

**TERMS of REFERENCE (ToR)**

**International Consultant – Mid Term Evaluation**

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| Location: | Erbil, Iraq |
| Type of Contract: | Individual Contract |
| Contract Start Date: | 14 October 2021 |
| Contract End Date: | 16 December 2021 |
| Post Type: | International Consultant |

**1. Background**

* 1. **Project summary**

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| **Project title:** | Supporting recovery and stability through local development in Iraq. | |
| **Project overall objective:** | To promote the stability and socio-economic development of Iraq. | |
| **UNDP Atlas Project ID:** | 00116195 | |
| **UNDP Atlas Output ID:** | 00113449 | |
| **EU agreement no:** | MIDEAST/2018/399-609 | |
| **Country and Geographical coverage:** | **Iraq**: 9 Governorates - Anbar, Basra, Dohuk, Erbil, Missan, Ninewa, Salah al-Din, Sulaymaniyah and Thi Qar. | |
| **Beneficiaries:** | * Ordinary Iraqi Citizens * Local Civil Society Organizations (CSOs). * Local authorities (Governorates and municipalities) | |
| **Date of Signature:** | 11 December 2018  *(with EU)* | 17 February 2019 *(inter-agency agreement among UNDP and UN-Habitat)* |
| **Project dates (UNDP):**  **(UN-Habitat):** | **Start**: 01 January 2019 | **Planned end date**: 31 December 2022 |
| **Start**: 17 February 2019 | **Planned end date**: 31 December 2022 |
| **Project budget:** | ***Overall***: EUR € 47,500,000 (Approx. USD 54,088,250.00)  ***UNDP***: USD 33,773,419.04; ***UN-Habitat***: USD 20,314,830.96 | |
| **Resources mobilized:** | USD 54,088,250.00 (as of 30 June 2021) | |
| **Project delivery:** | USD 11,105,882.42 (as of 30 June 2021) | |
| **Donors:** | European Union (EU) | |
| **Implementing agencies:** | United Nations Development Programme (UNDP) and  United Nations Human Settlements Programme (UN-Habitat). | |

* 1. **Brief context**

Iraq has been suffering decades of violence and armed conflict, which intensified from 2014 with the invasion of IS. On 9th Dec 2017, after government forces gained control of the remaining territory on the border with Syria, former Prime Minister al-Abadi announced the victory over IS. With this, a hopeful new chapter has started for Iraq. Post-IS, attention turns to (i) rebuilding of communities and stabilization of liberated areas and (ii) developing a sound basis for long-term sustainable economic and social development of the country. Successful restoration of territorial control by the Government of Iraq renewed the opportunity to build an inclusive and accountable political system that serves all communities, regions, and beliefs, preserves the country's diversity, and enhances its democratic order. Asserting such a political system is essential to rebuilding the trust between the people and their Government and to avoiding a return to divisive sectarianism and radicalization of youth.

The institutional challenges are also manifested in the form of inefficient institutional performance due to a weak administrative system and low staff productivity, and financial and administrative corruption. The weak institutional capacity has, in turn, contributed to the inability to address the development constraints facing the country. Weak institutional performance is partly the result of the protracted conflict in Iraq. Among the underlying causes are endemic corruption, which siphons funds away from development and security priorities, and mismanagement of national assets and resources

Iraqi and international efforts to stabilize liberated areas have achieved significant progress – with over 3.8 million Internally Displaced People (IDPs) having already returned to their areas of origin, mostly in a peaceful and orderly manner. Recent returns have been recorded mainly in the four governorates of Nineveh, Salah al-Din, Kirkuk, and Anbar. Nevertheless, much remains to be done to assist the remaining 2.05 million IDPs (of which 1.5 million are living outside camps) – as well as to support the return to the normal life of the millions of returnees and host populations. The IDP return process remains dynamic – with new and secondary displacements being recorded because of limitations in the shelter, basic services, education and healthcare services, and livelihoods opportunities as well as security concerns.

The poor management of Iraq’s immense oil wealth – along with the need for public finance reforms, improved accountability, fiscal transparency, and effective anti-corruption measures – are among the key constraints facing the country. Competition over the control of resources has exacerbated ethnic and sectarian divisions, with an ensuing deterioration in governance, security and state legitimacy.

Dominance of the public sector in the Iraqi economy has prevented the emergence of a vibrant private sector and the associated job creation necessary for enhancing the welfare of all Iraqis. Focus on state-owned enterprises discourages entrepreneurship, private sector development, and diversification – while the weakness of the private sector prevents it from being an engine of employment for youth.

* 1. **The project to be evaluated**

The Support to Recovery and Stability through Local Development in Iraq project, *also known as Local Area Development Programme III (LADP III),* is a four-year project primarily funded by the European Union (EU) and jointly implemented in Iraq by UNDP and UN-Habitat with a combined budget of EUR 47,500,000.

Overall, the LADP III project aims to assist the Government of Iraq (GoI) to restore the legitimacy of the country's institutions and to renew the social contract between citizens by strengthening of local governments' functions and services is key to unlocking the blockages of the current post-conflict scenario and to mitigating the political risks linked to the elections held on May 12, 2018 and the unmet citizen grievances that could contribute to destabilizing the country.

Project activities focuses on enhancing local government systems by supporting decentralization processes; implementing selected local priority development projects already listed in the existing local development plans at provincial level and assisting returns and better living conditions in conflict/fragile areas, through the rehabilitation and upgrading of housing and community infrastructure and services.

* + 1. **Objectives/results**

The overall objective is to **promote the stability and socio-economic development of Iraq.**

The specific expected outcomes and related outputs are as follows.

**SO-1: *Selected Governorates are able to manage effectively and transparently local government systems and public services***

O.1.1: *Decentralization of powers from central to local authorities* – Law 21

O.1.2: Donor coordination mechanism established

O.1.3: Optimized Governorates’ revenue generation systems piloted

O.1.4: Strengthened dialogue between local authorities and civil society

**SO-2: Economic growth and job opportunities have increased in selected Governorates, with special focus on green projects involving youth and women**

O.2.1: Local development projects and priority actions implemented deriving from Provincial Development Plans (PDPs) and Sustainable Energy Action Plans (SEAPS).

O.2.2: Mechanism aimed at mobilizing additional funding created

**SO-3: Living conditions in conflict areas have improved and returnees are assisted**

O.3.1: Damaged houses and public facilities rehabilitated in post-conflict areas, in line with the 2018 PRPs

O.3.2: On-the-job vocational training delivered and jobs for youth created in line with greener and safer construction technologies.

Overall, the LADP III project contributes to the following:

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| Applicable Key Result Area/output (2018-2021 UNDP Strategic Plan): | **UNDP Outcome 2.1**: Improved people-centered economic policies and legislation contribute to inclusive, gender sensitive and diversified economic growth, with focus on increasing income security and decent work for women, youth, and vulnerable populations. |
| UNDP Country Programme Document (CPD)  (2020-2024): | **Output 2.1:** Priority policies and partnerships approved and implemented for inclusive green economic growth and employment creation  **Output 2.2:** Access to livelihood and employment creation opportunities increased in locations affected by and vulnerable to conflict. |
| UN-Habitat Strategic Plan 2020-2023 | **Domain of Change 1:** Reduced spatial inequality and poverty in communities across the urban-rural continuum / **Outcome 1**: Increased and equal access to basic services, sustainable mobility, and public space; **Outcome 2**: Increased and secure access to land, and adequate and affordable housing.  **Domain of Change 3**: Strengthened climate action and improved urban environment**/Outcome 3**: Effective adaptation of communities and  infrastructure to climate change.  **Domain of Change 4:** Effective Urban Crisis Prevention and Response/**Outcome 1:** Enhanced social integration and inclusive communities; **Outcome 2**: Improved living standards and inclusion of migrants, refugees, internally displaced persons and returnees through effective crisis response and recovery. |
| Outcome and Output (UNDP Strategic Plan 2018-2021): | **Output 1.1.2:** Marginalized groups, particularly the poor, women, people with disabilities and displaced are empowered to gain universal access to basic services and financial and non-financial assets to build productive capacities and benefit from sustainable livelihoods and job |
| National Priority or Goal: Framework of Government Programme (2014-2018): | **Priority/Goal 4:** Provide the conditions for an enabling environment for all forms of investment and strengthen the role of the private sector.  **Priority/Goal 7:** Reduce unemployment and underemployment rates. |
| UNSDCF outcome involving UNDP: | **Outcome 2.1:** Improved people-centered economic policies and legislation contribute to inclusive, gender sensitive and diversified economic growth, with focus on increasing income security and decent work for women, youth, and vulnerable populations. |
| UNSDCF outcome involving UN-Habitat: | **Strategic Priority 3:** Promoting effective, inclusive, and efficient institutions and services / **Outcome 3.1:** Strengthened institutions and systems deliver people-centered, evidence and needs based equitable and inclusive gender- and age responsive services, especially for the most vulnerable populations, with particular focus on advocating for women’s leadership in decision-making processes. |
| Sustainable Development Goals (SDGs): | **Goal 1**. End poverty in all its forms everywhere.  **Goal 11**. Make cities and human settlements inclusive, safe, resilient, and sustainable.  **Goal 5.** Achieve gender equality and empower all women and girls.  **Goal 8.** Promote sustained, inclusive, and sustainable economic growth, full and productive employment, and decent work for all. |

Full details of the LADP III project are available in the Project Document (PRODOC) accessible here: <https://open.undp.org/projects/00116195>

1. **Objectives**
   1. **Purpose and scope**

UNDP and UN-Habitat proposes to conduct a Mid-Term Evaluation (MTE) looking at its LADP III project since inception in January 2019 to June 2021.

The purpose of this external MTE is to conduct an evidence-based and highly consultative reflection on the LADP III project to enhance project performance and learning going forward. The evaluation findings and recommendations are expected to inform and improve decision-making relating to project implementation during the remaining period.

Geographically, the MTE of the LADP III project will assess actions in project intervention areas specifically in the nine Iraqi target Governorates of Anbar, Basra, Dohuk, Erbil, Missan, Ninewa, Salah al-Din, Sulaymaniyah and Thi Qar.

Mid-Term Evaluation stakeholders include individuals and organizations from the public and private sectors, as well as civil society organizations, and development partners. The MTE consultant will be expected to contact these groups of stakeholders for data collection and/or consultations. Key findings and recommendations of the MTE will be shared with them for validation as relevant.

* 1. **Objectives of the Mid-Term Evaluation**

The specific objectives of this external MTE are to:

1. Appraise LADP III project achievements against its expected outputs and recommend ways to improve future partnerships with project's implementing partners/ target groups,
2. Assess the appropriateness of the LADP III project design and management arrangements for achieving the stated objectives,
3. Provide key learnings and inputs to the LADP III team and its partners, as well as the EU, regarding the implementation of the first half of the project, focusing on what works, what does not, quality of delivery, weaknesses and strengths, and the factors behind performance.
4. Take stock of the overall LADP III project progress, achieved against the project’s expected results, and contribution towards relevant UNDP and UN-Habitat outcomes as outlined in respective Strategic Plans and Country Programme Documents.
5. Provide recommendations on LADP III project design, interconnection/linkages between result areas, interventions, and processes with a view to improve quality performance during the second half of project implementation.
6. Assess relevance, coherence, effectiveness, efficiency, impact, and sustainability of the LADP III project.

The intended users of this MTE include:

* LADP III project teams from UNDP and UN-Habitat and their respective senior management,
* Government of Iraq counterparts,
* EU Delegation,
* Development partners, and
* The general Iraqi public and beneficiaries.

Information from the evaluation will be used to:

* improve the remaining phases of implementation of interventions,
* improve future project design and implementation,
* ensure accountability, and
* increase knowledge and understanding of the benefits and challenges of similar interventions in future.

1. **CRITERIA AND KEY GUIDING QUESTIONS TO THE MID-TERM EVALUATION**

The MTE will generate evidence of progress and challenges, helping to ensure accountability for the implementation of the LADP III project, as well as identifying and sharing knowledge and good practices during the remaining period.

Overall, the standard Organization for Economic Cooperation and Development (OECD) Development Assistance Committee (DAC) evaluation criteria [[1]](#footnote-1) will be the framework for the MTE. However, the focus will be on six criteria (**relevance, coherence, effectiveness, efficiency, Impact, and sustainability**), reflecting the timing, objectives, and scope of the MTE. Evaluation questions will be refined during the inception period of the MTE, in close consultation with the LADP III team and selected key stakeholders.

* 1. **Relevance**: the extent to which LADP III project strategy, proposed activities and expected outputs and outcomes are justified and remain relevant to beneficiaries’ needs, country’s policies, and donor’s priorities. More specifically, the relevance of the project should be assessed through the following guiding questions:
* To what extent are the project interventions (i.e., the major activities) relevant to the needs of the recipients? To what extent are these interventions addressing/meeting the needs of target beneficiaries?
* To what extent do the interventions remain relevant to the profile of project target beneficiaries?
* To what extent are the interventions contextually relevant for the geographic locations where the project interventions are being implemented?
  1. **Coherence:** looks at the extent to which other interventions (particularly policies) support or undermine the intervention, and vice versa. More specifically, the coherence criteria of the LADP III project should be assessed through the following guiding questions:
* To what extent is the project coherent internally, especially considering the two implementing partners (UNDP and UN-Habitat) and the interlinkages within and between their respective result areas?
* To what extent is the project coherent externally (strategically and operationally), especially considering national level priorities, other EU-funded projects interventions and those of other donors active in the recovery, stability and decentralization arena in Iraq?
  1. **Effectiveness**: looks at the extent to which expected outputs and outcomes of the LADP III project are expected to be achieved. It also includes those actual or potential factors contributing to or are likely to detract achievement of the desired results and objectives. More specifically, the effectiveness of the project should be assessed through the following guiding questions:
* What variations are there (if any) in the implementation of quality of the interventions? What works well, what does not, and why?
* What are the major factors influencing the achievement or non-achievement of the results so far? How have barriers and bottlenecks been addressed? To what extent have the barriers/bottlenecks been reduced or mitigated?
* Is the project responding to contextual opportunities? How are the current interventions (strategies) adapting to emerging trends to be more impactful?
* To what extent are the needs and expectations of target beneficiaries being met to ensure sustainable recovery and employment?
  1. **Efficiency**: the extent to which LADP III project resources (funds, expertise/human resources, time, etc.) are optimally used and converted into intended outputs. More specifically, the efficiency of the project should be assessed through the following guiding questions:
* How efficient is the functioning of the project management, technical support, administrative, procurement and financial management procedures? To what extent have the project management structure and allocated resources been efficient in achieving the expected results?
* To what extent has the project implementation been efficient and cost-effective?
* To what extent have project funds and activities been delivered in a timely manner?
* What is the visibility and communications strategy adopted by the project? Has it been cost-effective in terms of promoting the project and its achievements?
* How is the project keeping track of project progress on expected outputs and outcomes? Does the monitoring and evaluation system put in place allow for continuous collection and analysis of quality and segregated data on expected outputs and outcomes?
  1. **Impact**: looks at the extent to which LADP III project generated or is likely to bring differences at different levels directly or indirectly, positive, or negative, intended, or unintended or higher-level effects. Focus will on the changes/effects resulting from the project to strengthen resilience of sub-national authorities in the target governorates especially in relation to the reform agenda and decentralization in Iraq. More specifically, the impact of the project should be assessed through the following guiding questions:
* To what extent are there actual/potential benefits and negative effects (if any)? What actions could be taken to reverse any non-achievement?
* What are the key achievements of the project in terms of policy, practice, and behavior change? What are main obstacles to achieving policy, practice, and behavior change?
* What countermeasures were taken against the unanticipated developments (if any) that affected the quality of the implementation?
* To what extent are the project benefits felt or is likely to be felt at national and sub-national levels?
  1. **Sustainability:** analyzes whether benefits of an activities of LADP III project are likely to continue after donor funding has been withdrawn. The project needs to be environmentally and financially sustainable. More specifically, sustainability of the project should be assessed through the following guiding questions:
* To what extent are sustainability considerations (environmental footprint, mitigation measures, maintenance, etc.) being integrated into project implementation?
* What components or which interventions of the project are likely to be sustainable and scalable? Why or why not?
* What policy, strategy, partnership, managerial and financial changes are needed to sustain and scale project services and interventions?
* To what extent are the project design strategies and components probable to produce sustainable impact after project duration? if not, how best can these be adjusted during the remaining phases?
  1. **Cross-cutting themes** looks at the extent to which LADP III project has endeavored to reflect gender mainstreaming for equality and inclusion of all diverse groups to “leave no one behind” through a Human Rights-Based Approach (HRBA). More specifically, the extent to which the LADP III project is applying a cross-sectional lens should be assessed through the following guiding questions:

**Human Rights:**

* To what extent were groups with diverse identities considered during the design, implementation, and monitoring phase? Persons with differing characteristics should be considered based on their socio–economic class, political ideology, religious identity/ethnicity, physical ability, and other disadvantaged and marginalized groups.
* To what is the project promoting a rights-based approach for all groups of persons, especially to promote international laws and commitments made by Iraq?
* What are the avenues for improvements in promoting human rights standards across similar interventions in future?

**Gender**

* To what extent has gender been mainstreamed within the design, implementation, and monitoring of the project?
* To what extent has the project promoted changes in gender equality and advanced the empowerment of women? Are there any unintended effects and what were its impact on the project and the community of engagement?
* What are the avenues for improvement in considerations for gender and its intersectional effects across the project?

**Disability**

* Were persons with disabilities consulted and involved in project planning and delivery?
* What barriers are persons with disabilities facing during the project delivery?
* Was a twin-track approach adopted?[[2]](#footnote-2).

The above MTE guiding questions will be further refined by the consultant and jointly agreed with UNDP and UN-Habitat stakeholders.

1. **METHODOLOGY**

The consultant will propose an appropriate MTE methodology and agree on a detailed plan for the assignment as part of the application process. The methodology will be further updated after the selection process is completed, and the inception report is developed. However, in general, the consultant should adopt an integrated approach involving mixed methods of data collection and analysis tools to capture both the quantitative and qualitative results and generate evidence to substantiate all findings.

Given the multi-governorate/city nature of the LADP III project activities, it is important that the consultant design a data collection methodology that is representative of all components of the project in Iraq and analyze in a consistent manner within the given timeframe. The methodology should be robust enough to ensure high quality, triangulation of data sources, and verifiability of information.

It is expected that the MTE methodology would include, but would not be limited to the following elements:

* Desk review of the LADP III PRODOC, progress reports and other relevant documents.
* In-depth interviews with key informants such as government officials, and members of local, national, coordination bodies; and questionnaires.
* Focus Group Discussions with the targeted beneficiaries.
* Interviews with the project teams, and senior management of UNDP and UN-Habitat.
* Consultations with stakeholders engaging in project implementation including donors/ international partners, relevant national Implementing Partners, Non-Governmental Organizations (NGOs), contractors etc.
* Survey with sample and sampling frame (if a sample is used). This could include the sample size and characteristics; the sample selection criteria; the process for selecting the sample (e.g., random, purposive).

All field-related work and relevant logistical arrangements should be made by the consultant and are under its his/her responsibility. Identification and selection of beneficiaries and government stakeholders will be done independently by the consultant. Assistance will be provided by the joint UNDP/UN-Habitat LADP III project team in contacting key stakeholders and in facilitating the schedule of interviews, focus groups and site visits, when and where required.

In case of extreme and unavoidable challenges occasioned by COVID-19 health pandemic related international travel restrictions affecting field visits, the issue will be discussed and handled jointly between the MTE commissioner/s and the consultant.

Findings from the above assessment tools will be triangulated to appraise and conclude findings. All analysis must be based on observed facts, evidence, and data. Findings should be specific and concise and supported by information that is reliable and valid. Cross-cutting issues and the SDGs should be integrated into the final MTE report. The final methodological approach including interview schedule, field visits and data to be used in the MTE should be clearly outlined in the inception report and fully discussed and agreed between UNDP and UN-Habitat key stakeholders and the evaluator.

The consultant will be assisted by respective LADP III Project Managers. An Evaluation Reference Group (ERG) will be constituted comprising of key internal and external project stakeholders[[3]](#footnote-3) who will review and comment on the inception and MTE reports.

Overall, the MTE will be carried out in accordance with UNDP evaluation guidelines and policies including evaluation guidelines during COVID-19, United Nations Group Evaluation Norms and Ethical Standards; OECD/DAC evaluation principles and guidelines and DAC Evaluation Quality Standards and the relevant UN-Habitat evaluation guidelines and policies.

1. **MID-TERM EVALUATION PRODUCTS (DELIVERABLES)**

The Consultant will produce the following:

1. **MTE inception report (15 pgs. max)** **and presentation**: based on the terms of reference (TOR) and initial debriefing with the joint UNDP/UN-Habitat LADP III project teams as well as the desk review outcomes, the consultant is expected to develop the inception report to be presented to the ERG members for comments. This inception report should detail consultant’s understanding of what is being evaluated and why, describes data collection methods and sampling plan, and the rationale for their selection and limitations. The report should also include a matrix identifying the key evaluation questions and how they will be answered by the selected methods. Annexed workplan should include detailed schedule and resource requirements tied to MTE activities and milestone deliverables. The presentation of the inception report will be an opportunity, for both the Consultant and UNDP, for discussion and clarification prior to visiting Iraq.
2. **Evaluation debriefing** aftercompletion of the field workin Iraq.
3. **Draft MTE report and presentation** (max 40 pp., including executive summary) to be submitted to the MTE commissioner and presented to the ERG members outlining the key aspects including the overall MTE findings, the structural implementation mechanism created and institutionalized, an in-depth analysis of the results realized by the LADP III project, and recommended next steps, if any, that are operationalized in future through technical assistance. Feedback received from the presentation of this draft MTE Report should be considered when preparing the final report. The evaluator should produce an audit trail indicating whether and how each comment received was addressed in revisions to the final Report.
4. **Final MTE report**: guided by the minimum requirements for a UNDP evaluation report, the draft MTE report should be submitted to the MTE commissioner (see Annexes for suggested report format)

It should be noted that the above list of deliverables, together with bellow implementation timeframe are subject to review and revision in discussion with the Consultant in the event of unexpected changes to the context/ working environment in Iraq during the consultancy period.

In line with the UNDP’s financial regulations, when determined by the Country Office and/or the Consultant that a deliverable or service cannot be satisfactorily completed due to the impact of COVID-19 and limitations to the assignment, that deliverable or service will not be paid. Additionally, due to the current COVID-19 situation and its implications, a partial payment may be considered if the consultant invested time towards the deliverable but was unable to complete it, due to circumstances beyond his/her control.

1. **TEAM COMPOSITION AND REQUIRED COMPETENCIES**

**Education:**

* Minimum of **Masters’ degree** in Law, Governance, Development Studies, Monitoring and Evaluation, Project Management, Public Administration, or any other field relevant to the assignment.

**Experience:**

* At least **10 years of experience** in conducting evaluations of stabilization, crisis response and recovery, development, or social transformation projects in post-conflict environments.
* At least **10 years of experience** in the design and implementation of evaluations and utilization of Results-Based Management (RBM) and participatory Monitoring and Evaluation methodologies.
* Experience in data collection, development, and implementation of assessment and evaluation instruments, and analysis of both qualitative and quantitative data is essential.
* Experience in conducting project/programme evaluations with the UN or other international organizations especially in the Arab region is essential.
* Excellent report writing skills, supported by sample of similar project/programme evaluation reports, is essential.
* Excellent analytical and problem-solving skills and proven ability to draft recommendations stemming from key findings is an added advantage.
* Experience using ICT equipment, office software packages and online meeting software is an added advantage.
* Proven experience in implementing project evaluations remotely.

**Corporate Competencies:**

* Knowledge on UNDP programming principles and procedures, the UN evaluation framework, norms, and standards; human rights-based approach (HRBA).
* Demonstrates commitment to the UN values and ethical standards.
* Displays cultural, gender, religion, race, nationality, and age sensitivity and adaptability.
* Treats all people fairly and with impartiality.
* Good communication, presentation and report writing skills including proven ability to write concise, readable, and analytical reports and high-quality publications in English.
* Ability to work under pressure and to meet deadlines.
* Flexible and responsive to changes and demands.
* Client-oriented and open to feedback.

**Functional Competencies:**

**Knowledge Management and Learning**

* Demonstrates good knowledge of the Iraq economic issues, challenges, and opportunities.
* Shares knowledge and experience and contributes to overall reform interventions.
* Develops deep knowledge in practice area.
* Actively works towards continuing personal learning and development in one or more Practice Areas, acts on learning plan and applies newly acquired skills
* Networks in Government, NGOs, and private sector.

**Key Performance Indicators:**

* **Planning and organizing**: Identifies priority activities and assignments; allocates appropriate amount of time and resources for completing work; foresees risks and allows for contingencies when planning; monitors and adjusts plans and actions as necessary and, uses time efficiently.
* **Communication**: Speaks and writes clearly and effectively; listens to others, correctly interprets messages from others and responds appropriately; asks questions to clarify and, exhibits interest in having two-way communication; tailors’ language, tone, style and, format to match the audience and, demonstrates openness in sharing information and keeping people informed.
* **Client orientation**: Considers all those to whom services are provided to be “clients” and seeks to see things from clients’ point of view; establishes and maintains productive partnerships with clients by gaining their trust and respect.
* **Quality of deliverables**: Professional skill required for delivering outputs will be assessed.
* **Satisfactory and timely deliverables**: Satisfactory and timely completion of tasks and submission of the deliverables within the provisions of deliverables and outputs above.

1. **EVALUATION ETHICS**

Evaluations in the UN are conducted in accordance with the principles outlined in the United Nations Evaluation Group (UNEG) 'Ethical Guidelines for Evaluations’[[4]](#footnote-4). The consultant must safeguard the rights and confidentiality of information providers, interviewees, and stakeholders through measures to ensure compliance with legal and other relevant codes governing collection of data and reporting on data. The consultant must also ensure security of collected information before and after the evaluation to ensure anonymity and confidentiality of sources of information where that is expected. The information knowledge and data gathered in the MTE process must also be solely used for the evaluation purposes and not for other uses with the express authorization of UNDP, UN-Habitat, and their partners.

1. **MANAGEMENT AND IMPLEMENTATION ARRANGEMENTS**

The LADP III project evaluation is jointly commissioned by UNDP and UN-Habitat and the joint commissioners for this MTE will be UNDP’s Resident Representative and UN-Habitat’s Head of Country Programme. Principally, the consultant will report to the UNDP Resident Representative, who will continuously collaborate with the UN-Habitat counterpart and the LADP III project managers who will support the process by providing both substantive and logistical support to the consultant. Additional assistance will be provided jointly by UNDP/UN-Habitat LADP III project teams in supporting the consultant advance the MTE plan including contacting stakeholders and organizing meetings and facilitating field visits when necessary and if the security and COVID-19 situation permits.

This TOR forms the basis upon which compliance with assignment requirements and overall quality of services provided by the consultant will be assessed by UNDP and UN-Habitat.

As part of the assignment:

* UNDP will provide office space with access to the internet and printer when in-country in Erbil in Iraq.
* UNDP and UN-Habitat will provide list of additional documents as per TOR Annexes.
* The Consultant is expected to:
  + Use their own laptop/s, and other relevant software/equipment.
  + Use their own communication platforms, mobile, personal email address etc., during the consultancy period, including when in-country.
  + Make own travel arrangements to fly in-country and transportation arrangements outside work hours.
  + Be fluent in Arabic or arrange for a translator to facilitate interviews with government counterparts, Implementing Partners, and beneficiaries.

This TOR forms the basis upon which compliance with assignment requirements and overall quality of services provided by the Consultant will be assessed by UNDP.

1. **TIME FRAME FOR THE MID-TERM EVALUATION PROCESS**

The detailed timelines for this LADP III MTE will be agreed upon between the UNDP/UN-Habitat and the selected Consultant. The MTE will take place between **14 October 2021** to **16 December 2021**, including a combination of the three phases of desk-review (home-based), data-collection mission (one in-country) and report writing (home-based). The consultant will be based in Erbil (Iraq) as per the requirements. Whenever possible, the consultant will be required to visit partners and activities on locations. The security situation in each location will be reviewed prior to roll out of the final field visit plan. The final deliverable is expected to be completed not later than **16 December 2021.**

**Timeframe and estimated level of effort for Mid-Term Evaluation deliverables**

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| **Activity description and expected workflow** | **Estimated # of days** | **Date of completion** | **Place** | **Responsible Party** |
| **Phase One: Desk review and inception report** | | | | |
| Organize a Joint briefing between consultant and LADP III project teams (joint Project Managers and project staff as needed) | - | At the time of signing contract | Home-based (virtual) | UNDP & UN-Habitat teams |
| Share relevant documentation with the MTE team | - | At the time of signing contract | Remote  (via e-mail) | UNDP & UN-Habitat teams |
| Desk review, draft inception report including MTE design, methodology, updated workplan and proposed list of stakeholders etc. | 7 days | Within two weeks of contract signing | Home-based (virtual) | MTE Consultant |
| Submission and PPT **presentation** **of the** **inception report** (15 pgs. max) including all annexes **(deliverable 1)** | 1 day | Within five days of submitting inception report | Home-based (virtual) | MTE Consultant |
| Comments and approval of inception report | - | Within one week of submission of inception report | Home-based (virtual) | UNDP, UN-Habitat teams & ERG |
| **Phase Two: Data-collection mission** | | | | |
| Consultations and field visits, in-depth interviews, and Focus Group Discussions etc. | 10 days | Within four weeks of contract signing | In country  (with field visits) | UNDP & UN-Habitat to organize |
| Debriefing on **field work** to joint UNDP and UN-Habitat teams **(deliverable 2)** | 1 day | Within three days of completing field work | In country  (UNDP office) | MTE consultant |
| **Phase Three: MTE report writing** | | | | |
| Preparation of **draft** **MTE report** (50 pgs. max excluding annexes) **(deliverable 3)** | 8 days | Within two weeks of completion of field mission | Home- based (virtual) | MTE Consultant |
| PPT presentation of the **draft MTE report** | 1 day | Within four days of submission of draft report | Home- based (virtual) | MTE Consultant |
| Comments to draft MTE report | - | Within one week of submission of draft report | Remote  (via e-mail) | UNDP/ UN-Habitat & ERG members |
| Consolidate UNDP, UN-Habitat, & ERG comments to the draft MTE report | 1 day | Within three days of receipt of draft report with comments | Home- based (virtual) | MTE Consultant |
| Debriefing with UNDP and UN-Habitat (including Senior Management) | 1 day | Within one week of revising draft report | Home-based & In-country (virtual) | MTE Consultant |
| Finalization & submission of **Final MTE report** incorporating additions and comments provided by project staff, stakeholders, & UNDP/UN-Habitat (**deliverable 4)** | 1 day | Within one week from the debriefing date | Home-based (virtual) | MTE Consultant |
| **Estimated total workdays for the MTE** | **31 days** |  |  |  |

**Indicative payment schedule and modalities**

The consultant is expected to achieve the following deliverables. It should be noted that the following list of deliverables might be subject to review and revision by UNDP in discussion with the consultant in the event of unexpected changes to the context / working environment in Iraq during the consultancy period. Payments will be made upon acceptance and approval by UNDP of the planned deliverables, based on the following tentative payment schedule:

|  |  |
| --- | --- |
| Terms of Payment | Percentage (%) |
| * First payment will be paid upon submission and acceptance of inception report including MTE work plan and methodology (deliverable 1) (by 25/10/2021).   *(INBUND: the expected travel date is 26/10/2021 with +/-1 day flexibility)* | 15% |
| * Second payment will be paid upon finalization of field visit to Iraq and debrief of the joint teams of UNDP/UN-Habitat & ERG (deliverable 2) (by 20/11/2021)   *(OUTBOUND: the expected travel date is 22/10/2021 with +/ 1 day flexibility)* | 30% |
| * Third payment will be paid upon submission and acceptance of the draft MTE report & all annexes (deliverable 3) (by 06/12/2021) | 35% |
| * Fourth and final payment will be paid upon submission and acceptance of final MTE report and all finalized products (deliverable 4) (by 15/12/2021) | 20% |
| Notes:   * The payment is deliverable based, i.e., upon satisfactory completion and acceptance of the deliverable by the UNDP focal point. * Each payment claims must be approved by the UNDP focal point. * UNDP focal point will make the payments within 30 days from receipt of invoice. | |

### *\**Note*: Travel and accommodation:*

* *All envisaged travel costs must be included in the financial proposal including all travel within Iraq or outside the duty station/repatriation travel. In general, UNDP does not accept travel costs exceeding those of an economy class ticket.*
* *In cases where UNDP arranges and provides travel and/or accommodation due to security and other reasons, it should be noted that these costs will be deducted from the payments to the consultant. UN rates applies.*
* *In the case of unforeseeable travel, payment of travel costs including tickets, lodging and terminal expenses should be agreed upon in writing, between UNDP and the consultant prior to travel and will be reimbursed.*

1. **APPLICATION SUBMISSION PROCESS AND CRITERIA FOR SELECTION**

Interested qu**alified** and experienced individual consultant must submit the following documents/information to demonstrate their qualifications and interest:

1. Letter of Confirmation of interest and availability using the template provided by UNDP.
2. Most Updated Personal detailed CV including experience in similar assignment and at least 3 references.
3. Standard UN P11 Form (“CV Form”)
4. A detailed methodology on how the candidate will approach the consultancy and
5. Two samples of relevant project evaluation reports conducted/authored within the past three years.

**Note: Please group them into one (1) single PDF document as the application system only allows to upload maximum one document.**

\*\*Failure to submit the above-mentioned documents or Incomplete proposals shall result in disqualification

The short-listed candidate may be contacted, and the successful candidate will be notified.

Applicants must not have worked in the design or implementation of this LADP III project or in an advisory capacity for any of the interventions, directly as consultants or through UNDP/UN-Habitat service providers.

Submitted proposals will be assessed using Cumulative Analysis Method. The proposals will be weighed according to the technical proposal (carrying 70%) and financial proposal (carrying 30%). Technical proposals should obtain a minimum of 70 points to qualify and to be considered. Financial proposals will be opened only for those application that obtained 70 or above in the technical proposal. Below are the criteria and points for technical and financial proposals.

| **Mid-Term Evaluation Criteria** | | **Max. Point 100** | **Weight** |
| --- | --- | --- | --- |
| **Technical** | **Criteria A:** relevance and responsiveness of candidate’s previous experience, Qualification based on submitted documents:   * Minimum of Masters’ degree in Law, Governance, Development Studies, Monitoring and Evaluation, Project Management, Public Administration, or any other relevant university degree (**10 points)**   In addition, the Consultant must possess the following competencies listed below:   * At least 10 years of experience in conducting evaluations of stabilization, crisis response and recovery, development, or social transformation projects in post-conflict environments   **(10 points)**.   * At least 10 years of experience in the design and implementation of evaluations and utilization of RBM and participatory Monitoring and Evaluation methodologies (**10 points)**. * Experience in conducting project/programme evaluations with the UN or other international organizations especially in the Arab region **(10 points)**. * Excellent report writing skills, supported by sample of similar project/programme evaluation reports **(10 points)**. * Experience in conducting project/programme evaluations for large, and complex projects in post-conflict settings is essential   **(10 points).** | **60 Points** | **70%** |
| **Criteria B:** relevance and responsiveness of candidate’s approach, technical proposal and submitted work plan and Methodologies:   * + Time plan, methodology on how the Consultant will conduct the required tasks **(30 points)**   + Experience in the usage of computers and office software packages and online meeting software (MS Word, Excel, etc) **(10 points)** | **40 Points** |
| **Financial** | **Lowest Offer / Offer\*100** | | **30%** |
| **Total Score = (Technical Score \* 0.7 + Financial Score \* 0.3)** | | | |

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

1. **TOR annexes**

**Annex 1:** Project Description of Action (DOA) and Project Document (PRODOC)

**Annex 2**: Project quarterly and annual reports for 2019, 2020 and 2021.

**Annex 3**: Project Annual Work Plan (AWP) for 2019 and 2020.

**Annex 4:** Other documents to be consulted

* UNDP Handbook on Monitoring and Evaluation for development results accessible here: <http://web.undp.org/evaluation/handbook/documents/english/pme-handbook.pdf>
* UNDP Evaluation Guidelines (2021) accessible here: <http://web.undp.org/evaluation/guideline/documents/PDF/UNDP_Evaluation_Guidelines.pdf>
* UN Ethical Guidelines for Evaluation accessible here:

<http://www.unevaluation.org/document/download/547>

* UNDP Country Programme Document (CPD) 2020-2024:

<https://www.iq.undp.org/content/iraq/en/home/library/iraq-cpd-2020-2024.html>

* National Development Plan for Iraq (2018-2022) and National Development Plan for the Kurdistan Region of Iraq, KRI (2018-2022)
* UN-Habitat Evaluation Manual:

[https://unhabitat.org/sites/default/files/2018/07/UN-Habitat-Evaluation-Manual-April-2018.pdf](https://unhabitat.org/sites/default/files/2018/07/UN-Habitat-Evaluation-Manual-April-2018.pdf%20)

**Annex 5**: Sample evaluation matrix (Pg. 113), to be included in the inception report, is accessible here: <http://web.undp.org/evaluation/guideline/documents/PDF/UNDP_Evaluation_Guidelines.pdf>

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| **Table A. Sample of evaluation matrix** | | | | | | |
| **Relevant evaluation criteria** | **Key questions** | **Specific**  **sub-questions** | **Data sources** | **Data**  **collection methods/tools** | **Indicators/**  **success standard** | **Data analysis method** |
|  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |

**Annex 6:** “UN Code of conduct” forms accessible here: <http://www.unevaluation.org/document/detail/100>

*The Consultant and each member of the evaluation team will be requested to read carefully, understand, and sign the “UN Code of Conduct.”*

**Annex 7:** Guidance on Evaluation Report Template, refer to Annex 4, pgs. 118-122 for suggested minimum report requirements. The guidance is accessible here:

<http://web.undp.org/evaluation/guideline/documents/PDF/section-6.pdf>

**Annex 8**: UNDP Evaluation guidelines during COVID-19 accessible here:

http://web.undp.org/evaluation/guideline/covid19.shtml

**Annex 9**: Integrating Gender Equality and Human Rights in Evaluation - UN-SWAP Guidance, Analysis and Good Practices accessible here:

* <http://www.unevaluation.org/document/detail/1452>
* <http://www.unevaluation.org/document/download/2107>
* <http://www.unevaluation.org/document/download/2695>

**Annex 10**: Audit trail template accessible here:

http://web.undp.org/evaluation/guideline/documents/Template/section-4/Sec 4 Template 7 Evaluation Audit trail form.docx

**Annex 11**: Quality Assessment Checklists (June 2021) accessible here:

<http://web.undp.org/evaluation/guideline/section-6.shtml>

**Annex 12:** Dispute and wrongdoing resolution process and contact details (to be provided at the time of signing the contract)

**Annex 13**: UNDP evaluation report template and quality standards (pages 117-121) is accessible here: <http://web.undp.org/evaluation/guideline/documents/PDF/UNDP_Evaluation_Guidelines.pdf>

##### Presence required on duty station/UNDP Country Office

√ NONE 🗆 PARTIAL 🗆 INTERMITTENT 🗌 FULL-TIME

1. <https://www.oecd.org/dac/evaluation/revised-evaluation-criteria-dec-2019.pdf> [↑](#footnote-ref-1)
2. The twin-track approach combines mainstream programmes and projects that are inclusive of persons with disabilities as well as programmes and projects that are targeted towards persons with disabilities. It is an essential element of any strategy that seeks to mainstream disability inclusion successfully. Also, see chapter 9 of the Technical Notes. Entity Accountability Framework. UN Disability and Inclusion Strategy: <https://www.un.org/en/disabilitystrategy/resources> [↑](#footnote-ref-2)
3. The ERG will be chaired by the evaluation commissioner or their designated representative. Members of the ERG will include representatives of Government counterparts, Implementing Partners, donor, and project technical teams. [↑](#footnote-ref-3)
4. See here for details of UNEG guidelines: <http://www.unevaluation.org/document/detail/100> [↑](#footnote-ref-4)