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TERMS OF REFERENCES

RECRUITMENT OF A CONSULTING FIRM FOR THE FINAL EVALUATION OF THE PROJECT “RECOVERY IN THE SOUTH WEST REGION OF CAMEROON THROUGH REHABILITATION OF HEALTH CENTERS AND WATERPOINTS”

1- BACKGROUND AND CONTEXT

The Government of Cameroon called for action in the North-West (NW) and South-West (SW) regions of Cameroon through the Presidential Plan for Reconstruction and Development (PPRD). In close collaboration with UNDP and in consultation with other UN Agencies, international NGOs, civil society and the private sector. To this end, UNDP formulated a Recovery Program, within the framework of the PPRD, which aims to tie short-term rehabilitation and humanitarian measures with longer-term reconstruction and development interventions. The Recovery Program takes into consideration the impact of the crisis on all aspects of life, and formulates responses designed to have a permanent beneficial impact – to ‘Build Back Better’. This will complement and reinforce current humanitarian efforts by supporting the transition towards civilian-led recovery and ultimately the return to normalcy for the Anglophone regions. UNDP will focus on the first leg of the PPRD focusing on recovery that will prioritize human and social aspects of recovery (3 years).

The overall objective of the recovery programme is that basic services are restored hence sources of insecurity are identified and mitigated and more sustainable opportunities for communities occur, recovery is quicker, and future conflicts are prevented.

For the purpose , the Japan recovery Project , UNDP will cover the following programmatic output in the South West region:

- **Output 1:** The populations of the Fako Division in the South-West region have increased access to basic health care services
- **Output 2:** The populations of the Fako Division in the South-West region have increased access to safe drinking water

This Project of USD 2 721 871 is funded by the Government of Japan and contribute in promoting access to basic social services and ensuring the citizens the right to Health.

In accordance with UNDP policies and procedures, the project is required to undergo Final Project Evaluation upon completion of implementation. Therefore, the UNDP is seeking a qualified consultant to undertake the final evaluation of the Japan recovery project in the - Region and respective activities undertaken during the implementation period and prepare and present the Final Evaluation Report.

The Final Evaluation Report will be conducted according to the guidance, rules and procedures established by UNDP as reflected in the UNDP Evaluation Guidance.). The evaluation must provide evidence-based information that is credible, reliable, and useful. The evaluator is expected to follow a participatory and consultative approach ensuring close engagement with national counterparts such

as National Coordination of the PPRD, MINEPAT, UNDP Country Office, project team and key stakeholders.

II- SCOPE OF WORK, RESPONSIBILITIES AND DESCRIPTION OF THE PROPOSED WORK

The evaluator is expected to frame the evaluation effort using the criteria of relevance, effectiveness, efficiency, sustainability, and impact.

The project evaluation is being carried out to assess the progress made by the project against the project outputs and indicators. In-depth analysis will be needed to review the results achieved under the different activities conducted. The evaluation should look into the relevance, effectiveness, efficiency, impact and sustainability of the project

The specific objectives of the evaluation are the following:

- To assess and evaluate the progress made by the project towards an attainment of the results as specified in the project results resource framework / Annual work plan;
- To assess the relevance, sustainability, effectiveness, and efficiency of the project interventions.
- To identify challenges to project implementation and make recommendations on possible ways forward;
- To examine the cost efficiency and effectiveness the Japan Recovery Project.
- To document main lessons learned, best practices and propose recommendations that will integrate Project Final Report.

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

- Desk review of relevant documents (project document, financing agreement addenda's, project reports, preparation phase documents, project budget revisions, lesson learned, national strategic and legal documents, etc.)
- The consultant is expected to follow a participatory and consultative approach ensuring close engagement with sectoral actors involved in the project, Local Authority, UNDP, as well as with other partners as applicable
- Interviews with partners and stakeholders (questionnaires may be applied as relevant)

The final methodological approach including interview schedule and data to be used in the evaluation must be clearly outlined in the evaluation Inception Report and be fully discussed and agreed between UNDP, stakeholders, and the consultant.

The final report must describe the full technical evaluation approach taken and the rationale for the approach making explicit the underlying assumptions, challenges, strengths and weaknesses about the methods and approach of the evaluation.

II.1- EVALUATION CRITERIA AND KEY GUIDING QUESTIONS.

Relevance

- To what extent is the Project aligned with the needs of beneficiaries?
- Does the project's objective align with the priorities of the local government and local communities?
- Does the project's objective fit within the national development priorities?

- To what extent are the project orientations in line with: national priorities, UNSDCF programme priorities, and the SDGs?
- Did the project concept originate from local or national stakeholders, and/or were relevant stakeholders sufficiently involved in project development?
- Was the project linked with and in-line with UNDP priorities and strategies for the country?
- To what extent were lessons learned from other relevant projects considered in the project's design?
- To what extent the project was able to cater the needs of the beneficiaries in the changed context? If and when required an alteration of focus/strategy, was the project flexible?
- Is there any evidence that the project advanced any key national priorities, UN, UNDP?
- How relevant was the geographical coverage?
- To what extent does the project contribute to gender equality, women's empowerment and the human rights-based approach?

Effectiveness

- To what extent has the implementation of the Project achieved the expected results? What are the effects (expected and unexpected) of the implementation of the Project in the target localities?
- Has the project achieved its outputs? What were the major factors influencing the achievement or nonachievement of the outputs?
- What are the key factors contributing to project success or underachievement?
- What are the key risks and barriers that remain to achieve the project objective?
- To what extent has the UNDP partnership strategy been appropriate and effective?
- What factors contributed to effectiveness or ineffectiveness?
- In which areas does the project have the greatest achievements? Why and what have been the supporting factors? How can the project build on or expand these achievements?
- In which areas does the project have the fewest achievements? What have been the constraining factors and why? How can or could they be overcome?
- What, if any, alternative strategies would have been more effective in achieving the project's objectives?
- Are the projects objectives and outputs clear, practical and feasible within its frame?
- To what extent are project management and implementation participatory and is this participation contributing towards achievement of the project objectives?
- To what extent has the project been appropriately responsive to the needs of the national constituents and changing partner priorities?
- What practical and strategic benefits (intended or unintended) can women, men and young people gain from the project? Are these benefits distributed equally among women, men and young people?

Efficiency

- To what extent have resources (financial, human, institutional and technical) been allocated strategically? • What factors influenced decisions to fund certain proposed activities, and not others?
- To what extent did the coordination with other UN agencies and UNDP projects in other CO reduce transaction costs, optimize results and avoid duplication?
- Did the project's activities overlap and duplicate with other similar interventions (funded nationally and /or by other donors?

- What were the strengths, weaknesses, opportunities, and threats of the project implementation process?
- Is the project cost-effective?
- Is the project implementation approach efficient for delivering the planned project results?
- Is the project implementation delayed? If so, has that affected cost-effectiveness?
- To what extent is the project leveraging additional resources?
- To what extent do the M&E systems utilized by UNDP ensure effective and efficient project management?

Sustainability

- What is the level of ownership of authorities, local communities towards the project?
- What are the key factors that will require attention to improve prospects of sustainability of the Project outcome and the potential for replication of the approach?
- Do relevant stakeholders have the necessary technical capacity to ensure that project benefits are maintained?
- To what extent are the project results dependent on socio-political factors?
- To what extent are the project results dependent on issues relating to institutional frameworks and governance?
- To what extent are policies and regulatory frameworks and strategies for mobilising additional resources in place to ensure the sustainability of benefits?

II.2- SCOPE OF EVALUATION AND TIMEFRAME

Under the overall supervision of the Deputy Resident Representative, the Consultant will assess project performance against expectations set outlined in the results framework of the Japan recovery project. The evaluation will cover the project's implementation period and a sample of partners involved. It will focus on the expected outputs and outcomes and on the stakeholders, including , Communities , municipalities, to measure the changes observed as a result of project's implementation. The evaluator will review all relevant sources of information – including project progress report, project work plan, any other materials that the evaluator considers useful for this evidence-based assessment. The project team will provide these documents to the selected evaluator.

The evaluator will assess the extent to which the project is achieving impacts or progressing towards the achievement of impacts. Key findings that should be brought out in the evaluations include whether the project has successfully implemented the activities within the project time frame.

III- Expected Outputs and deliverables

The consultant shall submit the following reports in hard copy (A4 format) and in electronic format (email, USB key) in Word in English with summaries in French, as indicated in the following table:

Deliverables	Description	Deadline for submission	Responsible Party
Inception report	<p>The consultant will prepare an inception report before starting data collection. It should detail the evaluator's comprehension of what is being evaluated and why, indicating how each evaluation question will be answered through: proposed methods, proposed data sources, data collection method, and the indicators against which the evaluation criteria will be measured.</p> <p>The consultant must include in this report a detailed schedule of tasks, activities, and deliverables...</p>	5 days after the consultant starts his duties	Consultant
Draft of Evaluation Report	The consultant will produce a draft report for review by the Reference Group. The Reference Group will ensure that the evaluation meets the required quality criteria	20 days after gathering and data analysis	Consultant
Final report	Once the report has been reviewed and amended by the reference group, the consultant will take a few days to integrate all the amendments received by this group and make a final treatment then submit it to the coordination unit for validation.	5 days after receiving amendmends of the reference Group	Consultant
Duration		30 days	

The final report shall include, but not be limited to, the following components:

- Executive summary
- Introduction
- Description of the review methodology
- Political and development context
- Key findings
- Lessons learned
- Recommendations
- Annexes: mission report including list of interviewees, and list of documents reviewed

1. Required skills and knowledge

Qualification and experience of the consulting firm:

The firm will have at least the following combination of skills and experience:

- At least 10 years of proven experience in conducting evaluations of projects and programmes in the domain of reconstruction, stabilisation, social cohesion, access to basic social services, and infrastructure.
- Experience in working with communities, religious organisations, government, civil society, international NGOs and multilateral institutions.

- Demonstrate good writing skills in bidding for similar studies.
- Proven experience in conducting evaluations in Cameroon, particularly in areas experiencing security challenges (North West, South West, Far North);

Profile and qualifications of the mission members :

This offer is mainly addressed to consultancy firms with proven expertise in project evaluations. In addition, they should have the following experts on their staff:

- An expert in monitoring/evaluation ;
- A Civil engineer

a- Expert in monitoring/evaluation ;

- Hold a BAC + 5 or more in Social Sciences, Monitoring and Evaluation, Analysis and Evaluation of projects or other degrees related to the theme of evaluation
- A minimum of five (05) years of experience in Evaluation, qualitative and quantitative data collection and analysis for project and programme related to access to basic service in post conflict or conflict area ;
- Very good work organisation and ability to lead multidisciplinary and multicultural teams
- Perfect command of qualitative and quantitative data processing and analysis software
- Proven expertise in the number of evaluations or impact studies conducted in the areas covered by recovery project (access to basic services, etc)
- Clarity and logic of the methodology to be used to obtain the expected deliverables.
- Working Experience with government, civil society, well-known international NGOs, UN agencies and multilateral or bilateral institutions,

b- Civil Engineer

- Have a university degree (at least 5 years of higher education, Master's degree) in civil engineering, Civil Engineer.
- Have at least five (5) years of experience in the monitoring and control of infrastructure
- Have completed at least five (5) similar contracts.
- Have experience with international organisations in Cameroon and/or in the regions concerned would be an asset.
- Have knowledge of environmental standards in the implementation of infrastructure projects.
- Have a practical knowledge of the use of computer tools (MS-Office, Windows, Word, Excel...etc.).

IV- Submission procedures and Recruitment

Applications must be received no later than 10 days after the publication of the Call for Applications, addressed to the UNDP Cameroon Resident Representative.

The recruitment process will be based on a file analysis in two phases:

- ✓ Analysis of the technical offer ;
- ✓ Analysis of financial offer ;
- ✓

Payments are scheduled as follow :

- ✓ 20% at submission of inception report ;
- ✓ 40% at submission of the draft of final report

- ✓ 40% at submission of the final evaluation report

Interested candidates shall include the following elements in their proposals :

a- Technical offer .

- Understanding the ToR of the mission ;
- A detailed methodology for the execution of the consultancy, including the timeline indicating the various deadlines from the start of the mission and the dates for the delivery of deliverables. UNDP will have a maximum of five (5) working days at each stage to comment on the deliverables produced by the consultant
- A cover letter indicating the availability of the consultants during the evaluation period
- CV of the consulting firm ;
- CVs of the consultants.
- References for similar assignments and contact information for organizations for which the consulting firm has previously performed work.
- Consultant's availability during the period of assignment.

b- Financial offer

A financial offer in CFA indicating the overall budget (excluding taxes) requested to carry out the mission as well as a detail of the prices and rates presented (expenses, per diem, transportation, etc.) as indicated in the table below:

N°	Description	Duration (Day)	Unit price	Amount
1	Fees			
2	Telephone			
3	Transport			

V- EVALUATION OF OFFERS

The evaluation of contractors will be based on the cumulative analysis method (weighted scoring method). Contract award shall be made to the applicant whose bid has been evaluated and determined as follows:

- Suitable/Compliant/Acceptable.
- Receiving the highest score on the pre-established set of technical and financial criteria specific to this solicitation.

Percentage of technical criteria : 70% ;

Percentage of financial criteria : 30%

Only Candidates with a minimum of 70% at technical evaluation will be considered for financial evaluation .

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a- Technical Criteria – 70% of the overall evaluation – over 100 pts

Evaluation criteria	Weighting	Total (100 pts)
Qualification and experience of the consulting firm		20
At least 10 years of proven experience in conducting evaluations of projects and programmes in the domain of reconstruction, stabilisation, social cohesion, access to basic social services, and infrastructure.	≥10 years of proven experience in conducting evaluations of projects and programmes in the domain of reconstruction, stabilisation, social cohesion, access to basic social services, and infrastructure.	10 pts
Experience in working with communities, religious organisations, government, civil society, international NGOs and multilateral institutions.	≥5 references proven working experience in working with communities, religious organisations, government, civil society, international NGOs and multilateral institutions	5pts
Proven experience in conducting evaluations in Cameroon, particularly in areas experiencing security challenges (North West, South West, Far North);	≥ 5 references Proven experience in conducting evaluations in Cameroon, particularly in areas experiencing security challenges (North West, South West, Far North);	5pts
Qualification and Experience of experts		80
Expert in monitoring/evaluation (Head of mission)		
Hold a BAC + 5 or more in Social Sciences, Analysis and Evaluation of projects or other degrees related to the theme of evaluation	✓ Bac + 5 or more (5 pts) Less than Bac + 5 (0 pts)	5 pts
Proven expertise in the number of evaluations or impact studies conducted in the areas covered by recovery project (access to basic services , etc)	✓ More than 2 evaluations conducted in the areas covered by the recovery project (Access to basic services) (15 pts) ✓ Other domain (5 pts)	15 pts
A minimum of five (10) years of experience in qualitative and quantitative data analysis for project and programme related to access to basic service in post conflict or conflict area	✓ ≥ 10 years of experience in qualitative and quantitative data analysis for project and programme related to access to basic service in post conflict or conflict area (10 pts) ✓ < 10 years of experience (5 pts)	10 pts
Clarity and logic of the methodology to be used to obtain the expected deliverables.	✓ Good presentation of methodology with chronogram and activities (15 pts) ✓ Vague presentation without details of tasks to be done (5 pts)	15 pts
Working Experience with government, civil society, well-known international NGOs ,UN agencies and multilateral or bilateral institutions,	✓ Working Experience, with UN agencies and multilateral or bilateral institutions (2.5 pts) ✓ Working Experience, only with Government (1 pts)	2.5 pts
Knowledge of the areas covered by the Project	✓ Good Knowledge of the areas covered by the Project (2.5pts)	2.5 pts

	✓ No knowledge (0 pts)	
Civil Engineer	✓	
Have a university degree (at least 5 years of higher education, Master's degree) in civil engineering, Civil Engineer.	✓ Master degree in civil engineering	5pts
Have at least five (5) years of experience in the monitoring and control of infrastructure	✓ ≥ 5 years of experience in the monitoring and evaluation of infrastructure (5 pts) ✓ < 5 years of experience (2 pts)	5 pts
Have completed at least five (5) similar contracts.	✓ ≥ 5 similar contracts (10pts) ✓ < 5 similar contracts (5 pts)	15 pts
Have experience in Conflict affected area	✓ ≥ 2 Significant references (5 pts) ✓ < 2 Significant references (2.5pts)	5 pts

b- Financial criteria - 30% of the total evaluation

The following formula will be used to evaluate the financial proposals



$P = y(\mu/z)$ With :

P = the financial proposal submitted for evaluation.

y = the maximum number of points for the financial proposal.

μ = the amount of the lowest ranked proposal.

z = the amount of the proposal submitted for evaluation.

Noms & Prénoms	Titres	Dates	VISA
Ivo LYSINGUE	Recovery programme Coordinator		
Zephirin Emini	ARR Gouvernance		
Jean Luc Stalon	Représentant Résident		