



Terms of Reference

IC/PNG/046-2022 Consultancy for National Programme Review and Design

Location:	Hela, Southern Highlands and Enga Provinces, Papua New Guinea
Type of Contract:	Individual Contract (IC) (1 International & 1 National)
Project:	Highlands Joint Programme (HJP)
Languages Required:	English
Starting Date:	11 July 2022
Duration of Contract:	July – September 2022 (50 Working Days)

A. Introduction

This Terms of Reference (TORs) is for a review and design of the Highlands Joint Programme implemented by the United Nations Development Programme (UNDP) as the lead agency, Food and Agriculture Organization (FAO), International Organization for Migration (IOM), United Nations Capital Development Fund (UNCDF), United Nations Population Fund (UNFPA), United Nations Children's Fund (UNICEF) and United Nations Entity for Gender Equality and the Empowerment of Women (UN Women).

B. Background

The trajectory of violent conflict in Papua New Guinea's Southern Highlands and Hela provinces over the last 30 years is concerning. As of end 2017, there were anecdotally 40 separate ongoing internecine conflicts across Hela province which had led to more than 300 deaths and an estimated 100,000 people displaced without accounting for the extent of human rights abuses including gender-based violence (GBV) and sorcery accusation-related violence (SARV) and the entrenched marginalization of women and youth. Exacerbated by weak local governance, these conditions pose a multi-dimensional challenge to economic and human development in both provinces. This highly fragile situation compounded by the presence of a large and highly lucrative extractive project and the proliferation of firearms, places incredible pressure on the realization of human rights, social and structural stability, and human development.

Having identified the unique drivers of conflict in Hela and Southern Highlands provinces, the United Nations in Papua New Guinea (PNG) is implementing a three-year area-based joint programme (first phase), the Highlands Joint Programme for Peace and Development (HJP) with three objectives:

1. Support creation of peaceful and enabling conditions for achieving the Sustainable Development Goals in the Highlands.
2. Catalyse greater investments in equitable human development activities both by the PNG government, development partners and the private sector.
3. Support local aspirations for inclusive peace and development.

Launched in 2020, the HJP was conceived as a means to sustain the incidental peace and development gains from the UN's humanitarian and recovery efforts following the February



2018 earthquake. The HJP supports the PNG Government and communities in creating conditions for peace and development in both Hela and Southern Highlands provinces by working across the humanitarian-development-peace nexus.

Guided by the UN and World Bank's Pathways for Peace approach, the programme logic posits that - if there is a collective focus on addressing the root causes of violence and conflict in the Highlands, then duty bearers and rights-holders will be increasingly empowered, so that a critical enabler for peace and development is strengthened to sustainably support the achievement of the government's development plans.

The HJP's results framework focuses on developing the capacity of rights holders and duty bearers while reinforcing their environments to promote mutually supportive, compatible peacebuilding and development approaches in the areas affected by conflict. The expected outcomes by 2022 are:

1. Communities affected by conflict in the Highlands have increased capacity to promote and demand peace and social cohesion.
2. Highlands' communities and households have improved resilience to manage risks and mitigate shocks from conflict and man-made/natural disasters.
3. Traditional/non-traditional leaders and service providers have enhanced knowledge and skills to integrate peacebuilding strategies into service delivery in conflict affected areas in the highlands.
4. Public institutions in the Highlands have people-centred, proactive and transparent/accountable systems to support effective leadership that promotes peace and security.

The HJP aims to contribute to six of the eight key results areas and fourteen goals of the PNG's Medium-Term Development Plan (2018-2022) while contributing to the Peace Outcome in the UN Development Assistance Framework (2018-2022).

Jointly implemented by seven participating UN organizations (IOM, FAO, UNCDF, UNDP, UNFPA, UNICEF, UN Women) with UNDP acting as the technical coherence and convening agency, the programme is targeting priority locations in Hela and Southern Highlands provinces as collectively identified with provincial authorities.

To date, the participating UN organizations (PUNO) are implementing up to forty-five different activities through various projects which operate within the framework of the programme.

Given that the adjacent province of Enga experiences similar experiences of inter-group conflict, participating UN organizations committed in 2020 to explore the possibility of expanding the geographical scope of the joint programme in a subsequent phase of implementation subject to available resources.

C. Objective of the Consultancy

The purpose of this assignment is two-fold:

1. Review the current design of the HJP by assessing:
 - a. The Results Resources Framework (RRF)
 - b. The Theory of Change (TOC) to ensure it remains relevant and fit for purpose; and;



2. Redesigning of the Programme for the second phase with due consideration to:
 - a. Feasibility and criticality of expanding the geographical scope of the programme to include Enga province
 - b. Identifying emerging areas of potential intervention (in line with Pathways for Peace) which can contribute to the programme's objectives and address key factors of conflict

D. Rationale

The review is timely given that current phase of the programme is set to conclude at the end of 2022, and an endorsement of a second phase of the programme is planned for Nov/Dec 2022.

The review will further determine and identify whether current project objectives and outcomes remain relevant given PNG's unique socio-economic and political context.

The review will be conducted through close cooperation with UNDP, IOM, FAO, UNCDF, UNFPA, UNICEF and UN Women, and in close consultation with the Government of PNG through the Department of National Planning and Monitoring at the National level, and Hela, Southern Highlands and Enga Provinces at the sub-national level.

E. Scope of Work

This review will assess and provide recommendations on overall programme performance based on the following five key areas:

1. **Relevance:** is the programme's (and projects') scope, governance, planning and implementation arrangements consistent with the context – is this still the right thing to do?
2. **Effectiveness:** to what extent has programme activities enhanced and strengthened opportunities to create conditions for enduring peace and sustainable development?
3. **Efficiency:** are risks identified and managed appropriately, including risks to the sustainability of the programme's activities?
4. **Sustainability and gender equality:** is there sufficient investment to make a positive difference in empowering youth, women and girls as key local actors in peacebuilding processes?
5. **M&E:** does the programme's activities provide good evidence on outputs and overall progress toward intermediate and longer-term outcomes? Does the current system/mechanism facilitate lesson-learning and continuous improvement of project activities?

The review of the above will form the basis of designing a new programme for phase two to be articulated through a revised joint programme document to be produced as a key deliverable.

F. Methodology

The review will utilize a combination of document and data review and Key Informant Interviews (KIIs) and Focus Group Discussions (FGDs) with key stakeholders in targeted priority provinces including Hela, Southern Highlands and Enga Provinces.



The review will be conducted over approximately two months with fieldwork between August and September. The team will consult with relevant stakeholders, including but not limited to various levels of Government, civil society, faith-based organizations and other development partners.

G. Evaluation Process and Approach

The following outlines the key milestones in the review process:

- Provision of relevant documentation to the International Consultant who is a Team Leader
- Desk evaluation of reports and literature.
- Development and submission of a draft review plan to the Review and Design Reference Group
- Finalisation of the evaluation plan
- Field work (data collection) in country
- Information analysis and report write up
- Submission of draft report to Reference group including Regional Bureau
- Comments and feedback
- Participation in peer review of draft report
- Final write up, report submission and acceptance by HJP steering committee

The following outputs are required as outlined:

- A draft review and design plan – one week after commencement of assignment
- Final review and design plan – one week after the receipt of feedback
- Final report of a maximum of 35 pages including recommendations
- A draft revised joint programme document to guide operationalization of next phase of programme (indicatively 3 years from 2023-2025)

H. Scope of Key Deliverables

1. Review and Design Plan. The review and design plan will include the following:
 - a. A methodology to be used for assessing outcomes of the programme
 - b. Process for information collection and analysis, including tools such as questionnaires or questions to be asked during discussions
 - c. Identification of key stakeholders and project champions within government, civil society organizations and individuals (local and national)
 - d. Identification of any challenges anticipated in achieving the review and design objectives
 - e. Allocation of tasks for review and design team
 - f. Key timelines, a consultation schedule identifying key stakeholders to be consulted and the purpose of consultations and other activities/research to be undertaken.

The plan should be no more than five pages and submitted electronically to the evaluation manager and the reference group no less than five days prior to the inception meeting



2. **Final Report.** At the conclusion of the review and design, the Team Leader with the support of the local consultant will produce the following:

- a. First draft of the review report with new design elements. The main report should be concise (up to 35 pages, including executive summary), clear and cogent summary of review outcomes focusing on a balanced analysis of relevant issues and recommendations for improvement including new design elements. Relevant annexes should be included.
- b. Draft revised joint programme document to be produced based on prevailing format of UN joint programme documents with specific reference and adherence to the “Guidance Note on Joint Programmes – SOP for countries adopting the Delivering as One approach (August 2014).

The final review report should be submitted to UNDP within seven (7) days of receiving final comments.

I. Management Arrangements

The principal responsibility of managing this programme review and design resides with Commissioning Unit which is UNDP PNG Country Office. The UNDP PNG Country Office will work with the Reference Group of this Programme Review and Design to ensure it is completed successfully.

J. Review and Design Team

The review and design Team will comprise of a Team Leader who is an International and a Team Member who is a PNG National. The Team Leader will take the lead in the review and design with the support from the Team Member. The team leader will have overall responsibility for the delivery of a quality review and design report and should effectively utilise expertise of the team member in meeting the terms of reference and contractual obligations.

1. Roles and Responsibilities of the Team Leader and the Team Member

a. Team Leader – International

The team leader will be responsible for the following:

- Development of overall approach and methodology for the review and design in consultation with the review reference group;
- Be responsible for managing and directing the review’s and design’s activities, representing the review and design team and leading consultations with relevant stakeholders including provincial and national government officials and donor agencies;
- Manage, compile and edit inputs from team member, and ensure high quality of all reporting outputs;
- Lead the development and presentation of the findings; seek input from team member;
- Represent the team in peer reviews if required;
- Develop and submit draft independent review and design report; and
- Produce final independent review and design report and the revised joint programme document.



Education, Experience & Competencies for the Team Leader

Education:

- Hold a university degree (Masters) in social sciences, development studies, international development, or other relevant disciplines, with proven track record in programme development and advanced social research.

Experience:

- Minimum seven (7) years of social or international development experience and proven experience in programme development and implementation (particularly joint or area-based programming) related to UNDP practice areas. Substantive knowledge in UNDP practice areas required, including Democratic Governance, Energy and Environment, Peace Resilience and Recovery;
- Minimum three (3) years of proven drafting skills (with sample of writing report and substantive knowledge of development issues in UNDP practice areas; and
- Minimum two (2) years of experience working in the East Asia and Pacific Region.

Language

- Proficient in English language, spoken and written.

Corporate Competencies

- Integrity, professionalism, and respect for diversity.

Functional Competencies

- Good understanding of issues on peacebuilding and governance and experience in Papua New Guinea are highly desirable;
- High level planning, organizational and time management skills, including flexibility, attention to detail and the ability to work under pressure to meet challenging deadlines;
- Excellent interpersonal skills, including ability to establish strong cooperative relationships with senior government officials, civil society and donors;
- Ability to quickly adapt to change, and to remain calm under pressure;
- Proven cross-cultural communication and the ability to function effectively in an international, multicultural environment;
- Familiarity and working experience on development issues within a crisis and/or fragility country context and operationalizing the humanitarian-development-peace nexus would be an asset; and
- Fair and transparent decision making; calculated risk-taking.

b. Team Member National will:

- Work under the overall direction of the Team Leader;
- Provide advice, relevant documentation from partners and stakeholders, have an understanding of Government of PNG and development partners processes; and



- Contribute to required dialogue, analysis and writing of the report, as directed by the team leader.

Education, Experience & Competencies for the Team Member - National

Education

- Hold a university degree (Masters), preferably in social sciences, international development, governance, conflict studies, political science, law, international relations, public administration or economics and a thorough knowledge of qualitative methodologies.

Experience

- Should have at least a minimum of seven (7) years of experience in programme/project management, monitoring and evaluation of projects relating to peace building and conflict;
- Have strong research background, including survey design and conduct, data analysis and report writing on issues relating to peace building and conflict.

Language

- Proficient in English language, spoken and written and Tok Pisin

Corporate Competencies

- Integrity, professionalism, and respect for diversity.

Functional Competencies

- Good understanding of issues on peacebuilding and governance and experience in Highlands are highly desirable;
- High level planning, organizational and time management skills, including flexibility, attention to detail and the ability to work under pressure to meet challenging deadlines;
- Excellent interpersonal skills, including ability to establish strong cooperative relationships with senior government officials, civil society and donors;
- Ability to quickly adapt to change, and to remain calm under pressure; and
- Proven cross-cultural communication and the ability to function effectively in an international, multicultural environment.

K. Timeframe

The review and design will take place between July to September 2022. The in-country fieldwork will take place between August and September 2022. The timing and duration for the scope of services is **up to 50 input days** as per the table below. Final dates will be negotiated and stated in the relevant contract.

Task/Output	Description	Max Input Days	Indicative Timing
Desk and literature review	Documentation to be provided by UNDP and Reference Group	5	Mid July

Development of review methodology plan	Development of review methodology plan	1	Late July
Preliminary briefing	Team Leader may be required to attend a briefing (via telecom) with the Reference Group to discuss objective, plans and expectations.	2	Early August
In country mission, including travel days (2)	Consultations and stakeholder meetings, including provincial travel (Port Moresby, Hela, Southern Highlands and Enga) and preparation and presentation	20	Mid to Late August
Additional analysis and drafting of review/design report, and joint programme document	Preparation and submission of a draft independent review report and joint programme document in electronic format within 2 weeks of the presentation	15	Early September
Peer review	Receive feedback and comments on draft	2	Mid-September
Preparation and submission of final report	Revised final review and design report to be submitted	5	Mid-September

L. Key Documents

- United Nations Development Assistance Framework (UNDAF) 2018 - 2022
- United Nations Development Programme Country Programme Document (UNDP CPD) 2018 - 2022
- IOM Country Programme Documents
- FAO Country Programme Documents
- UNFPA Country Programme Documents
- UNICEF Country Programme Documents
- UN Women Country Programme Documents
- Papua New Guinea Highlands Joint Programme Document
- UNDP, IOM, UNFPA and UN Women Specific Projects Documents
- Mid-Year and Annual Progress Reports
- UNDP-Annual Progress Reports and Project Progress Reports
- National Strategy for Responsible Sustainable Development for Papua New Guinea (StaRS)
- Vision 2050
- PNG Mid-Term Development Plan III

M. Payment Schedule

- 30% payment upon the delivery and acceptance of Review and Design Plan
- 70% payment upon delivery and acceptance of the Final Report (including joint programme document).



N. Application Process

Minimum Presentation of Proposal:

1. **Letter of Confirmation of Interest and Availability** using the [template](#)¹ provided by UNDP;
2. **CV and a Personal History Form** ([P11 form](#)²);
3. Brief description of **approach to work/technical proposal** of why the individual considers him/herself as the most suitable for the assignment, and a proposed methodology on how they will approach and complete the assignment including proposed approach for the overall data collection based on the evaluation questions and work plan outline with composition of the proposed team; (max 3 pages);
4. At least two (2) **samples of reports** or programme/project documents authored or co-authored by individual (as lead);
5. **Financial Proposal** that indicates the all-inclusive fixed total contract price and all other travel related costs (such as flight ticket, per diem, etc), supported by a breakdown of costs, as per template attached to the [Letter of Confirmation of Interest template](#). If an applicant is employed by an organization/company/institution, and he/she expects his/her employer to charge a management fee in the process of releasing him/her to UNDP under Reimbursable Loan Agreement (RLA), the applicant must indicate at this point, and ensure that all such costs are duly incorporated in the financial proposal submitted to UNDP.

O. Evaluation of Technical Proposals

Cumulative analysis

The proposals will be evaluated using the cumulative analysis method with a split 70% technical and 30% financial scoring. The proposal with the highest cumulative scoring will be awarded the contract. Applications will be evaluated technically, and points are attributed based on how well the proposal meets the requirements of the Terms of Reference using the guidelines detailed in the table below:

When using this weighted scoring method, the award of the contract may be made to the individual consultant whose offer has been evaluated and determined as:

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

* Technical Criteria weighting; 70%

* Financial Criteria weighting; 30%

¹<https://intranet.undp.org/unit/bom/psa/Support%20documents%20on%20IC%20Guidelines/Template%20for%20Confirmation%20of%20Interest%20and%20Submission%20of%20Financial%20Proposal.docx>

² http://www.undp.org/content/dam/undp/library/corporate/Careers/P11_Personal_history_form.doc



Only candidates obtaining a minimum of 49 points in the Technical Evaluation would be considered for the Financial Evaluation. Interviews may be conducted as part of technical assessment for shortlisted proposals.

Evaluation Criteria for the Team Member – National

Criteria	Point	Percentage
Qualification		
<ul style="list-style-type: none"> Hold a university degree (Masters), preferably in social sciences, international development, governance, conflict studies, political science, law, international relations, public administration or economics and a thorough knowledge of qualitative methodologies. 	15	15%
Experience		
<ul style="list-style-type: none"> Should have at least a minimum of seven (7) years of experience in programme/project management, monitoring and evaluation of projects relating to peace building and conflict; 	15	25%
<ul style="list-style-type: none"> Have strong research background, including survey design and conduct, data analysis and report writing on issues relating to peacebuilding and conflict. 	10	
Competencies		
<ul style="list-style-type: none"> Good understanding of issues on peacebuilding and governance and experience in Highlands are highly desirable; 	3	30%
<ul style="list-style-type: none"> High level planning, organizational and time management skills, including flexibility, attention to detail and the ability to work under pressure to meet challenging deadlines; 	3	
<ul style="list-style-type: none"> Excellent interpersonal skills, including ability to establish strong cooperative relationships with senior government officials, civil society and donors; 	3	
<ul style="list-style-type: none"> Ability to quickly adapt to change, and to remain calm under pressure; 	3	
<ul style="list-style-type: none"> Proven cross-cultural communication and the ability to function effectively in an international, multicultural environment; and 	3	
<ul style="list-style-type: none"> <u>Sample of reports</u> demonstrating strong research background, including survey design and conduct, data analysis and report writing on issues relating to peacebuilding and conflict. 	15	
Technical Criteria		70%
**If necessary interviews shall also be conducted as part of the technical evaluation to ascertain best value for money.		
Financial Criteria – Lowest Price		30%
Total		100%



Documents to be included when submitting Consultancy Proposals

- a. Duly executed **Letter of Confirmation of Interest and Availability** using the template provided by UNDP.
- b. **Signed P11**, indicating all experience from similar projects, as well as the contact details (email and telephone number) of the Candidate and at least three (3) professional references.
- c. **Curriculum Vitae (CV)** clearly indicating specific experiences and competencies as required in solicitation.
- d. **Brief description** of why the individual considers him/herself as the most suitable for the assignment. Highlights of the relevant expertise and understanding of the TORs. **Details of approach and a proposed methodology for the overall data collection based on the evaluation questions and work plan outline with composition of the proposed team is essential for proposal to be considered.**
- e. At least two (2) **samples of reports** or programme/project documents authored or co-authored by individual (as lead).
- f. **Financial Proposal** that indicates the all-inclusive fixed total contract price, supported by a breakdown of costs, as per template provided. 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 stipulate that arrangement at this point, and ensure that all such costs are duly incorporated in the financial proposal submitted to UNDP.

Lump-sum contracts

The financial proposal shall specify a total lump-sum amount, and payment terms around specific and measurable (qualitative and quantitative) deliverables (i.e. whether payments fall in instalments or upon completion of the entire contract). Payments are based upon output, i.e. upon delivery of the services specified in the TOR. To assist the requesting unit in the comparison of financial proposals, the financial proposal will include a breakdown of this lump-sum amount (including travel, living expenses, and number of anticipated working days).

Travel

All envisaged travel costs must be included in the financial proposal. This includes all travel to join duty station/repatriation travel and domestic travel for field missions. In general, UNDP should not accept travel costs exceeding those of an economy class ticket; should the IC wish to travel on a higher class, they should do so using their own resources.

In the case of unforeseeable travel, payment of travel costs including tickets, lodging, and terminal expenses should be agreed upon, between the respective business unit and Individual Consultant, prior to travel and will be reimbursed.



Submission Instructions

Completed proposals should be submitted to procurement.png@undp.org, **no later than 03rd July 2022**. For any clarification regarding this assignment please write to procurement.pg@undp.org.

Please be guided by the instructions provided in this document above while preparing your submission.

Incomplete proposals and failure to comply with proposal submission instruction may not be considered or may result in disqualification of proposal.

UNDP looks forward to receiving your Proposal and thank you in advance for your interest in UNDP procurement opportunities.

Note:

Applications without i) financial offer, ii) P11 form and iii) Documents mentioned under Technical Proposal will NOT be considered for evaluation.

Financial proposal should be on provided format (i.e Annex 3- OFFEROR'S LETTER TO UNDP); The financial proposal should also incorporate the costs related travel to Bougainville including flights, daily rate and other costs

Firms are not eligible for this consultancy assignment (open only for national individual consultants).

Incomplete application will not be considered, it will be disqualified automatically.

Please complete the Statement of Health form and submit along with proposal.

[ANNEX 1 – TERMS OF REFERENCE](#)

[ANNEX 2 – GUIDING QUESTIONS](#)

[ANNEX 2 - INDIVIDUAL CONSULTANT GENERAL TERMS AND CONDITIONS](#)

[ANNEX 3 - FINANCIAL PROPOSAL TEMPLATE](#)

[ANNEX 4 – P11 ICs FORM](#)

[ANNEX 5 – STATEMENT OF HEALTH](#)



Annex: Guiding Questions

1. Relevance

- Assess whether the programme's original scope is consistent with national policy and context – is this still the right thing to do?
- Assess the suitability of current governance and programme's projects planning arrangements in achieving results.
- Assess whether the modalities employed by the programme's projects have assisted in the delivery of results. If not, where these could be improved in the next phase of delivery.

2. Effectiveness

- Assess the extent to which peacebuilding mechanisms have been strengthened through the programme's interventions.
- Assess the extent to which the potential for enduring peace and sustainable development has been enhanced through the programme's interventions
- Assess the effectiveness and impact of the programme at the national and provincial levels, and identify whether balance of support between the two levels has been appropriate.
- Identify how efforts to design programme's projects activities have affected programme's outcomes and provide recommendations for improvement or new design.
- Assess the effectiveness of current governance and programme planning arrangements to achieve results.

3. Efficiency

- Assess whether the programme's projects are achieving value for money
- Identify opportunities for other donor support and coordination to support the programme (e.g. Australia, New Zealand, EU, USAID,) and linkages to other peacebuilding initiatives and programmes in PNG.
- Assess the suitability of current governance arrangements to ensure programme integrity and accountability
- Determine if programme's projects Risks are identified and managed appropriately.

4. Sustainability

- Provide an assessment on whether the Government of Papua New Guinea has maintained the required investment to support the programme's successful delivery, and identify whether this support is likely to be maintained in the next 5 years.
- Assess whether the programme's projects promotes engagement with other areas of national and provincial government, and provides necessary support to ensure future programme activities engage more with other areas of national and provincial Government activity, e.g. other Government Departments or authorities.
- Review and design whether there's scope for greater private sector engagement in Peace Building in the Highlands Region.



5. Gender Equality & Social

- Does the programme's interventions build consensus and address gender issues?
- Is this investment making a difference to gender equality and empowering women and girls as key agents in local peacebuilding processes?

6. Monitoring and Evaluation

- Is the programme's M&E and reporting system generating credible information that can be used for management decision making, learning and accountability purposes?
- Do the programme's interventions provide good evidence on outputs and overall progress toward intermediate and longer-term outcomes? Does the current system/mechanism facilitate lesson-learning and continuous improvement of programme's project activities?
- To what extent is the existing monitoring and evaluation mechanism relevant to this programme providing timely, reliable and valid insights into programme's interventions progress and achievement of key outcomes and objectives?

7. Additional Areas

- Do the programme's interventions encourage and promote engagement and coordination with other donors and agencies in peacebuilding and resilience? What opportunities exist for any future engagement and/or interaction?
- The review and design report should communicate any unanticipated but important issues that emerge during consultations with stakeholders.
- The review and design should provide recommendations of the current phase and incorporate the same recommendations in the design of the second phase of the programme, including the drafting of the revised joint programme document.