management processes and procedures affect project implementation?
- What are the strengths, weaknesses, opportunities and threats of the project implementation process?

iv). Sustainability

- To what extent are the benefits of the project likely to be sustained after the completion of this project?
- What is the likelihood of continuation and sustainability of project outcomes and benefits after completion of the project?
- How effective were the exit strategies, and approaches to phase out assistance provided by the project including contributing factors and constraints?
- What are the key factors that will require attention in order to improve prospects of sustainability of Project outcomes and the potential for replication of the approach?
- How were capacities strengthened at the individual and organizational level (including contributing factors and constraints)?
- Describe the main lessons that have emerged.
- What are the recommendations for similar support in future? (NB: The recommendations should provide comprehensive proposals for future interventions based on the current evaluation findings).

4.0 Institutional arrangements

The evaluation will be managed by UNDP in collaboration with NAYCOM. The UNDP/YEEP Programme Specialist and Cluster Team Lead shall be the UNDP focal person for the evaluation and the main interlocutor within the YEEP.

Activity	Deliverable	Time allocated
Evaluation design, methodology and detailed work plan	Inception report	2 days
Inception Meeting Initial briefing		
Documents review and stakeholder consultations	Draft report	20 days
Draft report		
Field Visits		
Data analysis, debriefing and presentation of draft Evaluation Report		
Validation Workshop	Final evaluation report	3 days
Finalization of Evaluation report incorporating additions and comments provided by all stakeholders and submission to UNDP		

3. QUALIFICATIONS OF THE SUCCESSFUL INDIVIDUAL CONTRACTOR (IC)

Education:

- At least a master's degree in Public Policy, International Development, Development Economics/Planning, Economic, Public Administration, and Management and in any other related university degree.

Experience:

- Extensive expertise, knowledge, and experience in the field of evaluation of development programmes
- At least 10 years of experience in working with international organizations and donors;
- Experience of programme formulation, monitoring and evaluation;
- Fluency in English. Excellent written and verbal communication skills in English.

Competencies:

- **Professionalism:** Knowledge and understanding of theories, concepts and approaches relevant to monitoring & evaluation, programme management (in the field of Youth Employment, political affairs, sustainable development policy and humanitarian action); practical experience in programme/project management and administration; good research, analytical and problem-solving skills, including ability to identify and participate in the resolution of issues/problems; familiarity with and experience in the use of various research methodologies and sources, including the internet, and other databases; ability to apply good judgment in the context of assignments given; ability to plan own work and manage conflicting priorities.
- **Communications:** Good communication (spoken and written) skills, including the ability to draft/edit a variety of written reports, studies and other communications and to articulate ideas in a clear, concise style.
- **Creativity:** Ability to actively seek to improve programmes/services, offer new and different options to solve problems/meet client needs, and promote and persuade others to consider new ideas.
- **Technology Awareness:** Fully proficient computer skills and use of relevant software and other applications, e.g. word processing, spreadsheets and other statistical applications, internet, etc.
- **Teamwork:** Good interpersonal skills and ability to establish and maintain effective partnerships and working relations in a multi-cultural, multi-ethnic environment with sensitivity and respect for diversity, including gender balance.
- **Work Experience:** The consultant should have a strong technical background in results-based management, work plan/activity schedule preparation and reporting, and at least 5 years of substantive experience in the design, monitoring and evaluation of development programmes. Strong organizational capacity and familiarity with UN project execution rules and regulations are essential.

Language Requirement:

Fluency in English. Excellent written and verbal communication skills in English.

Important Note:

UNDP is committed to achieving workforce diversity in terms of gender, nationality and culture. Individuals from minority groups, indigenous groups and persons with disabilities are equally encouraged to apply. All applications will be treated with the strictest confidence.

4. DOCUMENTS TO BE INCLUDED WHEN SUBMITTING THE PROPOSALS.

APPLICATION PROCESS¹

Recommended Presentation of Proposal:

- a) Letter of Confirmation of Interest and Availability using the template² provided by UNDP;
- b) CV and a Personal History Form (P11 form³);
- c) Brief description of approach to work/technical proposal of why the individual considers him/herself as the most suitable for the assignment, and a proposed methodology on how they will approach and complete the assignment; (max 1 page)
- d) Financial Proposal that indicates the all-inclusive fixed total contract price and all other travel related costs (such as flight ticket, per diem, etc), supported by a breakdown of costs,
 - e) as per template attached to the Letter of Confirmation of Interest template. If an applicant is employed by an organization/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 applicant must indicate at this point, and ensure that all such costs are duly incorporated in the financial proposal submitted to UNDP.

All application materials should be submitted to the address 55 Wilkinson Road in a sealed envelope indicating the following reference “**International Consultant, for Final Impact Evaluation of the YEOP**” or by email at the following address ONLY: procure.sle@undp.org by the dead line as advertised. Incomplete applications will be excluded from further consideration.

Note:

- The information in the breakdown of the offered lump sum amount provided by the offeror will be used as the basis for determining best value for money, and as reference for any amendments of the contract.
- The agreed contract amount will remain fixed regardless of any factors causing an increase in the cost of any of the components in the breakdown that are not directly attributable to UNDP.
- Approved local travel related to this assignment will be arranged and paid by UNDP Sierra Leone.

Please note that applications will only be considered if they include ALL of the items listed above. Also note that the UNDP job portal website only allows for one document to be uploaded, so please combine all of the abovementioned items into one single Word or PDF document before uploading.

¹ Engagement of the consultants should be done in line with guidelines for hiring consultants in the PCPP: <https://info.undp.org/global/popp/Pages/default.aspx>

² <https://intranet.undp.org/unit/bom/psa/Support%20documents%20on%20IC%20Guidelines/Template%20for%20Confirmation%20of%20Interest%20and%20Submission%20of%20Financial%20Proposal.docx>

³ http://www.undp.org/content/dam/undp/library/corporate/Careers/P11_Personal_history_form.doc

5. FINANCIAL PROPOSAL

PAYMENT MILESTONES AND AUTHORITY

The prospective consultant will indicate the cost of services for each deliverable in Leone **all-inclusive⁴ lump sum contract amount** when applying for this consultancy. The consultant will be paid based on the effective UN exchange rate (where applicable), and only after approving authority confirms the successful completion of each deliverable as stipulated hereunder.

The qualified consultant shall receive his/her lump sum service fees upon certification of the completed tasks satisfactorily, as per the following payment schedule:

Installment of Payment/ Period	Deliverables or Documents to be Delivered	Approval should be obtained	Percentage of Payment
1 st Installment	After adoption of inception report	Yes	20%
2 nd Installment	After presentation of the draft report	Yes	40%
3 rd Installment	After the approval of the final report	Yes	40%

6. EVALUATION

The UNDP Sierra Leone will choose among one of these two evaluation methods prior to submit the have the Individual Consultant Procurement Notice. Once the evaluation method has been selected the other one shall be deleted to avoid any misunderstanding

CRITERIA FOR SELECTING THE BEST OFFER

Offers received will be evaluated using a Combined Scoring method, where the qualifications and proposed methodology will be weighted 70%, and combined with the price offer, which will be weighted 30%. Only consultants obtaining a minimum of 49 points in the Technical Evaluation will be considered for the Financial Evaluation. Criteria to be used for rating the qualifications and methodology:

Applicants are reviewed based on Required Skills and Experience stated above and based on the technical evaluation criteria outlined below. Applicants will be evaluated based on cumulative scoring. When using this weighted scoring method, the award of the contract will be made to the individual consultant whose offer has been evaluated and determined as:

- Being responsive/compliant/acceptable; and
- Having received the highest score out of a pre-determined set of weighted technical and financial criteria specific to the solicitation where technical criteria weighs 70% and Financial criteria/ Proposal weighs 30%.

⁴ 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

Technical evaluation - Total 70% (700 points):

- At least master's degree in Law, Public Policy and Management, Public Administration, Development studies, International Development, or any other relevant university degree; 10%
- Extensive expertise, knowledge, and experience in the field of Governance, Capacity Building; 20%
- Overall methodology 40%
- Experience of programme formulation, monitoring and evaluation; 20%
- At least 10 years of experience in working with international organizations and donors; 5%
- English fluency 5%

Criteria	Weight	Max. Point
Technical Competence (based on CV, Proposal and interview (if required))	70%	700
At least master's degree in Law, Public Policy and Management, Public Administration, Development studies, International Development, or any other relevant university degree;	10%	100
Extensive expertise, knowledge, and experience in the field of Governance, Capacity Building;	20%	200
Overall Methodology	40%	400
Experience of programme formulation, monitoring and evaluation;	20%	200
At least 10 years of experience in working with international organizations and donors;	5%	50
Fluency in English	5%	50

<p>Financial (Lower Offer/Offer*100) Financial evaluation (total 30 points):</p> <p>All technically qualified proposals will be scored out 30 based on the formula provided below. The maximum points (30) will be assigned to the lowest financial proposal. All other proposals receive points according to the following formula: $p = y (\mu/z)$ where: p = points for the financial proposal being evaluated; y = maximum number of points for the financial proposal; μ = price of the lowest priced proposal; z = price of the proposal being evaluated.</p>	<p>30%</p>	<p>300</p>	
<p>Total Score</p>	<p>Technical Score * 70% + Financial Score * 30%</p>		



Jeremiah Mallongo
Officer-in-charge Operations

ANNEX

ANNEX 1- TERMS OF REFERENCES (TOR)

ANNEX 2- INDIVIDUAL CONSULTANT GENERAL TERMS AND CONDITIONS



UNDP

GENERAL CONDITIONS OF CONTRACT FOR SERVICES

1.0 LEGAL STATUS:

The Contractor shall be considered as having the legal status of an independent contractor vis-à-vis the United Nations Development Programme (UNDP). The Contractor's personnel and sub-contractors shall not be considered in any respect as being the employees or agents of UNDP or the United Nations.

2.0 SOURCE OF INSTRUCTIONS:

The Contractor shall neither seek nor accept instructions from any authority external to UNDP in connection with the performance of its services under this Contract. The Contractor shall refrain from any action that may adversely affect UNDP or the United Nations and shall fulfill its commitments with the fullest regard to the interests of UNDP.

3.0 CONTRACTOR'S RESPONSIBILITY FOR EMPLOYEES:

The Contractor shall be responsible for the professional and technical competence of its employees and will select, for work under this Contract, reliable individuals who will perform effectively in the implementation of this Contract, respect the local customs, and conform to a high standard of moral and ethical conduct.

4.0 ASSIGNMENT:

The Contractor shall not assign, transfer, pledge or make other disposition of this Contract or any part thereof, or any of the Contractor's rights, claims or obligations under this Contract except with the prior written consent of UNDP.

5.0 SUB-CONTRACTING:

In the event the Contractor requires the services of sub-contractors, the Contractor shall obtain the prior written approval and clearance of UNDP for all sub-contractors. The approval of UNDP of a sub-contractor shall not relieve the Contractor of any of its obligations under this Contract. The terms of any sub-contract shall be subject to and conform to the provisions of this Contract.

6.0 OFFICIALS NOT TO BENEFIT:

The Contractor warrants that no official of UNDP or the United Nations has received or will be offered by the Contractor any direct or indirect benefit arising from this Contract or the award thereof. The Contractor agrees that breach of this provision is a breach of an essential term of this Contract.

7.0 INDEMNIFICATION:

The Contractor shall indemnify, hold and save harmless, and defend, at its own expense, UNDP, its officials, agents, servants and employees from and against all suits, claims, demands, and liability of any nature or kind, including their costs and expenses, arising out of acts or omissions of the Contractor, or the Contractor's employees, officers, agents or sub-contractors, in the performance of this Contract. This provision shall extend, inter alia, to claims and liability in the nature of workmen's compensation, products liability and liability arising out of the use of patented inventions or devices, copyrighted material or other intellectual property by the Contractor, its employees, officers, agents, servants or sub-contractors. The obligations under this Article do not lapse upon termination of this Contract.

8.0 INSURANCE AND LIABILITIES TO THIRD PARTIES:

8.1 The Contractor shall provide and thereafter maintain insurance against all risks in respect of its property and any equipment used for the execution of this Contract.

8.2 The Contractor shall provide and thereafter maintain all appropriate workmen's compensation insurance, or the equivalent, with respect to its employees to cover claims for personal injury or death in connection with this Contract.

8.3 The Contractor shall also provide and thereafter maintain liability insurance in an adequate amount to cover third party claims for death or bodily injury, or loss of or damage to property, arising from or in connection with the provision of services under this Contract or the operation of any vehicles, boats, airplanes or other equipment owned or leased by the Contractor or its agents, servants, employees or sub-contractors performing work or services in connection with this Contract.

8.4 Except for the workmen's compensation insurance, the insurance policies under this Article shall:

8.4.1 Name UNDP as additional insured;

8.4.2 Include a waiver of subrogation of the Contractor's rights to the insurance carrier against the UNDP;

8.4.3 Provide that the UNDP shall receive thirty (30) days written notice from the insurers prior to any cancellation or change of coverage.

8.5 The Contractor shall, upon request, provide the UNDP with satisfactory evidence of the insurance required under this Article.

9.0 ENCUMBRANCES/LIENS:

The Contractor shall not cause or permit any lien, attachment or other encumbrance by any person to be placed on file or to remain on file in any public office or on file with the UNDP against any monies due or to become due for any work done or materials furnished under this Contract, or by reason of any other claim or demand against the Contractor.

10.0 **TITLE TO EQUIPMENT:** Title to any equipment and supplies that may be furnished by UNDP shall rest with UNDP and any such equipment shall be returned to UNDP at the conclusion of this Contract or when no longer needed by the Contractor. Such equipment, when returned to UNDP, shall be in the same condition as when delivered to the Contractor, subject to normal wear and tear. The Contractor shall be liable to compensate UNDP for equipment determined to be damaged or degraded beyond normal wear and tear.

11.0 COPYRIGHT, PATENTS AND OTHER PROPRIETARY RIGHTS:

11.1 Except as is otherwise expressly provided in writing in the Contract, the UNDP shall be entitled to all intellectual property and other proprietary rights including, but not limited to, patents, copyrights, and trademarks, with regard to products, processes, inventions, ideas, know-how, or documents and other materials which the Contractor has developed for the UNDP under the Contract and which bear a direct relation to or are produced or prepared or collected in consequence of, or during the course of, the performance of the Contract, and the Contractor acknowledges and agrees that such products, documents and other materials constitute works made for hire for the UNDP.

11.2 To the extent that any such intellectual property or other proprietary rights consist of any intellectual property or other proprietary rights of the Contractor: (i) that pre-existed the

performance by the Contractor of its obligations under the Contract, or (ii) that the Contractor may develop or acquire, or may have developed or acquired, independently of the performance of its obligations under the Contract, the UNDP does not and shall not claim any ownership interest thereto, and the Contractor grants to the UNDP a perpetual license to use such intellectual property or other proprietary right solely for the purposes of and in accordance with the requirements of the Contract.

11.3 At the request of the UNDP; the Contractor shall take all necessary steps, execute all necessary documents and generally assist in securing such proprietary rights and transferring or licensing them to the UNDP in compliance with the requirements of the applicable law and of the Contract.

11.4 Subject to the foregoing provisions, all maps, drawings, photographs, mosaics, plans, reports, estimates, recommendations, documents, and all other data compiled by or received by the Contractor under the Contract shall be the property of the UNDP, shall be made available for use or inspection by the UNDP at reasonable times and in reasonable places, shall be treated as confidential, and shall be delivered only to UNDP authorized officials on completion of work under the Contract.

12.0 USE OF NAME, EMBLEM OR OFFICIAL SEAL OF UNDP OR THE UNITED NATIONS:

The Contractor shall not advertise or otherwise make public the fact that it is a Contractor with UNDP, nor shall the Contractor, in any manner whatsoever use the name, emblem or official seal of UNDP or THE United Nations, or any abbreviation of the name of UNDP or United Nations in connection with its business or otherwise.

13.0 CONFIDENTIAL NATURE OF DOCUMENTS AND INFORMATION:

Information and data that is considered proprietary by either Party and that is delivered or disclosed by one Party ("Discloser") to the other Party ("Recipient") during the course of performance of the Contract, and that is designated as confidential ("Information"), shall be held in confidence by that Party and shall be handled as follows:

13.1 The recipient ("Recipient") of such information shall:

13.1.1 use the same care and discretion to avoid disclosure, publication or dissemination of the Discloser's Information as it uses with its own similar information that it does not wish to disclose, publish or disseminate; and,

13.1.2 use the Discloser's Information solely for the purpose for which it was disclosed.

13.2 Provided that the Recipient has a written agreement with the following persons or entities requiring them to treat the Information confidential in accordance with the Contract and this Article 13, the Recipient may disclose Information to:

13.2.1 Any other party with the Discloser's prior written consent; and,

13.2.2 the Recipient's employees, officials, representatives and agents who have a need to know such Information for purposes of performing obligations under the Contract, and employees officials, representatives and agents of any legal entity that it controls, controls it, or with which it is under common control, who have a need to know such Information for purposes of performing obligations under the Contract, provided that, for these purposes a controlled legal entity means:

13.2.2.1 A corporate entity in which the Party owns or otherwise controls, whether directly or indirectly, over fifty percent (50%) of voting shares thereof; or,

13.2.2.2 Any entity over which the Party exercises effective managerial control; or,

13.2.2.3 for the UNDP, an affiliated Fund such as UNCDF, UNIFEM and UNV.

13.3 The Contractor may disclose Information to the extent required by law, provided that, subject to and without any waiver of the privileges and immunities of the United Nations, the Contractor will give the UNDP sufficient prior notice of a request for the disclosure of Information in order to allow the UNDP to have a reasonable opportunity to take protective measures or such other action as may be appropriate before any such disclosure is made.

13.4 The UNDP may disclose Information to the extent as required pursuant to the Charter of the UN, resolutions or regulations of the General Assembly, or rules promulgated by the Secretary-General.

13.5 The Recipient shall not be precluded from disclosing Information that is obtained by the Recipient from a third party without restriction, is disclosed by the Discloser to a third party without any obligation of confidentiality, is previously known by the Recipient, or at any time is developed by the Recipient completely independently of any disclosures hereunder.

13.6 These obligations and restrictions of confidentiality shall be effective during the term of the Contract, including any extension thereof, and, unless otherwise provided in the Contract, shall remain effective following any termination of the Contract.

14.0 FORCE MAJEURE; OTHER CHANGES IN CONDITIONS

14.1 In the event of and as soon as possible after the occurrence of any cause constituting force majeure, the Contractor shall give notice and full particulars in writing to the UNDP, of such occurrence or change if the Contractor is thereby rendered unable, wholly or in part, to perform its obligations and meet its responsibilities under this Contract. The Contractor shall also notify the UNDP of any other changes in conditions or the occurrence of any event that interferes or threatens to interfere with its performance of this Contract. On receipt of the notice required under this Article, the UNDP shall take such action as, in its sole discretion; it considers to be appropriate or necessary in the circumstances, including the granting to the Contractor of a reasonable extension of time in which to perform its obligations under this Contract.

14.2 If the Contractor is rendered permanently unable, wholly, or in part, by reason of force majeure to perform its obligations and meet its responsibilities under this Contract, the UNDP shall have the right to suspend or terminate this Contract on the same terms and conditions as are provided for in Article 15, "Termination", except that the period of notice shall be seven (7) days instead of thirty (30) days.

14.3 Force majeure as used in this Article means acts of God, war (whether declared or not), invasion, revolution, insurrection, or other acts of a similar nature or force.

14.4 The Contractor acknowledges and agrees that, with respect to any obligations under the Contract that the Contractor must perform in or for any areas in which the UNDP is engaged in, preparing to engage in, or disengaging from any peacekeeping, humanitarian or similar operations, any delays or failure to perform such obligations arising from or relating to harsh conditions within such areas or to any incidents of civil unrest occurring in such areas shall not, in and of itself, constitute force majeure under the Contract..

15.0 TERMINATION

15.1 Either party may terminate this Contract for cause, in whole or in part, upon thirty (30) days notice, in writing, to the other party. The initiation of arbitral proceedings in accordance with Article 16.2 ("Arbitration"), below, shall not be deemed a termination of this Contract.

15.2 UNDP reserves the right to terminate without cause this Contract at any time upon 15 days prior written notice to the Contractor, in which case UNDP shall reimburse the Contractor for all reasonable costs incurred by the Contractor prior to receipt of the notice of termination.

15.3 In the event of any termination by UNDP under this Article, no payment shall be due from UNDP to the Contractor except for work and services satisfactorily performed in conformity with the express terms of this Contract.

15.4 Should the Contractor be adjudged bankrupt, or be liquidated or become insolvent, or should the Contractor make an assignment for the benefit of its creditors, or should a Receiver be appointed on account of the insolvency of the Contractor, the UNDP may, without prejudice to any other right or remedy it may have under the terms of these conditions, terminate this Contract forthwith. The Contractor shall immediately inform the UNDP of the occurrence of any of the above events.

16.0 SETTLEMENT OF DISPUTES

16.1 Amicable Settlement: The Parties shall use their best efforts to settle amicably any dispute, controversy or claim arising out of this Contract or the breach, termination or invalidity thereof. Where the parties wish to seek such an amicable settlement through conciliation, the conciliation shall take place in accordance with the UNCITRAL Conciliation Rules then obtaining, or according to such other procedure as may be agreed between the parties.

16.2 Arbitration: Any dispute, controversy, or claim between the Parties arising out of the Contract or the breach, termination, or invalidity thereof, unless settled amicably under Article 16.1, above, within sixty (60) days after receipt by one Party of the other Party's written request for such amicable settlement, shall be referred by either Party to arbitration in accordance with the UNCITRAL Arbitration Rules then obtaining. The decisions of the arbitral tribunal shall be based on general principles of international commercial law. For all evidentiary questions, the arbitral tribunal shall be guided by the Supplementary Rules Governing the Presentation and Reception of Evidence in International Commercial Arbitration of the International Bar Association, 28 May 1983 edition. The arbitral tribunal shall be empowered to order the return or destruction of goods or any property, whether tangible or intangible, or of any confidential information provided under the Contract, order the termination of the Contract, or order that any other protective measures be taken with respect to the goods, services or any other property, whether tangible or intangible, or of any confidential information provided under the Contract, as appropriate, all in accordance with the authority of the arbitral tribunal pursuant to Article 26 ("Interim Measures of Protection") and Article 32 ("Form and Effect of the Award") of the UNCITRAL Arbitration Rules. The arbitral tribunal shall have no authority to award punitive damages. In addition, unless otherwise expressly provided in the Contract, the arbitral tribunal shall have no authority to award interest in excess of the London Inter-Bank Offered Rate ("LIBOR") then prevailing, and any

such interest shall be simple interest only. The Parties shall be bound by any arbitration award rendered as a result of such arbitration as the final adjudication of any such dispute, controversy, or claim.

17.0 PRIVILEGES AND IMMUNITIES:

Nothing in or relating to this Contract shall be deemed a waiver, express or implied, of any of the privileges and immunities of the United Nations, including its subsidiary organs.

18.0 TAX EXEMPTION

18.1 Section 7 of the Convention on the Privileges and Immunities of the United Nations provides, inter-alia that the United Nations, including its subsidiary organs, is exempt from all direct taxes, except charges for public utility services, and is exempt from customs duties and charges of a similar nature in respect of articles imported or exported for its official use. In the event any governmental authority refuses to recognize the United Nations exemption from such taxes, duties or charges, the Contractor shall immediately consult with the UNDP to determine a mutually acceptable procedure.

18.2 Accordingly, the Contractor authorizes UNDP to deduct from the Contractor's invoice any amount representing such taxes, duties or charges, unless the Contractor has consulted with the UNDP before the payment thereof and the UNDP has, in each instance, specifically authorized the Contractor to pay such taxes, duties or charges under protest. In that event, the Contractor shall provide the UNDP with written evidence that payment of such taxes, duties or charges has been made and appropriately authorized.

19.0 CHILD LABOUR

19.1 The Contractor represents and warrants that neither it, nor any of its suppliers is engaged in any practice inconsistent with the rights set forth in the Convention on the Rights of the Child, including Article 32 thereof, which, inter alia, requires that a child shall be protected from performing any work that is likely to be hazardous or to interfere with the child's education, or to be harmful to the child's health or physical mental, spiritual, moral or social development.

19.2 Any breach of this representation and warranty shall entitle UNDP to terminate this Contract immediately upon notice to the Contractor, at no cost to UNDP.

20.0 MINES:

20.1 The Contractor represents and warrants that neither it nor any of its suppliers is actively and directly engaged in patent activities, development, assembly, production, trade or

manufacture of mines or in such activities in respect of components primarily utilized in the manufacture of Mines. The term "Mines" means those devices defined in Article 2, Paragraphs 1, 4 and 5 of Protocol II annexed to the Convention on Prohibitions and Restrictions on the Use of Certain Conventional Weapons Which May Be Deemed to Be Excessively Injurious or to Have Indiscriminate Effects of 1980.

20.2 Any breach of this representation and warranty shall entitle UNDP to terminate this Contract immediately upon notice to the Contractor, without any liability for termination charges or any other liability of any kind of UNDP.

21.0 OBSERVANCE OF THE LAW:

The Contractor shall comply with all laws, ordinances, rules, and regulations bearing upon the performance of its obligations under the terms of this Contract.

22.0 SEXUAL EXPLOITATION:

22.1 The Contractor shall take all appropriate measures to prevent sexual exploitation or abuse of anyone by it or by any of its employees or any other persons who may be engaged by the Contractor to perform any services under the Contract. For these purposes, sexual activity with any person less than eighteen years of age, regardless of any laws relating to consent, shall constitute the sexual exploitation and abuse of such person. In addition, the Contractor shall refrain from, and shall take all appropriate measures to prohibit its employees or other persons engaged by it from, exchanging any money, goods, services, offers of employment or other things of value, for sexual favors or activities, or from engaging in any sexual activities that are exploitive or degrading to any person. The Contractor acknowledges and agrees that the provisions hereof constitute an essential term of the Contract and that any breach of this representation and warranty shall entitle UNDP to terminate the Contract immediately upon notice to the Contractor, without any liability for termination charges or any other liability of any kind.

22.2 The UNDP shall not apply the foregoing standard relating to age in any case in which the Contractor's personnel or any other person who may be engaged by the Contractor to perform any services under the Contract is married to the person less than the age of eighteen years with whom sexual activity has occurred and in which such marriage is recognized as valid under the laws of the country of citizenship of such Contractor's personnel or such other person who may be engaged by the Contractor to perform any services under the Contract.

23.0 AUTHORITY TO MODIFY:

Pursuant to the Financial Regulations and Rules of UNDP, only the UNDP Authorized Official possesses the authority to agree on behalf of UNDP to any modification of or change in this

Agreement, to a waiver of any of its provisions or to any additional contractual relationship of any kind with the Contractor. Accordingly, no modification or change in this Contract shall be valid and enforceable against UNDP unless provided by an amendment to this Agreement signed by the Contractor and jointly by the UNDP Authorized Official.



Empowered lives.
Resilient nations.

TERMS OF REFERENCE

End of Programme Evaluation

Youth Employment and Empowerment Programme (YEEP)

Position	International Consultant for End of Programme Evaluation of the YEEP
Location	Freetown and Target Districts
Type of Contract	Individual Contract
Duration	25 days
Start Date	Oct 15 – Nov 16 2018
Responsible Programme	YEEP

1.0 Introduction and Background

UNDP is supporting the Ministry of Youth Affairs (MOYA) and National Youth Commission (NAYCOM) to empower the youth to develop their potential, creativity and skills for national development through the Youth Employment and Empowerment Programme (YEEP). The Programme was designed to strengthen national policy, strategy and coordination frameworks for youth employment; Establish, on a national basis, basic support services for youth including business development support, youth career advice, and graduate internships all geared towards increasing youth employability. The YEEP is also part of UNDP's package designed to assist the Government of Sierra Leone to target development investments to the youth sector as a strategy to achieve the Millennium Development Goals (MDGs) (now the Sustainable Development Goals(SDGs)).

This support is done through; provision of rapid employment opportunities and income generating activities for young people; strengthening the capacity of the Ministry of Youth Affairs and National Youth Commission; promotion and of the participation of young people in decision making processes and the development of youth interest initiatives. Strengthening the youth development initiatives coordination system of MOYA and NAYCOM, is aimed at bringing better coordination, oversight and strategic leadership role of the national institutions. The Youth Employment and Empowerment Programme is part of the UNDP 'Inclusive Growth and Sustainable Development' Cluster and the Country Programme Document (CPD 2015-2018).

In 2012, building on successful experience and lessons learned, UNDP has moved towards a market-based approach that assists youth businesses in a systemic manner. With the establishment of NAYCOM, UNDP designed an innovative scheme to provide young entrepreneurs with a broad range

of business development support services. Five Business Support Centres (BSCs) were opened in main urban centres including Freetown, Newton, Bo, Makeni and Kenema, which each provide direct assistance to over 200 entrepreneurs per year. UNDP is also supporting the Graduate Internship Programme (GIP), Career Advisory and Placement Services - CAPS (in tertiary institutions), small agribusiness projects and supported Quick Win Projects in Kono.

UNDP is planning to develop a new Programme Document for the next phase of its Youth Programme for the next three to five years. To successfully implement the new initiatives, the evaluation of past projects and identification of best practices and lessons learned are crucial. In spite of many youth employment and empowerment projects using a variety of approaches, the youth employment and empowerment sector is almost devoid of accurate and reliable data or analysis on the impact on employment and empowerment of these projects. As a result, many of the interventions within the youth sector are based on estimates and anecdotal information. Uninformed and nonstrategic interventions impact negatively on the development of the sector. UNDP and NAYCOM, therefore, will conduct a review of the employment-impact of youth employment approaches used in projects in the last six years. This will provide valuable information as part of UNDP's support to the identification of best practices.

UNDP and NAYCOM are therefore seeking the services of an International Consultant to work in collaboration with a National Consultant to undertake an End of Programme Evaluation Consultancy of the Youth Employment and Empowerment Programme for the period 2013 - 2018. The International Consultant will be the lead Consultant.

2.0 Objective and strategy of the Programme "Youth Employment and Empowerment Programme (YEPP)" -2013 and 2018

The main objective of the YEPP over 2013 and 2018 was the expansion of the size and outreach of the existing scheme to continue to support the creation and growth of sustainable enterprises leading to increased employment opportunities for young people. The Programme strategy is Youth Employment and Empowerment building on the groundwork done by the previous project. Private sector development, Public Private Partnerships (PPPs) in essential services delivery and focusing on Green Jobs remains at the core of the programme.

The Programme strategy was to contribute to National Strategy Pillar 4: Competitiveness: Comparative Advantage, rebranding opportunities and Pillar 5: Employment and Social Protection; the Joint Vision Cluster 7: Economic Development and Employment- Goal: To improve the enabling environment for investment and employment creation; and UNDP's CPD *Goal 1. Achieving the MDGs and reducing human poverty*

3.0 Purpose of the Evaluation

The Project has been implemented for six years (January 2013 ending December 2018). This end of Programme Evaluation focuses on the entire implementation period. The evaluation is forward looking and will capture effectively lessons learnt and provide information on the nature, extent and where possible, the potential impact and sustainability of the YEPP. The evaluation will assess the project design, scope, implementation status and the capacity to achieve the project objectives. It will collate and analyze lessons learnt, challenges faced and best practices obtained during implementation which will inform the programming strategy in the next programming phase 2019 - 2024 in response to the New Country Development Strategic priorities. The emphasis on learning lessons speaks to the issue of understanding what has and what has not worked as a guide for future planning. It will assess the performance of the project against planned results. The evaluation will assess the preliminary

indications of potential impact and sustainability of results including the contribution to capacity development and achievement of sustainable development goals. The results of the evaluation will draw lessons that will inform the key stakeholders of this evaluation who are the Government of Sierra Leone- through the Ministry of Youth Affairs (MOYA), the National Youth Commission (NAYCOM) and UNDP. The evaluation will generate knowledge from the implementation of the YEEP by the various implementing partners in collaboration with UNDP and the NAYCOM and reflect on challenges; lessons learnt and propose actionable recommendations for future programming.

3.1 Scope and focus of the Evaluation

3.2 Scope

The support to YEEP End of Programme Evaluation will assess the effectiveness of the implementation strategy and the results. This will include the implementation modalities, financing UNDP roles and responsibilities, coordination, partnership arrangements, institutional strengthening, beneficiary participation, replication and sustainability of the programme. The evaluation will include review of the project design and assumptions made at the beginning of the project development process. The evaluation will also include development of the programme's Theory of Change (ToC) retrospectively. Project management including the implementation strategies; project activities; it will assess the extent to which the project results have been achieved, partnerships established, capacities built, and cross cutting issues of mainstreaming gender, human rights and south-south cooperation have been addressed. It will also assess whether the project implementation strategy has been optimum and recommend areas for improvement and learning. In order to achieve these objectives; will focus on the areas outlined below.

The following key questions will guide the end of project evaluation:

1. **Relevance** – (Access design and focus of the project)

- To what extent did the project achieve its overall objectives?
- What and how much progress has been made towards achieving the overall outputs and outcomes of the project for Support to Capacity Building Initiative in Rwanda (including contributing factors and constraints)?
- To what extent were the results (impacts, outcomes and outputs) achieved?
- Were the inputs and strategies identified, and where they realistic, appropriate and adequate to achieve the results?
- Was the project relevant to the identified needs?

ii). **Effectiveness**- (Describe the management processes and their appropriateness in supporting delivery)

- Was the project effective in delivering desired/planned results?
- To what extent did the Project's M&E mechanism contribute in meeting project results?
- How effective were the strategies and tools used in the implementation of the project?
- How effective has the project been in responding to the needs of the beneficiaries, and what results were achieved?
- What are the future intervention strategies and issues?

iii). **Efficiency** – (of Project Implementation)

- Was the process of achieving results efficient? Specifically did the actual or expected results, (outputs and outcomes) justify the costs incurred? Were the resources effectively utilized?
- What factors contributed to implementation efficiency?

- Did project activities overlap and duplicate other similar interventions (funded nationally and/or by other donors)? Are there more efficient ways and means of delivering more and better results (outputs and outcomes) with the available inputs?
- Could a different approach have produced better results?
- How was the project's collaboration with the UNDP, the MOYA, NAYCOM, institutions, development partners, and the Steering Committee/Project Board?
- How efficient were the management and accountability structures of the project?
- How did the project financial management processes and procedures affect project implementation?
- What are the strengths, weaknesses, opportunities and threats of the project implementation process?

iv). Sustainability

- To what extent are the benefits of the project likely to be sustained after the completion of this project?
- What is the likelihood of continuation and sustainability of project outcomes and benefits after completion of the project?
- How effective were the exit strategies, and approaches to phase out assistance provided by the project including contributing factors and constraints?
- What are the key factors that will require attention in order to improve prospects of sustainability of Project outcomes and the potential for replication of the approach?
- How were capacities strengthened at the individual and organizational level (including contributing factors and constraints)?
- Describe the main lessons that have emerged.
- What are the recommendations for similar support in future? (NB: The recommendations should provide comprehensive proposals for future interventions based on the current evaluation findings).

4.0 Institutional arrangements

The evaluation will be managed by UNDP in collaboration with NAYCOM. The UNDP/YEEP Programme Specialist and Cluster Team Lead shall be the UNDP focal person for the evaluation and the main interlocutor within the YEEP.

5.0 Methodology for Evaluation:

The support to the YEEP End of Programme Evaluation will be carried out in accordance with UNEG Evaluation Norms and Standards of Evaluation and Ethical Standards as well as OECD/DAC evaluation principles and guidelines and in full compliance with the DAC Evaluation Quality Standards (206).¹ This is a summative evaluation involving qualitative and quantitative methods to evaluate the support to YEEP implementation and performance and to make recommendations for the next programming cycle.

¹UNEG, 'Norms for Evaluation in the UN System', 2005. Available at: <http://www.unevaluation.org/uneqnorms>. UNEG, 'Standards for Evaluation in the UN System', 2005. Avail UNEG, 'Code of Conduct', June 2008. Available at: <http://www.uneval.org/search/index.jsp?q=code+of+conduct>. Available at: <http://www.unevaluation.org/uneqstandards>.

6.0 Data Collection

The support to YEEP End of Programme Evaluation will be carried out through a wide participation of all relevant stakeholders including the UNDP and other UN Agencies, the Government Institutions, Ministries, Departments and Agencies (MDAs), as well as development partners, National and District Youth Councils and right holders. Field visits to selected project sites; and briefing and debriefing sessions with UNDP and the Government officials, as well as with Implementing Partners, beneficiaries is envisaged. Data collected should be disaggregated (by sex,

age and location), where possible. In order to use existing sources/information and avoid duplication, data will be mainly collected from various information sources through a desk review that will include the comprehensive desk review and analysis of relevant documents, information, data/statistics, triangulation of different studies, etc. Data will also be collected from stakeholders' key informants through interviews, discussions, consultative processes, and observations in field missions. This phase will be comprised of:

(i) Review and analysis of relevant documents including the UNDP programmatic documents & reports, the UNDP/NAYCOM/MOYA programmatic documents & reports, recent studies and research reports, developmental and social reports, (see list attached and relevant links)

(ii) Critical analysis of available data with regards to the national and international guiding documents as well as the intended UN inputs to the Government partners. The YEEP End of Project Evaluation will benefit from and use optimally the data collected through previous Evaluation reports and relevant independent project evaluations.

7.0 Basic Documents for Desk Review

The support to YEEP End of Programme Evaluation will take cognisance of UNDP Annual Reports, the Country-led Evaluation reports, Independent Evaluations of partners, and other agency evaluations reports to determine the effectiveness of the programme delivery to support achievement of national priorities. The Evaluation should also take into account the lessons learned from previous Evaluations and Independent Evaluations in terms of:

- (i) Response to the national development objectives (project relevance);
 - (ii) Creating a common, coherent and results-oriented strategy for successor project
 - (iii) Facilitating joint programmes to the extent possible (reducing overall transactions costs)
- (Other suggested reference documents will be made available by UNDP during the course of the evaluation)

Activity	Deliverable	Time allocated
Evaluation design, methodology and detailed work plan	Inception report	2 days
Inception Meeting Initial briefing		
Documents review and stakeholder consultations Draft report	Draft report	20 days
Field Visits		
Data analysis, debriefing and presentation of draft Evaluation Report		
Validation Workshop	Final evaluation report	3 days
Finalization of Evaluation report incorporating additions and comments provided by all stakeholders and submission to UNDP		

8.0 Expected Deliverables:

The following deliverables are expected.

8.1 Inception report: The Evaluator will prepare an inception report which details the evaluators understanding of the evaluation and how the evaluation questions will be addressed. This is to ensure that evaluator and the stakeholders (UNDP, NAYCOM and MOYA) have a shared understanding of the evaluation.

The inception report will include the evaluation matrix summarizing the evaluation design, methodology, evaluation questions, data sources and collection analysis tool for each data source and the measure by which each question will be evaluated. (See Sample in Annex). The report will include the scope of work, work plan, time frame, analysis 4.-5 days after starting the evaluation process. The inception report should include a proposed schedule of tasks; activities and deliverables, with clear responsibilities for each task or product. The inception report will be discussed and agreed upon with all stakeholders.

8.2 Draft Evaluation report-

The Evaluator will prepare a draft YEEP Evaluation Report, cognizant of the proposed format of the report and checklist used for the assessment of valuation report (see annexes) and the report will be submitted to the UNDP for review and comments.

UNDP will distribute it to the members of the stakeholders for review and comments. Comments from the stakeholders will be provided within 10 days after the reception of the Draft Report. The report will be reviewed to ensure that the evaluation meets the required quality criteria. The report will be produced in English. The report should provide options for strategy and policy as well as recommendations. UNDP and NAYCOM are responsible for ensuring timely arrangement for the review and validation of the evaluation report. Stakeholders (UNDP, NAYCOM, MOYA) will provide comments within the time allocated by the ToR. The Programme Unit and key stakeholders in the evaluation should review the draft evaluation report to ensure that the evaluation meets the required quality criteria.

8.3 The final report (30 to 50 pages)

This will be submitted 10 days following validation of the draft report and will include comments from the programme stakeholders. The content and the structure of the final analytical report with finding, recommendations and lessons learnt covering the scope of the evaluation should meet the requirements of the UNDP M & E Policy and should include the following:

- * Executive summary (1-2 pages)
- * Introduction (1 page)
- * Description of the evaluation methodology (6 pages)
- * Situational analysis with regard to the outcome, outputs and partnership strategy (6-7 pages)
- * Analysis of opportunities to provide guidance for future programming (3-4 pages)
- * Key findings, including best practices and lessons learned (4-5 pages)
- * Conclusion and recommendations (4-5 pages)
- * Appendices: charts, terms of reference, field visits, people interviewed, documents reviewed

9. Duty Station

The duty station of the work is Freetown, Sierra Leone. However, the consultant will be required to travel to project sites outside Freetown.

10. Scope of Price Proposal and Schedule of Payments

The consultant shall be paid the consultancy fee upon completion of the following milestones.

20% after adoption of the inception report

30% after presentation of the draft report

40% after the approval of the final report

The consultancy fee will be paid as Lump Sum Amount (all inclusive of expenses related to the consultancy). The contract price will be fixed regardless of changes in the cost components.

11. Required expertise and qualification

The Evaluator must have the following expertise and qualifications:

- At least a master's degree in Public Policy, International Development, Development Economics/Planning, Economic, Public Administration, and Management and in any other
- related university degree.
- Extensive expertise, knowledge, and experience in the field of evaluation of development
- programmes
- At least 10 years of experience in working with international organizations and donors;
- Experience of programme formulation, monitoring and evaluation;
- Fluency in English. Excellent written and verbal communication skills in English.

Competencies:

- **Professionalism:** Knowledge and understanding of theories, concepts and approaches relevant to monitoring & evaluation, programme management (in the field of Youth Employment, political affairs, sustainable development policy and humanitarian action); practical experience in programme/project management and administration; good research, analytical and problem-solving skills, including ability to identify and participate in the resolution of issues/problems; familiarity with and experience in the use of various research methodologies and sources, including the internet, and other databases; ability to apply good judgment in the context of assignments given; ability to plan own work and manage conflicting priorities.
- **Communications:** Good communication (spoken and written) skills, including the ability to draft/edit a variety of written reports, studies and other communications and to articulate ideas in a clear, concise style.
- **Creativity:** Ability to actively seek to improve programmes/services, offer new and different options to solve problems/meet client needs, and promote and persuade others to consider new ideas.
- **Technology Awareness:** Fully proficient computer skills and use of relevant software and other applications, e.g. word processing, spreadsheets and other statistical applications, internet, etc.
- **Teamwork:** Good interpersonal skills and ability to establish and maintain effective partnerships and working relations in a multi-cultural, multi-ethnic environment with sensitivity and respect for diversity, including gender balance.
- **Work Experience:** The consultant should have a strong technical background in results-based management, work plan/activity schedule preparation and reporting, and at least 5 years of substantive experience in the design, monitoring and evaluation of development programmes. Strong organizational capacity and familiarity with UN project execution rules and regulations are essential.

12. Management Arrangements

The selected consultant will report to the Team Lead, Inclusive Growth and Sustainable Environmental Cluster. The Cluster Lead will provide technical guidance on evaluation and ensure independent of evaluation process, and that policy is followed. The YEEP Programme Manager, will manage the evaluation and provide logistical support.

13. Time-Frame for the Evaluation Process

The evaluation will be conducted in October and part of November 2018 for an estimated 25 working days. The consultant will be provided with information to prepare (with the support of the UNDP Country Office) a table with tasks, timelines and deliverables, for which the Consultants will be responsible and accountable, as well as those involving the commissioning office (UNDP-CO), indicating for each, who is responsible for its completion.

14. How to apply

Candidates should apply by presenting the following documents:

- a. Letter of Confirmation of Interest and Availability using the template provided by UNDP;
- b. Personal CV or P11, indicating all past experience from similar projects, as well as the contact details (email and telephone number) of the Candidate and at least three (3) professional references;
- c. Brief description of why the individual considers him/herself as the most suitable for the assignment, and a methodology on how he/she will approach and complete the assignment.
- d. Financial Proposal that indicates the all-inclusive fixed total contract price, supported by a breakdown of costs, as per template provided.

15. Selection Criteria

Submissions will be evaluated in consideration of the Evaluation Criteria as stated below: The offer will be evaluated by using the Best value for money approach (combined scoring method).

Technical proposal will be evaluated on 70% whereas the financial one will be evaluated on 30%. Below is the breakdown of technical proposal on 100% which will be brought to 70%:

Criteria	Weight	Max. Point
Technical		
At least master's degree in Law, Public Policy and Management, Public Administration, Development studies, International Development, or any other relevant university degree;	10 %	10
Extensive expertise, knowledge, and experience in the field of Governance, Capacity Building;	20%	20
Overall Methodology	40%	40
Experience of programme formulation, monitoring and evaluation;	20%	20
At least 10 years of experience in working with international organizations and donors;	5%	5
Fluency in English	5%	5
TOTAL	100%	100

Annex 1; Structure of the YEEP Final Impact Evaluation Report

Title page

- Name of programme being evaluated
- Country of programme
- Name of the organization to which the report is submitted
- Names and affiliations of the evaluators
- Date

List of acronyms

Executive summary

- A self-contained paper of 1-3 pages.
- Summarize essential information on the subject being evaluated, the purpose and objectives of the YEEP Evaluation methods applied and major limitations, the most
- Important findings, conclusions and recommendations in priority order. (Maximum 2/3 pages)

(Main Report; Maximum 35 pages)

Introduction

- (Context and national priorities, goals, and methodology, brief description of the results)
- Describe the programme being evaluated. This includes the problems that the interventions are addressing; the aims, strategies, scope and cost of the intervention; its key stakeholders and their roles in implementing the intervention.
- Summarize the YEEP Initiative purpose, objectives, and key questions. Explain the rationale for selection/non-selection of evaluation criteria.
- Describe the methodology employed to conduct the YEEP End of Project Impact Evaluation and its limitations if any.
- Detail who was involved in conducting the YEEP End of Project Impact Evaluation and what were their roles.
- Describe the structure of the YEEP End of Project Evaluation report.
- A Reflection on the main findings which considers: (a) the results of the desk review of existing documentation available, and (b) the interviews conducted with all the stakeholder categories

Results by UNDAF Outcome: national progress, (specific contribution of UN agencies and resources mobilized etc.

Partnership and collaboration strategy among UNDP/ GoSL/IPs, Donors; and evaluation of the efficiency and effectiveness of the YEEP project as a partnership framework.

Major Challenges

YEEP Financial Management

Assessment of M&E process

Findings and conclusions

- State findings based on the evidence derived from the information collected. Assess the degree to which the intervention design is applying results-based management principles and human rights-based approach. In providing a critical assessment of performance,

analyse the linkages between inputs, activities, outputs, outcomes and if possible impact. To the extent possible measure achievement of results in quantitative and qualitative terms. Analyse factors that affected performance as well as unintended effects, both positive and negative. Discuss the relative contributions of stakeholders to achievement of results. Assess how/if the intervention has contributed to gender equality and fulfilment of human rights.

- Conclusions should be substantiated by the findings and be consistent with the data collected. They must relate to the project objectives and provide answers to the evaluation questions. They should also include a discussion of the reasons for successes and failures, especially the constraints and enabling factors.

Recommendations and lessons learnt

- Based on the findings and drawing from the evaluator(s)' overall experience in other contexts if possible provide lessons learned that may be applicable in other situations as well. Include both positive and negative lessons.
- Formulate relevant, specific and realistic recommendations that are based on the evidence gathered, conclusions made and lessons learned. Discuss their anticipated implications. Consult key stakeholders when developing the recommendations.
- List proposals for action to be taken (short and long-term) by the person(s), unit or organization responsible for follow-up in priority order.

Annexes may include the following:

- Attach ToR (YEEP Final Impact Project Evaluation).
- List persons interviewed, sites visited
- List documents reviewed (reports, publications).
- Data collection instruments (e.g. copies of questionnaires, Survey, etc.).
 - Assessment of the progress by outcomes in relevance to the nationally defined goals.
 - Photos
 - Stories worth telling (Most Significant changes [MSC])
 - List of used documents and persons met.

*The YEEP Evaluation Report should be developed in accordance with the UNEG "Standards for Evaluation in the UN system", "Norms for Evaluation in UN System and "Ethical Guidelines for Evaluation." Analysis should include an appropriate discussion of the relative contributions of stakeholders to results. It will consider the evaluation objectives as per relevance, effectiveness, efficiency, impact and sustainability of results, as well as the key issues of design, focus and comparative advantage.

Annex 2: Sample Evaluation Matrix

Relevant evaluation criteria	Key Questions	Specific Sub-Questions	Data Sources	Data collection Methods / Tools	Indicators/ Success Standard	Methods for Data Analysis