

## INDIVIDUAL CONSULTANT PROCUREMENT NOTICE

**Date: 20 March 2020**

<b>Post Title:</b>	Individual Contract (IC) – Impact Evaluation Study Consultant
<b>Starting Date:</b>	25 April 2020
<b>Duration:</b>	Up to 30 working days over a period of 3 months from 25 April 2020 till 31 July 2020
<b>Location:</b>	Home Based with expected travel to Amman (3 days) and Cairo (2 days)
<b>Project:</b>	Global Project for Electoral Cycle Support II

### CONTEXT/BACKGROUND

The Regional Electoral Support Project for the Middle East and North Africa (MENA) is part of the Global Project for Electoral Cycle Support (GPECS), which is UNDP main instrument for contributing to the formulation and implementation of the electoral policy. The GPECS consists of country, regional, global and gender components that sustainably support policy development, knowledge management and programme support and that use a process-driven approach rather than an event-driven one. In particular, the GPECS adopts an electoral cycle approach—as opposed to election day- looking at the electoral process over time, while also seeking to integrate electoral assistance into a wider framework of democratic governance and peacebuilding, as well as to engage with different actors throughout the cycle. The overall goal to which GPECS contributes is towards deepening democracy and accelerating human development.

The regional component of the GPECS is carried out with the support of the Swedish International Development Agency (SIDA). Its overall aim is to improve accountability, participation and representation in the electoral and political processes in the Arab States by raising awareness and enhancing knowledge and capacity on elections and broader democratic governance topics throughout the region, as well as supporting civic engagement. The project provides expanded technical assistance to institutions, electoral stakeholders, and civil society on electoral issues. Some of the partners the project engages with include the newly established Arab Electoral Management Bodies (ArabEMBs) and the Electoral Affairs Department of the League of Arab States.

The GPECS Regional Component is implemented by the GPECS team based in the Regional Hub in Amman, under the overall management of the Global Project for Electoral Cycle Support (GPECS II). GPECS has four inter-dependent and mutually reinforcing pillars: 1) global: provides leadership, advocacy and capacity development in the field of electoral cycle support at the global level; 2) regional: supports peer cooperation and the promotion of regional knowledge development, exchanges and capacity; 3) country: sup-

ports electoral cycle interventions and lessons learned at the national level; and 4) gender: supports gender mainstreaming in electoral assistance and promotes women's political participation. Each Regional Component of GPECS is developed in a manner that responds to each region's-specific need. Phase II aimed to further strengthen regional knowledge and cooperation, establish and enhance capacities of regional actors engaged in the field of elections, and to reinforce inclusive political participation throughout the electoral cycle in the region. In line with the scope of GPECS, the UNDP Strategic Plan 2015-2017, Security Council Resolutions 2171 and 1325 on women, peace and security, and the new Sustainable Development Goals (SDGs), as well as the recommendations emanating from the evaluation of Phase I of the GPECS Regional Component, Phase II takes forward many of the interventions initiated and found to be successful in Phase I.

Against this background, the project is seeking Impact Evaluation Study Consultant to assess UNDP's Regional Project's overall impact on electoral processes and inclusive participation in the region during the period of 2014-2020.

### **SCOPE OF WORK AND DELIVERABLES**

Under the direct supervision of Regional Electoral Advisor and the direct guidance of the Regional Electoral Policy specialist, the selected candidate, contracted under IC contract modality, the results of the impact evaluation will be:

- To inform the design of a new program and should answer questions about what changes are attributable to the project and what was the overall impact of those changes on the institutions and stakeholders it engaged with.
- Will assess the full scope of the two-phase project. The scope of the evaluation is aligned with the project documents of Phase I (2014-2016) and of Phase II (2017-2020) whose objectives are to strengthen electoral processes in the region through the following four outputs 1) regional electoral capacity and knowledge enhanced, 2) profession of electoral administration strengthened through regional cooperation, 3) civil and political participation of women enhanced and 4) the role of youth in the electoral cycle promoted. The evaluation will also assess the project's ability to ensure gender-mainstreaming throughout all of its outputs.
- Will cover the first two phases of the intervention from 2014-2016 as its first phase and 2017 to 2020 as its second and shall include in its assessment activities that included 12-14 countries in the MENA region covered by the project. The impact evaluation will also serve as the final evaluation of Phase II of the project. The over objective of the impact assessment is to answer questions pertaining to the effectiveness of the program and relevance of its theory of change, as well as identify changes in attitudes and behaviours of beneficiaries on elections and political participation in the Arab region. The evaluation will undergo a review by the donor agency and serve as a reference document in the design of a new UNDP program on inclusive political processes in the Middle East and North Africa.

## Evaluation criteria and key guiding questions:

### Evaluation questions:

#### Relevance

- To what extent is the initiative in line with the UNDP mandate, regional priorities and the requirements of target groups?
- To what extent is UNDP support relevant to the achievement of the SDGs in the region?
- To what extent did UNDP adopt gender-sensitive, human rights-based and conflict-sensitive approaches?
- To what extent is UNDP engagement a reflection of strategic considerations, including the role of UNDP in a particular development context and its comparative advantage?
- To what extent was the method of delivery selected by UNDP appropriate to the development context?
- To what extent was the theory of change presented in the outcome model a relevant and appropriate vision on which to base the initiatives?

#### Effectiveness

- To what extent has progress been made towards outcome achievement? What has been the UNDP contribution to the observed change?
- What have been the key results and changes attained? How has delivery of regional programme outputs led to outcome-level progress?
- Have there been any unexpected outcome-level results achieved beyond the planned outcome?
- To what extent has UNDP improved the capacities of national implementing partners to advocate on electoral issues, including the participation of women and youth?
- To what extent has UNDP partnered with national institutions and civil society to promote electoral issues and the participation of women and youth?
- To what extent have the results at the outcome and output levels generated results for gender equality and the empowerment of women?
- To what extent have triangular and South-South cooperation and knowledge management contributed to the results attained?
- Which programme areas are the most relevant and strategic for UNDP to scale up or consider going forward?

#### Efficiency

- To what extent have the programme or project outputs resulted from economic use of resources?
- To what extent were quality country programme outputs delivered on time?
- To what extent were partnership modalities conducive to the delivery of country programme outputs?
- To what extent did monitoring systems provide management with a stream of data that allowed it to learn and adjust implementation accordingly?
- To what extent did UNDP promote gender equality, the empowerment of women, human rights and human development in the delivery of country programme outputs?
- To what extent have UNDP practices, policies, processes and decision-making capabilities affected the achievement of the country programme's outcomes?
- To what extent did UNDP engage or coordinate with beneficiaries, implementing partners, other United Nations agencies and national counterparts to achieve outcome-level results?

## **Sustainability**

- To what extent did UNDP establish mechanisms to ensure the sustainability of the project outcomes?
- To what extent do regional and national partners have the institutional capacities, including sustainability strategies, in place to sustain the outcome-level results?
- To what extent are policy and regulatory frameworks in place that will support the continuation of benefits?
- To what extent have partners committed to providing continuing support (financial, staff, aspirational, etc.)?
- To what extent do mechanisms, procedures and policies exist to carry forward the results attained on gender equality, empowerment of women, human rights and human development by primary stakeholders?
- To what extent do partnerships exist with other institutions, NGOs, United Nations agencies, the private sector and development partners to sustain the attained results?

## **Impact**

- Has the intervention made a difference?
- What causes are necessary or sufficient for the effect?
- Was the intervention needed to produce the effect?
- Would these impacts have happened anyway?
- How has the intervention made a difference?
- How and why have the impacts come about?
- What causal factors have resulted in the observed impacts?
- Has the intervention resulted in any unintended impacts?
- For whom has the intervention made a difference?
- What are the key lessons learned and the areas of improvement suggested that can contribute to a larger impact?
- Are there any new approaches that can be followed in a new program phase to reach a higher impact?
- In which ways is the overall intervention consistent with capacity building needs and priorities of EMBs, NHRIs, ArabEMBs, and the other beneficiaries of the project?
- Has there been discernible change in the institutional, organizational and individual capacity of project beneficiaries on electoral matters?
- To what extent has the project helped in changing and shifting the youth's attitudes towards civic engagement, political participation and elections?
- To what extent did the youth initiatives and projects impact other people at the national level?

## **Evaluation cross-cutting issues questions:**

### **Human rights**

- To what extent have poor, indigenous and physically challenged, women and other disadvantaged and marginalized groups benefited from the work of the intervention in the region?
- Are there any improvements in the intervention that can enhance UNDP's impact of leaving no one behind?

## Gender equality

- To what extent have gender equality and the empowerment of women been addressed in the design, implementation and monitoring of the project?
- What is UNDP's value added in promoting gender equality and women's empowerment results?
- How effective has UNDP been in building gender equality capacity and accountability frameworks with counterparts involved in the project implementation?
- How effective has UNDP been in implementing gender mainstreaming and contributing to institutional change results? To what extent has the project promoted positive changes in gender equality and the empowerment of women? Were there any unintended effects?

### I. Methodology

The impact evaluation will be carried out by an external evaluator (see below for required competencies) and will engage a wide array of stakeholders and beneficiaries, including national election management bodies, national human rights institutes, civil society organizations, UN agencies, academics and subject experts.

The thematic evaluation is expected to take a "theory of change" (ToC) approach with a specific focus on the institutional, gender and youth dimensions of the project document outputs, the causal links and the interventions that UNDP has supported on the regional and national levels. The evaluators will develop a logical framework model of how the UNDP interventions are expected to lead to improvements in electoral administration and expertise and participation.

The evaluators are expected to analyse the ToC, the results framework and the corresponding activities, to determine their impact and how relevant they are to the attainment of the desired results of the project. Evidence obtained and used to assess the impact of UNDP support should be triangulated from a variety of sources, including verifiable data, milestones and target achievement, existing reports, evaluations and technical papers, stakeholder interviews, focus groups, KAP survey and site visits.

Methodological approaches may include some or all of the following, and is expected to be finalized in consultation with the evaluator:

- Evaluation should employ a combination of both qualitative and quantitative evaluation methods and instruments.
- **Document review of all relevant documentation.** This would include a review of inter alia
  - Project document.
  - Results framework.
  - Annual workplans.
  - Activity designs.
  - Consolidated quarterly and annual reports.
  - Previous project evaluations and mid-term evaluation.
  - Technical/financial monitoring reports.
- **Semi-structured interviews** with key stakeholders including key government counterparts, donor community members, representatives of key civil society organizations, UN implementing partners:
  - **Development of evaluation questions** around relevance, effectiveness, efficiency and sustainability and designed for different stakeholders to be interviewed.

- Key informant and focus group discussions with men and women, beneficiaries and stakeholders.
- All interviews should be undertaken in full confidence and anonymity. The final evaluation report should not assign specific comments to individuals.
- **Surveys and questionnaires** such as Knowledge Attitudes and Practices (KAP survey)
- **Field visits** and on-site validation of key tangible outputs and interventions.
- The evaluator is expected to follow a participatory and consultative approach that ensures close engagement with the evaluation managers, implementing partners and direct beneficiaries.
- **Other methods** such as outcome mapping, observational visits, group discussions, etc.
- **Data review and analysis** of monitoring and other data sources and methods.
  - Ensure maximum validity, reliability of data (quality) and promote use; the evaluator will ensure triangulation of the various data sources.

The final methodological approach including interview schedule, field visits and data to be used in the evaluation should be clearly outlined in the inception report and be fully discussed and agreed between UNDP and the evaluators.

### EXPECTED OUTPUTS AND DELIVERABLES

The evaluation is expected to take 30 working days over a period of three months starting 25 April 2020, including up to two field visits/missions in the region.

The expert evaluator will have the overall responsibility for the quality and timely submission of the draft and final evaluation report. Specifically, they will perform the following tasks:

- Review the relevant documents related to the impact assessment to understand the context of the region and its impact on the assignment;
- Conduct briefings with project staff, partners and donors to enhance understanding of the program and implementation strategy;
- Develop the inception report, detailing the evaluation scope, methodology and approach;
- Conduct the project evaluation in accordance with the proposed objective and scope of the evaluation and UNDP evaluation guidelines;
- Liaise with UNDP on travel and interview schedules;
- Document and track and stakeholders' feedback and incorporate the feedback in the final report
- Draft and present the draft and final reports;
- Finalize the evaluation report and submit to UNDP.

The following table provides an indicative breakout for activities and delivery:

<b><i>Deliverables/Outputs</i></b>	<b><i>Activity</i></b>	<b><i>Target date</i></b>	<b><i>Review and Approvals Required</i></b>	<b><i>Payment terms</i></b>
<b>Deliverable1:</b> Inception Report containing detailed evaluation approach, methodology and schedule.	Review materials and develop work plan  Participate in an inception meeting with UNDP project team  Draft inception report and Evaluation Briefing	15 May	UNDP Regional Policy Specialist and Regional Advisor	30%

<b>Deliverable 2:</b> Draft evaluation report	Review documents and stakeholder consultations  Interview stakeholders  Conduct field visits  Develop and conduct KAP survey  Analyse survey results  Develop draft evaluation report	1 June	UNDP Regional Policy Specialist and Regional Advisor	40%
<b>Deliverable 3:</b> Final evaluation report	Present draft evaluation report and lessons learned  Finalize and submit evaluation report incorporating additions and comments provided	31 July	UNDP Regional Policy Specialist and Regional Advisor	30%

- **Evaluation inception report (5-10 pages).** The inception report should be carried out following and based on preliminary discussions with UNDP after the desk review and should be produced before the evaluation starts (before any formal evaluation interviews, survey distribution or field visits). The inception report should
- **Evaluation debriefings.** Immediately following an evaluation, UNDP may ask for a preliminary debriefing of findings.
- **Draft evaluation report (within an agreed length).** The programme unit and key stakeholders in the evaluation should review the draft evaluation report and provide an amalgamated set of comments to the evaluator within an agreed period of time, addressing the content required (as agreed in the TOR and inception report) and quality criteria as outlined in these guidelines.
- **Evaluation report audit trail.** Comments and changes by the evaluator in response to the draft report should be retained by the evaluator to show how they have addressed comments.
- **Final evaluation report.**

#### INSTITUTIONAL ARRANGEMENT

- The individual is required to exhibit his or her full-time commitment with the UNDP Regional Electoral Advisor;
- S/He shall perform tasks under the guidance of the UNDP Regional Electoral Advisor;
- The supervision will include approvals/acceptance of the outputs as identified in previous sections. The supervisor will approve the deliverables/outputs for payment upon their technical clearance by the Regional Communication Advisor;
- The individual is expected to liaise and collaborate in the course of performing the work with other consultants, stakeholders and UN colleagues;

- S/He will report to and consult with the UNDP Regional Electoral Advisor on the regular and needed basis at any period throughout the assignment. Reports shall be prepared by the expert on the basis of specific requirements;
- The individual is required to maintain close communication with the UNDP Regional Electoral Advisor on a regular and needed basis at any period throughout the assignment in order to monitor progress. In the event of any delay, S/He will inform UNDP promptly so that decisions and remedial action may be taken accordingly. Delays that would affect the flow of the collaborative work and the delivery of outputs on the schedule will lead to termination of contract Should UNDP deem it necessary, it reserves the right to commission additional inputs, reviews or revisions, as needed to ensure the quality and relevance of the work.

## **DURATION OF THE WORK**

The duration of the work is 30 days over a period extending from 25 April 2020 till 31 July 2020.

## **DUTY STATION AND TRAVEL PLAN**

- Home based
- The consultant is expected to travel in accordance with needs identified during the implementation phases based on the political situation and security conditions for travel . The below table is indicative of probable travels within the Arab Region:

<i>County</i>	<i>Duration</i>	<i>Number of Missions</i>	<i>No. of Round Economy Tickets</i>
Amman	3 working days per mission	1	1 Round trip Ticket ( Home based- Amman- Home Based)
Cairo	2 working days per mission	1	1 Round trip Ticket ( Home based- Cairo- Home based)

- Consultant shall provide the Reimbursable Lump Sum of travel cost. UNDP will process the payment upon actual receipts provided for tickets (should not exceed the unit price provided in the financial offer) and boarding passes/passport stamps (entry and exit) for each travel;
- The unit price for tickets should be provided on most direct economic class (business and first-class airfare are not permitted as per UNDP rules and regulations);
- Payments will be made upon confirmation of UNDP of satisfactory performance;
- Individual Consultants are responsible for ensuring they have vaccinations/inoculations when travelling to certain countries, as designated by the UN Medical Director. Consultants are also required to comply with the UN security directives set forth under <https://dss.un.org/>.

## **QUALIFICATIONS OF THE SUCCESSFUL INDIVIDUAL CONTRACTOR**

### **I. Academic qualification:**

Master's degree in political science, international relations, development studies or any other Related field;

### **II. Technical Experience**

- Minimum 7 years of experience in conducting project/program impact evaluations in the governance sector, preferably at the regional level;



- At least 5 years' experience evaluating or working in the fields of elections, gender and inclusive democratic governance is an advantage;
- Experience in the Middle East and North Africa region is desirable;
- Strong knowledge of the UN in support of government and election management bodies;
- Sound knowledge of impact assessment methodologies and results-based management systems;

### III. Language Requirements

Language proficiency in both written and oral English, written and oral Arabic is an asset.

### IV. Key Competencies

- *Corporate*
  - Demonstrates integrity and fairness by modelling the UN/UNDP's values and ethical standards;
  - Promotes the vision, mission and strategic goals of UNDP;
  - Displays cultural, gender, religion, race, nationality and age sensitivity and adaptability.
- *Functional*
  - Solid experience in facilitation high-level meetings;
  - Background knowledge about the SDGs, United Nations and UNDP;
  - Demonstrates ability in conducting creative-thinking and innovation learning events;
  - Good teamwork and interpersonal skills;
  - Flexibility and ability to handle multiple tasks and work under pressure;
  - Excellent computer skills especially Word, Excel and PowerPoint, Email;
- *Leadership*
  - Demonstrated ability to think strategically and to provide credible leadership;
  - Demonstrated intellectual leadership and ability to integrate knowledge with a broader strategic overview and corporate vision;
  - Demonstrated flexibility in leadership by performing and/or overseeing the analysis/resolution of complex issues;
  - Strong managerial/leadership experience and decision-making skills with proven track record of mature judgments;
  - Ability to conceptualize and convey strategic vision from the spectrum of development experience.
- *Managing Relationships*
  - Demonstrated well developed people management and organizational management skills;
  - Excellent negotiating and networking skills with strong partnerships in academia, technical organizations and as a recognized expert in the practice area;
  - Strong resource mobilization and partnering skills and ability to accept accountability for management of large volume of financial resources.
- *Managing Complexity*
  - Ability to address global development issues;
  - Substantive knowledge and understanding of development cooperation with the ability to support the practice architecture of UNDP and inter-disciplinary issues;
  - Demonstrated substantive leadership and ability to integrate knowledge with broader strategic, policy and operational objectives;
  - A sound global network of institutional and individual contacts.
- *Knowledge Management and Learning*
  - Ability to strongly promote and build knowledge products;

- Promotes knowledge management in UNDP and a learning environment in the office through leadership and personal example;
- Seeks and applies knowledge, information and best practices from within and outside of UNDP;
- Provides constructive coaching and feedback;
- Demonstrates a strong capacity for innovation and creativity in providing strategic policy advice and direction.

#### **SCOPE OF PRICE AND SCHEDULE OF PAYMENTS**

All proposals must be expressed in a lump sum amount. This amount must be “all-inclusive”. Please note that the terms “all-inclusive” implies that all costs (professional fees, travel costs, living allowances, communications, consumables, etc.) that could possibly be incurred are already factored into the final amounts submitted in the proposal.

The contractor will be paid an all-inclusive Deliverables/Outputs based lump sum amounts over the assignment period, subject to the submission of Certification of Payment (CoP) duly certified and confirmation of satisfactory performance of achieved work (deliverables/outputs) in line with the schedule of payments table above

Travel cost shall be paid when travel takes place as per travel plan. 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 upon UNDP IC rules and regulations

#### **DOCUMENTS TO BE INCLUDED WHEN SUBMITTING THE PROPOSALS**

Interested individual consultants must submit the following documents/information to demonstrate their qualifications. Candidates that fail to submit the required information will not be considered.

- Duly accomplished Letter of Confirmation** of Interest and Availability using the template provided by UNDP;
- 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;
- One-page methodology** describing the approach used to complete the assignment;
- Financial Proposal** that indicates the all-inclusive total contract price, supported by a breakdown of costs, as per template provided. The terms “all-inclusive” implies that all costs (professional fees, travel costs, living allowances, communications, consumables, etc.) that could possibly be incurred are already factored into the final amounts submitted in the proposal. If an Offeror 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 Offeror must indicate at this point, and ensure that all such costs are duly incorporated in the financial proposal submitted to UNDP.

**Please do not submit financial proposal in this stage. Financial proposal shall be requested from Candidates who are considered technically responsive only**

Interested candidates shall submit above documents to the Job Advertisement Website: [https://jobs.undp.org/cj\\_view\\_jobs.cfm](https://jobs.undp.org/cj_view_jobs.cfm) as one document not later than **04<sup>th</sup> April, 2020**. Interested candidates can find Procurement notice, letter of confirmation of interest and availability and P11 <http://procurement-notices.undp.org/>

## **EVALUATION**

### **Step I: Screening and desk review:**

Individual consultants will be evaluated based on the following methodology.

Applications will be first screened and only candidates meeting the following minimum criteria will progress to the pool for shortlisting:

- Master's degree in political science, international relations, development studies or any other related field;
- Minimum 7 years of experience in conducting project/program impact evaluations in the governance sector, preferably at the regional level;
- Language proficiency in both written and oral English .

### **Technical evaluation Criteria** - max 100 points (Weighted 70):

- Minimum 7 years of experience in conducting project/program impact evaluations in the governance sector, preferably at the regional level; (20 points)
- At least 5 years' experience evaluating or working in the fields of elections, gender and inclusive democratic governance is an advantage; (20 points)
- Experience in the Middle East and North Africa region is desirable; (15 points)
- Strong knowledge of the UN in support of government and election management bodies; (20 points)
- Sound knowledge of impact assessment methodologies and results-based management systems; (10 points)
- One-page methodology describing the approach used to complete the assignment; **(10%)**
- Language proficiency in Arabic**(5%)**

### **Financial Criteria** - 30% of the total evaluation

For those offers considered in the financial evaluation, the lowest price offer will receive 30 points. The other offers will receive points in relation to the lowest offer, based on the following formula:  $(PI / P_n) * 30$  where  $P_n$  is the financial offer being evaluated and PI is the lowest financial offer received.

### **Step II: Final evaluation**

The final evaluation will combine the scores of desks review and financial proposal with the following weights assigned to each:

Individual consultants will be evaluated based on the **cumulative analysis** methodology (weighted scoring method), where the award of the contract will be made to the individual consultant whose offer has been evaluated and determined as:

- Responsive/compliant/acceptable; and
- Having received the highest score out of a pre-determined set of technical and financial criteria specific to the solicitation.

Technical Criteria weight: [70%]

Financial Criteria weight: [30%]

Only Individual Consultants obtaining a minimum of 49 points (70%) on the Technical Evaluation would be considered for the Financial Evaluation.