



REQUEST FOR PROPOSAL
RFP-103-23 Mid term project evaluation
Building Resilience through employment promotion (BREP)

Dear Sir / Madam:

We kindly request you to submit your Proposal for **Mid term project evaluation**.

Please be guided by the form attached hereto as Annex 2, in preparing your Proposal. Proposals may be submitted on or before the deadline indicated in the system directly in the portal. It is your responsibility to ensure that your quotation is submitted before the deadline. Offers received after the submission deadline outside the online portal, for whatever reason, will not be considered for evaluation.

Offers must be submitted directly in Quantum supplier portal following this link: <http://supplier.quantum.partneragencies.org/> using the profile you may have in the portal. In case you have never registered before, follow this link to register a profile:

https://estm.fa.em2.oraclecloud.com/fscmUI/faces/PrcPosRegisterSupplier?prcBuld=300000127715297&_afdf.ctrl-state=azywmctp_1&_afrLoop=6329722925931702&_afrWindowMode=0&_afrWindowId=null&_afrFS=16&_afrMT=screen&_afrMFW=1042&_afrMFH=575&_afrMFDW=1280&_afrMFDH=720&_afrMFC=8&_afrMFCl=0&_afrMFM=0&_afrMFR=144&_afrMFG=0&_afrMFS=0&_afrMFO=0

Do not create a new profile if you already have one. Use the forgotten password feature in case you do not remember the password or the username from previous registration.

Services proposed shall be reviewed and evaluated based on completeness and compliance of the Proposal and responsiveness with the requirements of the RFP and all other annexes providing details of UNDP requirements. The Proposal that complies with all of the requirements, meets all the evaluation criteria and offers the best value for money shall be selected and awarded the contract. Any offer that does not meet the requirements shall be rejected.

Any discrepancy between the unit price and the total price shall be re-computed by UNDP, and the unit price shall prevail, and the total price shall be corrected. If the Service Provider does not accept the final price based on UNDP's re-computation and correction of errors, its Proposal will be rejected.

No price variation due to escalation, inflation, fluctuation in exchange rates, or any other market factors shall be accepted by UNDP after it has received the Proposal. At the time of Award of Contract or Purchase Order, UNDP reserves the right to vary (increase or decrease) the quantity of services and/or goods, by up to a maximum twenty-five per cent (25%) of the total offer, without any change in the unit price or other terms and conditions.

Any Contract or Purchase Order that will be issued as a result of this RFP shall be subject to the General Terms and Conditions attached hereto. The mere act of submission of a Proposal implies that the Service Provider accepts without question the General Terms and Conditions of UNDP, herein attached as Annex 3.

Please be advised that UNDP is not bound to accept any Proposal, nor award a contract or Purchase Order, nor be responsible for any costs associated with a Service Providers preparation and submission of a Proposal, regardless of the outcome or the manner of conducting the selection process.

UNDP's vendor protest procedure is intended to afford an opportunity to appeal for persons or firms not awarded a Purchase Order or Contract in a competitive procurement process. **In the event that** you believe you have not been fairly treated, you can find detailed information about vendor protest procedures in the following link:

<http://www.undp.org/content/undp/en/home/operations/procurement/business/protest-and-sanctions.html>

UNDP encourages every prospective supplier to prevent and avoid conflicts of interest, by disclosing to UNDP if you, or any of your affiliates or personnel, were involved in the preparation of the requirements, design, cost estimates, and other information used in this RFP.

UNDP implements a zero tolerance on fraud and other proscribed practices, and is committed to preventing, identifying and addressing all such acts and practices against UNDP, as well as third parties involved in UNDP activities. UNDP expects its Service Providers to adhere to the UN Supplier Code of Conduct found in this link : https://www.un.org/Depts/ptd/sites/www.un.org.Depts.ptd/files/files/attachment/page/pdf/unsc/conduct_english.pdf

Thank you and we look forward to receiving your proposal

Description of Requirements

Context of the Requirement	MID TERM PROJECT EVALUATION - Building Resilience through Employment Promotion (BREP))
Implementing Partner of UNDP	Anbar, Diyala, Kirkuk, Ninewa, and Salah al Din governorates
Brief Description of the Required Services ¹	MID TERM PROJECT EVALUATION
List and Description of Expected Outputs to be Delivered	As per TOR
Person to Supervise the Work/Performance of the Service Provider	Technical experts of the UNDP Iraq Office
Frequency of Reporting	As per TOR
Progress Reporting Requirements	As per TOR
Location of work	As per TOR
Expected duration of work	As per TOR
Target start date	As per TOR
Latest completion date	As per TOR
Travels Expected	As per TOR
Special Security Requirements	n/a
Facilities to be Provided by UNDP (i.e., must be excluded from Price Proposal)	As per TOR
Implementation Schedule indicating breakdown and timing of activities/sub-activities	<input checked="" type="checkbox"/> Required.
Names and curriculum vitae of individuals who will be involved in completing the services	<input checked="" type="checkbox"/> Required Please refer to the corresponding TOR
Currency of Proposal	<input checked="" type="checkbox"/> United States Dollars
Value Added Tax on Price Proposal	<input checked="" type="checkbox"/> must be exclusive of VAT and other applicable indirect taxes
Validity Period of Proposals (<i>Counting for the last day of submission of quotes</i>)	<input checked="" type="checkbox"/> 90 days In exceptional circumstances, UNDP may request the Proposer to extend the validity of the Proposal beyond what has been initially indicated in this RFP. The Proposal shall then confirm the extension in writing, without any modification whatsoever on the Proposal.
Joint Venture, Consortium or Association	If the Bidder is a group of legal entities that form or have formed a Joint Venture (JV), Consortium or Association for the Bid, they must confirm in their Bid that : (i) they have designated a party to act as the lead entity, duly vested with the authority to legally bind the members of the JV, Consortium or Association jointly and severally, which shall be evidenced

	<p>by a duly authenticated Agreement between the legal entities, and submitted with the Proposal; and (ii) if they are awarded the contract, the contract will be entered into, by and between UNDP and the designated lead entity, which will act in the name and on behalf of all the member entities comprising the joint venture.</p> <p>After the Proposal Submission Deadline, the lead entity identified to represent the joint venture, consortium or association shall not be changed without the prior written consent of UNDP.</p> <p>The lead entity and the member entities of the JV, Consortium or Association will comply with the provisions of Clause 9 herein with respect to the submission of only one proposal.</p> <p>The description of the organization of the JV, consortium or association shall clearly define the expected role of each of the JV entities in the realization of the RFP requirements, both in the Proposal and in the JV, consortium or association agreement. All entities comprising the JV, Consortium or Association shall be subject to eligibility and qualification assessment by UNDP.</p> <p>A JV, Consortium or Association in presenting its background and experience must clearly differentiate between:</p> <ul style="list-style-type: none"> (a) those that have been undertaken jointly by the JV, Consortium or Association; and (b) those that have been undertaken by the individual entities of the JV, Consortium or Association. <p>Previous contracts completed by individual experts working privately, but who are permanently or have been temporarily associated with any of the member firms, cannot be claimed as the expertise of the JV, Consortium or Association or its members, but should only be claimed by the individual experts themselves in their submission of their individual credentials.</p> <p>JV, Consortium or Associations are encouraged for high-value, multi-sector requirements when the spectrum of skills and resources needed may not be available within a company.</p>
Partial Quotes	<input checked="" type="checkbox"/> Not allowed.

Payment Terms	<p>Payment shall be done in four installments as follows:</p> <table border="1" data-bbox="564 255 1348 1267"> <thead> <tr> <th data-bbox="564 255 1217 309">Terms of Payment</th> <th data-bbox="1217 255 1348 309">Percentage (%)</th> </tr> </thead> <tbody> <tr> <td data-bbox="564 309 1217 678"> <p>1. Upon the satisfactory completion and acceptance of Inception Report and Presentation <u>The final Inception Report must include as a minimum:</u></p> <ul style="list-style-type: none"> ▪ Short secondary review ▪ Updates to evaluation methodology and work plan ▪ Final Evaluation report template ▪ Questionnaires for Focus Group Discussions (FGDs) and Key Informant Interviews (KIIs) ▪ Sampling methodology and work plan, as applicable <p>List of interviewees and desk review documents</p> </td> <td data-bbox="1217 309 1348 678">15%</td> </tr> <tr> <td data-bbox="564 678 1217 745">2. Upon the satisfactory completion of the fieldwork in keeping with the agreed work plan and its debriefing</td> <td data-bbox="1217 678 1348 745">15%</td> </tr> <tr> <td data-bbox="564 745 1217 891"> <p>3. Upon the satisfactory</p> <ul style="list-style-type: none"> ▪ completion of the presentation on the findings that will feature in the Draft report, and <p>submission and acceptance of the draft Evaluation Report</p> </td> <td data-bbox="1217 745 1348 891">35%</td> </tr> <tr> <td data-bbox="564 891 1217 1104"> <p>4. Upon the satisfactory</p> <ul style="list-style-type: none"> ▪ final debriefing addressing comments received on draft Evaluation Report, and <p>submission and acceptance of the mid-term Evaluation Report duly approved by UNDP's Head of Stabilization Pillar</p> </td> <td data-bbox="1217 891 1348 1104">25%</td> </tr> <tr> <td data-bbox="564 1104 1217 1267">5. Upon the submission and acceptance of the summary report (5 pages maximum excluding annexes), linking evaluation findings to the UNDP CPD Outcome 3, focusing on Stabilization, duly approved by UNDP Head of Stabilization Pillar</td> <td data-bbox="1217 1104 1348 1267">10%</td> </tr> </tbody> </table>	Terms of Payment	Percentage (%)	<p>1. Upon the satisfactory completion and acceptance of Inception Report and Presentation <u>The final Inception Report must include as a minimum:</u></p> <ul style="list-style-type: none"> ▪ Short secondary review ▪ Updates to evaluation methodology and work plan ▪ Final Evaluation report template ▪ Questionnaires for Focus Group Discussions (FGDs) and Key Informant Interviews (KIIs) ▪ Sampling methodology and work plan, as applicable <p>List of interviewees and desk review documents</p>	15%	2. Upon the satisfactory completion of the fieldwork in keeping with the agreed work plan and its debriefing	15%	<p>3. Upon the satisfactory</p> <ul style="list-style-type: none"> ▪ completion of the presentation on the findings that will feature in the Draft report, and <p>submission and acceptance of the draft Evaluation Report</p>	35%	<p>4. Upon the satisfactory</p> <ul style="list-style-type: none"> ▪ final debriefing addressing comments received on draft Evaluation Report, and <p>submission and acceptance of the mid-term Evaluation Report duly approved by UNDP's Head of Stabilization Pillar</p>	25%	5. Upon the submission and acceptance of the summary report (5 pages maximum excluding annexes), linking evaluation findings to the UNDP CPD Outcome 3, focusing on Stabilization, duly approved by UNDP Head of Stabilization Pillar	10%
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Person(s) who should review/inspect/approve completed deliverables/services and authorize disbursement of payment	Project staff of the UNDP Iraq Office												
Preliminary Examination	<p>UNDP shall examine the Proposals to determine whether:</p> <ol style="list-style-type: none"> (1) they are complete with respect to minimum documentary requirements, whether the documents have been properly signed, (2) whether the proposer is legally registered (3) whether or not the Proposer is in the UN Security Council 1267/1989 Committee's list of terrorists and terrorist financiers, and in UNDP's list of suspended and removed vendors, and (4) whether the Proposals are generally in order, among other indicators that may be used at this stage. 												
Type of contract to be signed	<input checked="" type="checkbox"/> Face Sheet Contract http://www.undp.org/content/undp/en/home/procurement/business/how-we-buy.html												

Criteria for awarding the contract	<ul style="list-style-type: none"><input checked="" type="checkbox"/> Highest Combined Score (based on the 70% technical offer and 30% price weight distribution)<input checked="" type="checkbox"/> Full acceptance of the UNDP Contract General Terms and Conditions (GTC). This is a mandatory criterion and cannot be deleted regardless of the nature of services required. Non-acceptance of the GTC may be grounds for the rejection of the Proposal.
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<p>Criteria for the Assessment of Proposal</p>	<p><u>Technical Proposal (70%)</u> <input checked="" type="checkbox"/> Expertise of the Firm – 300 points <input checked="" type="checkbox"/> Proposed project evaluation methodology, approach and workplan – 250 points <input checked="" type="checkbox"/> Management Structure and Qualification of Key Personnel – 450 points</p> <p><u>Financial Proposal (30%)</u> To be computed as a ratio of the Proposal’s offer to the lowest price among the proposals received by UNDP.</p>	
<p>Form 1: Expertise of the Organization</p>		
<p>No.</p>	<p>INFORMATION REQUESTED</p>	<p>Points obtainable</p>
<p>1.0</p>	<p>Bidder’s qualification, capacity and experience</p>	<p>300</p>
<p>1.1</p>	<p>An overall organizational capability which has a direct impact upon the implementation of the Project Evaluation (includes Management structure and Management Arrangement, Capacity, and Reporting lines)</p> <ul style="list-style-type: none"> - Structure of arrangement in Organizational Structure - 10 Points - Operational capacity in handling similar/complex projects, including the ability to conduct field-based activities - 15 points - The Consultant Firm (the Evaluation team) ’s financial management capacities, including Audit Reports for the past two years- 20 points <ul style="list-style-type: none"> o Conducted project evaluations: Total budget less than USD 250,000- 0 o Conducted project evaluations: Total budget USD 250,000-USD 500,000- (10) o Conducted project evaluations: Total budget more than USD 500,000- (20) <p>The Consultant Firm (the Evaluation team)’s quality assurance processes and standards – 15 points</p>	<p>60</p>
<p>1.2</p>	<p>Proven (minimum 5 years) technical expertise and experience in conducting project/programme evaluation in the semi-emergency, post-conflict context, including for large scale projects.</p> <ul style="list-style-type: none"> - Below five years: 0 points - Five years: 30 points - Between six to seven years: 45 points - Eight to nine years: 60 points - Ten or above years: 75 points 	<p>75</p>
<p>1.3</p>	<p>A minimum of five years of proven technical expertise and experience in conducting qualitative and quantitative research, including data collection in hard-to-reach areas, including high-risk and insecure settings context.</p> <ul style="list-style-type: none"> - Below five years: 0 points 	<p>60</p>

	<ul style="list-style-type: none"> - Five years: 20 points - Between six to seven years: 40 points Eight or above: 60 points 	
1.4	<p>Experience working in Iraq, current operational presence in Iraq and capacity to network extensively with the Government of Iraq officials and local stakeholders.</p> <ul style="list-style-type: none"> - Has conducted evaluation for two projects in Iraq: 15 points - Has conducted evaluation for four projects in Iraq: 30 points <p>Has conducted evaluation for more than four projects in Iraq: 45 points</p>	45
1.5	<p>Previous work undertaken with UN Agencies and/or international development organizations (List of projects, locations, the value of each project, number of beneficiaries served) (Each previous experience 10 points)</p>	60
Section 2. Proposed Methodology, Approach and Implementation Plan		
	INFORMATION REQUESTED	Points obtainable
2.0	Section 2. Proposed Methodology, Approach and Implementation Plan	250
2.1	<p>Clarity and relevance of the proposed evaluation methodology, to the local context and to achieve the Deliverables of the TOR</p> <ul style="list-style-type: none"> - Proposed methodology does not show how the evaluation team will achieve deliverable: 0 points - Proposed methodology fairly shows how the evaluation team will achieve deliverable: 49 points <p>Proposed methodology clearly shows how the evaluation team will achieve deliverable: 70 points</p>	70
2.2	<p>Realistic and complete work plan which reflects clear and comprehensive understanding of the scope of work in the TOR</p> <ul style="list-style-type: none"> - Work plan does not reflect a clear and comprehensive understanding of the scope of work: 0 points - Work plan fairly reflects a clear and comprehensive understanding of the scope of work: 35 points <p>Work plan strongly and professionally (with in-depth details) reflects a clear and comprehensive understanding of the scope of work: 50 points</p>	50
2.3	<p>Clarity about how gender considerations will be factored into the project evaluation</p> <ul style="list-style-type: none"> - Proposal does not show how gender considerations will be factored into the project evaluation: 0 points 	30

		- Proposal fairly shows how gender considerations will be factored into the project evaluation: 21 points Proposal professionally (with in-depth details) shows how gender considerations will be factored into the project evaluation: 30 points	
	2.4	Clarity on the division of roles and responsibilities/division of labour among the project evaluation team. Includes description of how the work of the team will come together as part of the overall assignment - Proposal does not show the division of roles and responsibilities among the project evaluation team: 0 point - Proposal fairly shows the division of roles and responsibilities among the project evaluation team: 35 points Proposal professionally (with in-depth details) shows the division of roles and responsibilities among the project evaluation team: 50 points	50
	2.5	Proven excellent analytical, report writing, and presentation skills (provide at least two samples of evaluation reports conducted by the evaluation team or managed by the evaluation team leader) - No sample reports provided: 0 point - 1 sample report provided with excellent analytical, report writing, and presentation skills: 20 points - 2 sample reports provided with fair analytical, report writing, and presentation skills: 35 points 2 sample reports provided with excellent analytical, report writing, and presentation skills: 50 points	50
Form 3: 3. Management Structure and Key Personnel (s)			
-			
No.	INFORMATION REQUESTED		Points obtainable
Key Personnel			450
3.1 Team Leader – Evaluation Specialist (250 points):			
3.1.1	a) Minimum Master’s degree in Development Studies, Economics, Monitoring and Evaluation, Sociology, Public Administration, Humanitarian Action and Peacebuilding or any other relevant university degrees relevant to assignment - BSC degree: 0 points MSC degree and above: 30 points		30
	b) At least seven years of professional expertise working with the United Nations and / or international development organizations in stabilization, recovery, development, or social transformation projects in post-conflict environments. - Below seven years: 0		50

		<ul style="list-style-type: none"> - Between seven to eight years: 20 - Between nine to ten years: 35 <p>Over ten 10 years: 50</p>	
		<p>c) At least seven years of experience and substantive knowledge on project design, results-based management (RBM), participatory evaluation methodologies and approaches including the development of data collection instruments/tools and undertaking analysis.</p> <ul style="list-style-type: none"> - Below seven years: 0 - Between seven to eight years: 20 - Between nine to ten years: 35 <p>Over ten 10 years: 50</p>	50
		<p>d) Proven experience in conducting evaluation for large, and complex projects and/ or programmes.</p> <ul style="list-style-type: none"> - No listed national level projects' evaluation in a conflict or post-conflict country: 0 points - Led 1 national level project evaluation in a conflict or post-conflict country: 20 points: - Led 2 national level projects' evaluations in a conflict or post-conflict country: 35 points: - Led 3 or more national level projects' evaluations in a conflict or post-conflict country: 50 points: 	40
		<p>e) Proven experience working with and managing diverse teams, to achieve planned results in a timely manner.</p> <ul style="list-style-type: none"> - No proven experience working with or managing diverse teams: 0 points - Fair experience working with or managing diverse teams: 28 points <p>Strong and professional experience working with or managing diverse teams: 40 points</p>	30
		<p>f) Proficiency in English-language writing and presentation is required</p> <ul style="list-style-type: none"> - Basic/intermediate English-language writing and presentation: 0 points - Advanced English-language writing and presentation: 21 points - Mastery English-language writing and presentation: 30 points 	50
		<p>3.2 Team members: Technical Specialists – minimum of two persons (200 points; the points will be divided evenly between the 2 persons):</p>	
	3.2.1	<p>a) Minimum Master's degree in Development Studies, Economics, Monitoring and Evaluation, Sociology, Public Administration, Humanitarian Action and Peacebuilding or any other relevant university degree. relevant to assignment.</p>	30

		<ul style="list-style-type: none"> - BSC degree: 0 points MSC degree and above: 30 points 	
	b)	<p>At least four years of hands-on experience working on issues related to crisis response, displacement, recovery, resettlement, development, or social transformation projects in post-conflict environments; special emphasis on livelihood and social cohesion programming would be an added advantage</p> <ul style="list-style-type: none"> - Below four years: 0 point - Between four to six years: 20 points - Between seven to nine years: 42 points <p>Over nine years: 60 points</p>	60
	c)	<p>Previous experience and substantive knowledge on results-based management (RBM) and results-oriented monitoring and evaluation</p> <ul style="list-style-type: none"> - Below four years: 0 point - Between four to six years: 16 points - Between seven to nine years: 20 points <p>Over nine years: 30 points</p>	30
	d)	<p>Proven knowledge of the social-economic dynamics in Iraq and/or the setting in which the project activities have been implemented</p> <ul style="list-style-type: none"> - Zero experience in Iraq: 0 point - 1-3 years' experience in Iraq: 20 points - 4-5 years' experience in Iraq: 40 points <p>More than 5 years' experience in Iraq: 50 points</p>	50
	e)	<p>Proficiency in spoken and written English with good report writing skills is essential. Samples of previously written work maybe be required. Additionally, fluency in spoken Arabic will be considered as an added advantage.</p> <ul style="list-style-type: none"> - Basic/intermediate English-language writing and presentation: 0 point - Advanced English-language writing and presentation: 20 points - Advanced English and Arabic (for one member)-language writing and presentation: 30 points <p>Mastery English-language writing and presentation: 30 points</p>	30
		Grand Total - Technical Scores	1000
Documents to be submitted	<ul style="list-style-type: none"> • Company Profile, which should not exceed fifteen (15) pages, including printed brochures and product catalogues relevant to the goods/services being procured. • Organogram of the Organization • Policy to protect participants from Gender-Based Violence (GBV) and Sexual Exploitation and Abuse (SEA). 		

	<ul style="list-style-type: none"> • Certificate of Registration of the business, including Articles of Incorporation, or equivalent document if Bidder is not a corporation • Official Letter of Appointment as local representative, if Bidder is submitting a Bid on behalf of an entity located outside the country • Latest Audited Financial Statement (Income Statement and Balance Sheet) including Auditor's Report for the past 3 years • Statement of Satisfactory Performance from the Top 2 Clients in terms of Contract Value for the past 3 years • Duly signed Technical and financial (password protected) proposals • List of clients highlighting similar contracts for clients of comparable business nature and/or size as UNDP/UN and/or implemented projects funded by international technical assistance organizations and donors. • Technical Proposal as per Annex 2 • Financial Proposal as per Annex 3
The UNDP will award the contract:	<input checked="" type="checkbox"/> One and only one Service Provider
General Terms and Conditions of Contract	<input checked="" type="checkbox"/> General Terms and Conditions for contracts (goods and/or services) The applicable Terms and Conditions are available at: http://www.undp.org/content/undp/en/home/procurement/business/how-we-buy.html
Annexes to this RFP	<input checked="" type="checkbox"/> Detailed Terms of Reference <input checked="" type="checkbox"/> Proposal Submission Form <input checked="" type="checkbox"/> Financial Proposal Form <input checked="" type="checkbox"/> General Terms and Conditions
Contact person for inquiries and clarifications (Written inquiries only)	Dler.mohamad@undp.org Any delay in UNDP's response will not be used as a reason to extend the deadline for submission of proposals, unless UNDP determines that such an extension is necessary and communicates a new deadline to the proposers.

Terms of Reference (ToR)
MID TERM PROJECT EVALUATION

Building Resilience through Employment Promotion (BREP)

1. Project Background

Since 2014, the Islamic State of Iraq and the Levant (ISIL) occupied territory in the Governorates of Anbar, Diyala, Ninawa, Salah-al-Din, and Kirkuk, dismantled the Government of Iraq’s (GoI) control over resources and public infrastructure, and led to the temporary dissolution of some units of the Iraqi’s Security Forces. Iraq’s largest cities, notably Mosul, Ramadi, and Tikrit, were controlled by ISIL for over two years, leading to widespread damage to public infrastructure, houses, and businesses. During this period, Iraq faced one of the biggest humanitarian crises. The GoI was responsible for supporting five million internally displaced persons (IDPs)² and 250,000 Syrian refugees while undertaking a difficult military campaign. The fight to liberate areas occupied by ISIL led by the Iraqi Security Forces, with the support of the Global Coalition to Defeat Daesh resulted in further damage, taxing the GoI’s limited resources at a time when global oil prices dropped drastically, which significantly impacted Iraq’s revenue system. In December 2017, the GoI declared victory over ISIL, marking the end of the military operations in the country. In 2018, the Iraqi Ministry of Planning with support from the World Bank conducted a Damage and Needs Assessment. Findings revealed that post-ISIL reconstruction would take at least ten years and the estimated cost will be over US\$88.2 billion³.

In Response to this, UNDP, in parallel to other emergency programs in the country such as Iraq Crisis Response and Resilience Program (ICRRP) and Funding for Stabilization (FFS), designed in 2020 the “Building Resilience through Employment Promotion” (BREP) project focusing on infrastructure rehabilitation through a cash-for-work modality as well as transition livelihoods’ interventions (assets recovery grants (cash and in-kind), job placement, and vocational training) in three sectors (housing, agriculture, and SME’s) and targeting internally displaced persons, returnees, and IDPs in the newly liberated governorates of Diyala, Anbar, Ninewa, Salah-al-Din, and Kirkuk. BREP timeframe extends till the end of 2024. The details of BREP and the expected outputs are included in the project document in annex I of this TOR.

As of June 2022, approximately, 1.17 million Iraqis remain internally displaced and 4.96 million are returnees. Presently, more than 90% of the internally displaced person (IDPs) and returnees are residing in central and north Iraq (Anbar, Diyala, Ninewa, Salah al din, and Kirkuk)⁴. Over time, the pace of returns has slowed, leaving the remaining IDPs either in or at high risk of protracted displacement with few opportunities for alternative durable solutions. In total, Iraq currently hosts approximately 0.25 million Syrian refugees requiring continuous assistance to avoid negative coping mechanisms⁵.

Overall, BREP contributes to:

UNDP Strategic Plan (2018-2022)	Outcome 1: Advance poverty eradication in all its forms and dimensions.
Programme Outcome/ UNDP Country Programme Document CPDs for Iraq (2020 -2024)	Outcome 3.2: People in Iraq, civil society, and communities, particularly women, have improved capacity to lead, participate in and contribute to the design and delivery of equitable and responsive services, especially for the most vulnerable populations.

	<p>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.</p> <p>CPD Outputs related to BREP:</p> <p>Output 1.1: Infrastructure for basic service delivery improved in locations affected by crisis and vulnerable to conflict.</p> <p>Output 2.2: Access to livelihood and employment creation opportunities increased in locations affected by and vulnerable to conflict.</p> <p>Outcome indicators as stated in the Country Programme (2020-2024):</p> <ul style="list-style-type: none"> - Indicator 2.1. Number of jobs created in productive non-oil sectors out of total jobs by sex and age and persons with disabilities - Indicator 3.1. Proportion of the population satisfied with the delivery of improved public services, disaggregated by sex, age, disability, type of service and governorates
National Development Plan (2018-2022)	<p>Priority 4: Provide the conditions for an enabling environment for all forms of investment and strengthen the role of the private sector.</p> <p>Priority 7: Reduce unemployment and underemployment rates.</p>
Sustainable Development Goals (SDGs)	<p>Goal 1: End poverty in all its forms everywhere</p> <p>Goal 5: Achieve gender equality and empower all women and girls</p> <p>Goal 8: Promote inclusive and sustainable economic growth, employment, and decent work for all.</p>

This Terms of Reference is for the mid-term project evaluation covering the project cycle from 1 December 2020 to 31 Jan 2023.

2. Evaluation purpose, scope, and objectives

2.1. Evaluation purpose

This evaluation will be undertaken as part of the UNDP Programme Management requirements to a) assess the extent to which the project has progressed towards achieving its planned results/outputs; b) to provide evidence of UNDP's contribution towards outcome achievements and impact (relevance, coherence /partnerships, effectiveness, efficiency, impact, and sustainability); c) assess UNDP's coordination, partnership arrangements, beneficiary participation, and sustainability of interventions ; d) Understand lessons learned, challenges, and good practices obtained during the implementation period to inform and improve decision-making, ensure quality implementation during the second phase of the project (2023 – 2024), and promote organizational learning, and accountability.

2.2. Scope of evaluation

Results Scope: The scope of this evaluation is defined by the Results Framework of the Project in the table below, which is planned to be implemented from 1 December 2020 until 31 December 2024.

Intended Output	Activity	Estimated numbers as of Dec 2022
Output 1: Target communities are supported to recover from the economic shock of COVID-19	Activity 1.1: Create cash-for-work opportunities to ensure immediate income Activity 1.2: Provide cash grants to the women-headed households to meet immediate needs	1.1: 1,890 beneficiaries (489 women, 856 youth) completed 40 days or more 1.2: 1,667 small grants provided (6758 family members)
Output 2: Employment opportunities to support recovery from COVID-19 economic shock are created in the housing sector through support to individuals and priority rehabilitation	Activity 2.1: Conduct relevant needs assessments, analyses with community participation Activity 2.2: Rehabilitate priority housing to increase security	2.1: 1 assessment 2.2a: 1554 houses completed & 1102 houses rehab ongoing 2.2b: 9,630 people benefited from housing rehab (4,815 women, 3,862 youth) 2.3a: Approx. 700 beneficiaries completed 40 days or more under housing sector 2.3b: 438 (314 men, 124 women; 302 youth) benefitted from skills training under housing in addition to another 500 currently being trained
Output 3: Employment opportunities are created in the agricultural sector through support to individuals and priority rehabilitation	Activity 3.1: Conduct relevant needs assessments, analyses with community participation Activity 3.2: Rehabilitate critical agricultural infrastructure for increased productivity Activity 3.3: Create short-term employment opportunities with skills training (agriculture sector) Activity 3.4: Support farmers/SMEs in agricultural sector with in-kind support and/or grants	3.1: 1 assessment and analysis conducted in target area 3.2a: 2 key agricultural infrastructural rehabilitated in addition to 8 currently being rehabilitated 3.2b: 320 people (150W, 128Youth) benefited from infrastructure rehabilitation 3.3a: 120 (15 w;48 youth) beneficiaries supported by short-term labour opportunities, in agricultural sector 3.3b: 450 (100 w; 180 youth) people benefitted from skills training in agricultural sector in addition to 400 currently being trained 3.4: 20 (2 w; 8 youth) farmers and SMEs in agricultural sector provided with support (in-kind or grant) in addition to 100 currently being supported
Output 4: Employment and business opportunities are created in the private sector through support to individuals, SMEs, and priority rehabilitation	Activity 4.1: Conduct relevant needs assessments, analyses with community participation Activity 4.2: Critical municipal/community infrastructure for SMEs growth is rehabilitated Activity 4.3: Create short-term employment opportunities with skills training (SMEs sector) Activity 4.4: Support SMEs with training, coaching, in-kind support and/or grants	4.1: 1 Assessment to be conducted 4.2a: 2 community infrastructure rehabilitated in addition to 4 currently being rehabilitated 4.2b: 420 people benefited from rehabilitation 4.3a: 185 short term labour opportunities created for individuals in SMEs 4.3b: 500 (150 W, 200 youth) benefiting from skills training 4.4: 189 SMEs provided with training, coaching in kind support in addition to 35 currently being supported

The evaluation will be commissioned using a combined methodology of desk review and direct beneficiary and stakeholder interviews, including GoI counterpart, donor, responsible partners, and UNDP BREP Project Staff.

Timeframe: The evaluation will be conducted from Feb 2023 to April 2023, covering the mid-term period (1 December 2020 to 31 Jan 2023) of the project cycle.

Geographical coverage: The project is being implemented in the governorates of Anbar, Diyala, Kirkuk, Ninewa, and Salah al Din, in Iraq

Evaluation audience: The evaluation will be relied upon by UNDP and its partners, including the GoI represented by the project board, and donor, with an objective to present an independent assessment of the project's performance, providing the basis for learning to inform future programming and accountability.

2.3 Evaluation Objectives

The specific objectives of this mid-term Project evaluation are to:

- Assess the relevance of the project's results
- Assess the efficiency of project implementation, including the operations support
- Assess the effectiveness of the project in reaching the stated objectives
- Assess the appropriateness of the project design and management arrangements for achieving the stated objectives
- Assess the extent to which the project has progressed towards achieving its planned results/outputs and contribution to the Programme Outcome / UNDP Country Programme Document (2020-2024), Outcome 1 & Outcome 2
- Assess the sustainability of the project results achieved so far, provide constructive and practical recommendations on factors that can contribute to project sustainability that will inform the development of a detailed project exit strategy in 2024
- Outline lessons learned and good practices to inform any course corrections during the next and final project implementation phase.

3. Evaluation criteria and key guiding questions

The mid-term project evaluation will generate evidence of progress and challenges, helping to ensure accountability for the implementation, as well as identifying and sharing knowledge and good practices through following the standard of UNDP evaluation guidelines and policies, including Evaluation guidelines during COVID-19, United Nations Evaluation Group Norms and Ethical Standards and the Organization for Economic Cooperation and Development (OECD)/Development Assistance Committee (DAC) evaluation criteria. The evaluation criteria are the following:

a- Relevance: the extent to which the project strategy, proposed activities and expected outcomes and outputs were justified and remained relevant to the GoI in its efforts to advance beneficiaries' assessed 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 is the project in line with national development priorities (4 &7), UNDP CPD (2020-2024) for Iraq outputs and outcomes, and UNDP Strategic Plan (2018-2022), and the SDGs (1, 5 & 8)?
- To what extent have the project contribute/rely on the theory of change for the relevant UNDP CPD (2020-2024) for Iraq outcome? UNDP Strategic Plan (2018-2022), and the Sustainable Development Goals (SDGs)?
- To what extent have perspectives of beneficiaries who could affect the outcomes and those who could contribute information or other resources to the attainment of stated results (Responsible partners, for instance), considered during project design processes?
- To what extent has the project contributed to gender equality, the empowerment of women and the human rights-based approach?
- To what extent has the project appropriately responded/addressed emerging political, legal, economic, institutional, etc., changes in the country?

b- Coherence and Partnerships: The extent the project intervention is in coherence with Gol and UNDP's priorities and to what extent the intervention has been in consistence with other actors' interventions in the same context.

- To what extent has the project complemented work among different entities, including development partners, Non-Governmental Organizations, with similar interventions?
- To what extent do other or similar interventions or policies support or undermine the project?
- To what extent were the project design and delivery coherent with international obligations?
- How were stakeholders involved in the project's design and implementation?

c- Effectiveness: the extent to which the project's expected outputs and outcomes were achieved. Factors that contributed to or detracted the project from achieving its desired results and objectives should also be included in the evaluation. More specifically, the effectiveness of the project should be assessed through the following guiding questions:

- To what extent is the project contributing to UNDP CPD (2022-2024) outcome 1 & 2, the SDGs, UNDP Strategic Plan (2018-2022), and national development priorities?
- Is the project management strategy effective in delivering desired/planned results?
- To what extent are the project outputs achieved so far, considering the targeted population (IDPs, Returnees, Host communities)?
- In which areas did the project have the greatest achievements or progress to achieve the outputs? Why and what have been the supporting factors? How can the project build on or expand these achievements going forward?
- In which areas did the project have the fewest achievements, so far? What have been the constraining factors and why? How can or could they be overcome?
- Have the project objectives and outputs been clear, practical, and feasible within the set timeframe? Did they clearly address needs of women, men, and vulnerable groups (IDPs, Returnees, Host communities)?
- To what extent has the project management and implementation been participatory?
- To what extent has the project contributed to gender equality, the inclusion of people with disabilities, and the realization of human rights?
- To what extent did the COVID-19 pandemic affect the project implementation and delivery?

d- Efficiency: the extent to which the project resources (funds, expertise, time, etc.) were 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 structure been able to address challenges arising from the implementation, including the COVID-19 pandemic effect?
- To what extent have the project implementation strategy and execution been efficient and cost-effective?
- To what extent have financial and human resources been economically/efficiently used? Were resources properly and strategically allocated to achieve outcomes?
- To what extent have the project funds and activities been delivered in a timely manner?
- 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?
- How is the project keeping track of project progress on expected outputs and outcomes?

- What is the visibility and communications strategy adopted by the project? Was it cost-effective in terms of promoting the project and its achievements?

e- Impact: the extent to which the project is expected to contribute to longer term outcomes/results. This involves the main impacts/expected impacts and effects/expected effects resulting from the activity on the local social, economic, environmental, and other development indicators. More specifically, the impact of the project should be assessed through the following guiding questions:

- Does the overall project intervention contribute to longer-term outcome/results?
- What are the direct benefits (micro-meso-macro) resulting from the project, so far?
- What are the indirect broader benefits resulting from the project, so far?
- What real difference has the implemented project activities offer to the beneficiaries, so far?
- How many people/institutions/businesses have been affected by the project intervention?
- What are briefly the multiplier effects resulting from the project?

f- Sustainability: analyzing the benefits of activities that are likely to continue throughout the project timeframe and after the end of the project. Projects should ensure environmental as well as financial sustainability. More specifically, the sustainability of the project should be assessed through the following guiding questions:

- To what extent are the benefits of the project achieved so far likely to be sustained after the completion of the project?
- To what extent are UNDP actions posing an environmental threat to the sustainability of project outputs? Is there a chance that the level of stakeholder ownership is sufficient to allow for the project benefits to be sustained?
- To what extent are stakeholders (beneficiaries and responsible partners) supporting the project's long-term objectives?
- To what extent are lessons learned being documented by the project team on a continual basis and shared with appropriate parties who could learn from them?
- How are capacities being strengthened and sustained at the individual and institutional level (including contributing factors and constraints)?
- 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 over the remaining period?

In addition, the evaluation should also assess the cross-cutting themes below:

Inclusion and Intersectionality: The extent to which the project is endeavoring to reflect gender mainstreaming for equality and inclusion of all diverse groups to “leave no one behind” through a human rights-based approach. The extent to which the project is being able to apply an intersectional lens.

Human Rights:

- To what extent are groups with diverse identities i.e., persons with different characteristics based on their socio – economic class, political ideology, religious identity / ethnicity, physical ability, and other disadvantaged and marginalized groups being considered during the design, implementation, and monitoring phase?
- To what extent is the project promoting a rights-based approach for all groups of persons and specially to promote international laws and commitments made by the country?

Gender Equality:

- To what extent is gender being mainstreamed, in addition to sufficient consideration provided for its intersectional effects within the design, implementation and monitoring of the project?
- Is the gender marker being assigned to this project representative of reality?

- To what extent is the project promoting positive changes in gender equality and advanced the empowerment of women? Were there any unintended effects, and what were its impact on the project and the community of engagement?
- Are sufficient resources made available for gender mainstreaming?

Disability:

- Are persons with disabilities consulted and meaningfully involved in project planning and delivery?
- What proportion of the beneficiaries of an activity were persons with disabilities?
- What barriers are persons with disabilities facing during the project delivery?
- Is a twin-track approach being adopted?⁶

4. Methodology and Approaches

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

The Consultant Firm will propose the project final evaluation methodology and a detailed action plan 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 Firm (the Evaluation team) should adopt an integrated approach involving a combination of data collection and analysis tools to capture both the quantitative and qualitative results of the project and generate evidence to support all findings. Given the size and coverage of the project, it is important that the Consultant Firm (the Evaluation team) designs a methodology that could collect data that is representative of the project (or of each output/activity), and which would be analyzed 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 evaluation methodology can include, but not be limited to the following tools:

- **Review** of relevant project documents, including quarterly implementation progress reports, field mission reports, financial and funding reports etc.
- **In-depth semi-structured** interviews with key informants (men and women) such as government officials, BREP project board members, responsible partners, and members of local, national, coordination bodies, etc.
- **Focus group discussions** with the targeted beneficiaries (youth, men, and women) (individuals, SMEs, etc.), End Users, and BREP project team
- **Interviews** with the project team, and UNDP's Senior Management
- **Observations** (field visits) of assets handled, assets rehabilitated, etc.
- **Consultations** with donors/ international development partners and national non-governmental organizations (Responsible Parties) that are directly engaged in project implementation
- **Survey with sample and sampling frame**—if a sample is used. This should include the sample size and characteristics; the sample selection criteria; the process for selecting the sample (e.g., random, purposive); if applicable, how comparison and treatment groups were assigned; and the extent to which the sample is representative of the entire target population, including discussion of the limitations of the sample for generalizing results. The evaluation methodology needs to employ a gender-sensitive approach and inclusion principle and this needs to be elaborated in the evaluation report, including how data-collection and analysis methods integrated gender considerations, use of disaggregated data, and outreach to diverse stakeholders' groups. All evaluation products need to have a gender lens.

The findings of the evaluation should lead to the elaboration of specific, practical, achievable recommendations that should be directed to implementation team and the intended users.

The final methodological approach, including interview schedules, field visits, and data to be used in the evaluation, should be clearly outlined in the inception report, and fully discussed and agreed upon between UNDP and the Consultant Firm (the Evaluation team).

If the COVID-19 pandemic-related international travel restrictions and related containment measures are relaxed, field visits to selected Project sites and institutions should be carried out. All field-related work and relevant logistical arrangements should be made by the Consultant Firm (the Evaluation team). Assistance will be provided by the Monitoring and Evaluation Specialist and Project Management Specialist, Stabilization, in identifying key stakeholders and in facilitating the schedule of interviews, focus groups, and site visits, when and where required. Alternatively, suppose the COVID-19 pandemic related international travel restrictions and related containment measures are not relaxed, the field mission will only be limited to Baghdad and Erbil based interviews, with the rest of the interviews conducted using virtual modalities.

Data from the evaluation will be triangulated to appraise and conclude findings. The Consultant Firm (the Evaluation team) will be assisted by the UNDP Project Management Specialist, Stabilization Pillar, as needed and will work under the guidance and oversight of the UNDP Head of Stabilization Pillar.

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 evaluation report. The final methodological approach, including interview schedules, field visits, and data to be used in the evaluation, should be clearly outlined in the inception report, and fully discussed and agreed upon between UNDP, key stakeholders, and the Consultant Firm (the Evaluation team).

5. Evaluation products (key deliverables)

The Consultant Firm should present the following evaluation products:

- **Inception report and presentation:** Based on the terms of reference (ToR) and initial debriefing with the UNDP team, as well as the desk review outcomes, the Consultant Firm is expected to develop an inception report. This report should detail the evaluator's understanding of what is being evaluated and why, the evaluation methodology that describes data collection methods and sampling frame and plan, together with the rationale for their selection and limitations. The report should also include an evaluation matrix identifying the key evaluation questions and how they will be answered by the selected methods. The annexed workplan should include detailed schedule and resource requirements tied to evaluation activities and milestone deliverables. The presentation of the inception report will be an opportunity, for both the Consultant Firm (the Evaluation team) and UNDP, for discussion and clarification.
- **Debrief Project team** after completion of the fieldwork: The Consultant Firm (the Evaluation team) is expected to debrief the project team after completing the fieldwork.
- **Draft evaluation report (between 40 to 50 pages, including executive summary):** to be submitted to UNDP for review. UNDP will provide a combined set of comments, using the evaluation audit trail for the Consultant Firm (the Evaluation team) to address the content required (as agreed in the inception report) and quality criteria outlined in the UNDP evaluation guidelines.
- Presentation of the draft evaluation report to be submitted to UNDP in the required template for review and feedback. The Consultant Firm (the Evaluation team) should produce an audit trail indicating whether and how each comment received was addressed in revisions to the final evaluation report.

- **Final Evaluation Report** (guided by the minimum requirements for a UNDP Evaluation Report /UNDP Outline of the evaluation report format (see annex 4) should be submitted to UNDP.
- **Summary of evaluation report:** The Consultant Firm (the Evaluation team) is expected to provide a summary (5 pages) of the evaluation report linking the mid-term evaluation findings to the country programme outcome 3 focusing on Stabilization, upon review of the relevant documents on other related projects such as the BREP to be submitted before the contract expires. It should be noted that the above list of deliverables, together with the implementation timeframe, might be subject to review and revision by UNDP in discussion with the Consultant Firm (the Evaluation team) in the event of unexpected changes to the context/ working environment in Iraq during the consultancy period.

Standard templates that need to be followed are provided in the Annexes section. It is expected that the Consultant Firm (Evaluation team) will follow the UNDP evaluation guidelines and UNEG quality checklist and ensure all the quality criteria are met in the evaluation report.

6. Evaluation Ethics

This mid-term evaluation will be conducted in accordance with the principles outlined in the UNEG 'Ethical Guidelines for Evaluation'⁷. The Consultant Firm (the Evaluation team) 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 Firm (the Evaluation team) must also ensure security of collected information before and after the evaluation and adopt protocols to ensure anonymity and confidentiality of sources of information where it is expected. The information knowledge and data gathered in the evaluation process must also be solely used for the evaluation and not for other uses with the express authorization of UNDP.

7. Management and Implementation Arrangements

The Project Evaluation is commissioned by UNDP's BREP Project. The UNDP Focal Point will be the Programme Management Specialist, Stabilization Pillar, supported by the Monitoring and Evaluation (M&E) Specialist, Stabilization, and the Project team. They will serve as the focal points for providing both substantive and logistical support to the evaluation team. Assistance will be provided by the Monitoring & Evaluation Specialist, Stabilization Pillar, to make any refinements to the Work Plan of the selected Consultant Firm (the Evaluation team) (i.e., key interview partners; organize meetings; and conduct field visits (if necessary).

The evaluation manager will convene an evaluation reference group. This reference group will review the inception report and the draft evaluation report to provide detailed comments related to the quality of methodology, evidence collected, analysis, and reporting. The reference group will also advise on the conformity of processes to the UNDP and UNEG standards. Detailed comments will be provided to the Consultant Firm (the Evaluation team) in an audit trail within the agreed timeframe. Comments and changes by the evaluator in response to the draft evaluation report should be retained by the Consultant Firm (the Evaluation team) to show how they have addressed comments.

The evaluators will take responsibility, with assistance from UNDP, for conducting the meetings, subject to advanced approval of the methodology submitted in the inception report. The Project staff will not participate in any of the meetings between the Consultant Firm (the Evaluation team) and the project stakeholders including beneficiaries / evaluation participants.

The final report should be approved by UNDP.

UNDP, with the support of relevant stakeholders, will develop the management response to the evaluation within two (2) weeks of report finalization. This TOR shall be the basis upon which compliance with assignment requirements and the overall quality of services provided by the service will be assessed by UNDP.

As part of the assignment:

- UNDP will provide office space with access to the internet and printer when in-country in Erbil & Baghdad, Iraq, if needed
- UNDP will provide the following list of additional project documents to the selected Consultant Firm (the Evaluation team):
 - Quarterly project implementation progress reports /donor reports
 - Financial information
 - Contact details of stakeholders and responsible parties
 - Project beneficiary details
 - Risk analyses and lessons learned logs
 - Other relevant project documents, including Contract Agreements, minutes of project board meetings
- The Consultant Firm (the Evaluation team) is expected to:
 - Have/bring their laptops, and other relevant software/equipment
 - Use their cellphones and personal email addresses for all correspondence during the consultancy period, including when in-country
 - Make their own travel arrangements to fly in-country and transportation arrangements outside UNDP work hours (if needed), in keeping with the UN security rules and regulations
 - Make necessary arrangements for translations during interviews/focus group discussions/consultations (if needed). The team should have at least one Arabic speaker.

8. Evaluation team composition and required competencies

UNDP seeks to recruit a Consultant Firm (the Evaluation team) with a professional experience in evaluation. The Evaluation team should comprise international and national experts with high levels of relevant technical expertise; rigorous research and drafting skills; and the capacity to conduct an independent and quality evaluation in a context like Iraq. The overall team can comprise a maximum of three (3) key staff. The team must be led by a Team Leader who is a credible Evaluation Specialist with technical competence adequate to lead the work. The Consultant Firm (the Evaluation team) is strongly encouraged to have at least one female member in the Evaluation Team, and qualified Iraqi nationals are encouraged to be included.

The selected Consultant Firm (the Evaluation team) should have:

- Proven (minimum five years) technical expertise and experience in conducting multi-years, multi-million project/programme evaluations in the semi-emergency/ post-conflict context.
- Proven (minimum five years) technical expertise and experience in undertaking both qualitative and quantitative research, and qualitative and quantitative data collection in hard-to-reach areas, including high-risk and insecure settings contexts.
- An overall organizational capability that has a direct impact upon the implementation of the final project evaluation (includes management structure, management arrangement including quality assurance processes for the scope of work in the ToR, operational capacity to arrange logistics, and financial management capacities)
- Previous experience working in post-conflict contexts, including Iraq and/or similar contexts.

- Previous work with UN Agencies and/or international organizations (list of projects, locations, the contract value for each project, number of beneficiaries served).

Note: UNDP strongly encourages associations/partnerships with local Consultant Firms (Evaluation team) to ensure in-country operational capacities in project locations and to conduct the evaluation within the required timeframe.

The proposed key staff positions will include:

A- Team Leader (Evaluation Specialist):

Education and Experience

- Minimum Master's degree in sociology, rural development, economics, development studies, peace and conflict studies or relevant field that relevant to assignments
- At least seven (7) years of professional expertise working with International Organizations in stabilization, recovery, development or social transformation projects in post-conflict environments, and sustainable development
- At least seven (7) years of experience and substantive knowledge of project design, results-based management (RBM), and participatory monitoring and evaluation methodologies and approaches is essential
- Proven experience in data collection, instrument development, and data analysis, both qualitative and quantitative, is essential.
- Proven experience in conducting evaluations for large, multi-year, and complex projects would be an added advantage
- Experience working in, and knowledge of the Arab region, including Iraq would be an advantage
- Experience in working with the UN or other international organizations would be an asset
- Excellent analytical and problem-solving skills and proven ability to draft recommendations stemming from key findings is essential
- Excellent report writing skills are essential
- Experience using Information Communication and Technology (ICT) equipment and office software packages.

B- Language

- Fluency in spoken and written English with good report writing skills is essential. Additionally, fluency in spoken Arabic will be considered an added advantage. Samples of previously written work should be submitted with the application.

C-Required Competencies

- Knowledge of 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 academic publications in English.
- Ability to work under pressure and to meet deadlines.
- Flexible and responsive to changes and demands.
- Experience managing a small research team.
- Client-oriented and open to feedback.

D-Evaluation Technical Specialists (two positions)

The team should include two evaluation technical Specialists in a support capacity, ensuring the following minimum requirements are covered:

Education and Experience

- Minimum Master’s degree in Sociology, Rural Development, Economics, Development Studies, Peace and Conflict Studies or field relevant to assignment.
- At least five (5) years of experience working on issues related to crisis response, displacement, recovery, resettlement, development or social transformation projects or programmes in post-conflict environments; special emphasis on livelihood and social cohesion programming would be an added advantage.
- Proven experience on gender equality and women’s empowerment programming in crisis response, displacement, recovery, resettlement, development, or social transformation projects
- Proven experience in results-based management, data collection, instrument development and data analysis, both qualitative and quantitative, is essential
- Proven knowledge of the social-economic dynamics in Iraq and/or the setting in which the project activities have been implemented.

For key positions, specialists need to have high proficiency level in English-language writing and presentation. Knowledge of Arabic is required for one of the technical specialists.

These positions should be independent from any organizations or individuals that were involved in the project design and execution.

9. Description of tasks

The selected Consulting Firm (Evaluation Team) will be accountable for ensuring the quality and timely submission of all deliverables under the Terms of Reference. The Consulting Firm will also lead overall communications relating to the Contract with UNDP.

The following is an indicative distribution of tasks among the Key positions in the Evaluation Team.

Evaluation Team Leader	Team members (Technical Specialists)
Lead the entire evaluation process, including communicating all required information with the Evaluation Manager	-Assists the Evaluation Team Leader in undertaking the collation and desk review of project documents -Provide technical thematic inputs to the overall evaluation
Finalize the research design and questions based on the feedback and complete the inception report	-Support in developing the evaluation design and questions -Based on the approved inception report, assists in the coordination of data-gathering activities, including focused group discussions and KIIs with relevant respondents, and maintains data
Leads the coordination and conduct of data gathering and analysis: Key Information Interviews (KIIs), focus group discussions, etc.	Assist in data gathering and data analysis: Field interviews and focus group discussions;

Data analysis, draft, and final report preparation, consolidation, and submission, and presenting the findings	Data analysis and drafting of the evaluation report, and support/co-present the findings
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10. Location, timeframe for the evaluation process, payment schedule

The final detailed evaluation timeframe will be agreed upon between the UNDP and the selected Consultant Firm (the Evaluation team). The Project evaluation will take place between Feb 2023 and April 2023, including a combination of home-based work, and field work which necessitates travel to selected project implementation areas (based on sample selection and security situation permitting).

The Consultant Firm (the Evaluation team) is expected to commence the assignment on 1 Feb 2023. The assignment and final deliverables are expected to be completed, no later than 30 April 2023, with the details as described in the indicative timeframe table below:

Indicative evaluation work plan—timeframe for evaluation deliverable

Activity	Estimated # of days	Date of Completion	Place	Responsible Party
Phase one: Desk review and inception report				
Briefings with UNDP Team (Programme manager/project staff/PMSU)	-	At the time of contract signing	Home based/UNDP office preferable	Evaluation manager and Consultant Firm (the Evaluation team)
Sharing of the relevant documentation with the evaluation team	-	At the time of contract signing	Via email	Evaluation manager and Consultant Firm (the Evaluation team)
Review of the relevant project documentation and conduct desk review; prepare evaluation design, methodology and updated workplan/timeframe including the list stakeholders to be interviewed	7 days	Within 2 weeks of contract signature	Home-based/UNDP office/remote	Evaluation team
Submission and presentation of the inception report	-	Within 3 weeks of contract signature	Via email/virtual	Evaluation team
Comments and approval of the inception report	-	Within one week of the submission of the inception report	UNDP	Evaluation manager
Phase two: Data collection				
Consultations and field visits, in-depth interviews and focus group discussion, and start preparing the draft report	15 days	Within 8 weeks of contract signature	In-country	Evaluation manager and Consultant Firm (the Evaluation team)
Debriefing with UNDP and key stakeholders	1 day	First day after finishing data collection		
Phase three: Evaluation Report Writing				

Activity	Estimated # of days	Date of Completion	Place	Responsible Party
Finalize draft evaluation report, and a presentation of the draft of evaluation report to UNDP and/or debriefing with UNDP/stakeholders	7 days	Withing 10 weeks of contract signature	Home-based/remote	Evaluation team
Review of draft evaluation report by UNDP, and submission of UNDP's comments/feedback to Evaluator	-	Within 1 week of draft report submission	UNDP	Evaluation manager and reference group
Debriefing with UNDP	1 day	Same week of receiving the comments	UNDP office or remotely	UNDP evaluation reference group, evaluation team, stakeholders
Revision of evaluation report based on UNDP's and stakeholders' comments/feedback	4 days	Within one week of final debriefing	Home-based/remote	Evaluation team
Submission of final evaluation report to UNDP	-	Within one week of final debriefing	Home-based/remote	Evaluation team
Total	35 days			

N.B. Travel and accommodation:

All envisaged travel costs must be included in the financial proposal. This includes all travel within country or outside 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 Firm (the Evaluation team).

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 selected Consultant Firm (the Evaluation team) prior to travel and will be reimbursed.

11. Application submission process and criteria for selection

Application Process

Interested qualified and experienced Consultant Firm (the Evaluation team) must submit the following documents/information to demonstrate their qualifications and interest:

- Letter of Confirmation of interest and availability using the template provided by UNDP; please see attached template.
- Most updated personal detailed Curriculum Vitae (CVs) of Consultant Firm (the Evaluation team) including experience in similar assignments and at least three references.
- United Nations Development Programme Personal History Form (P11) ("CV Form") of key staff
- A detailed methodology on how the Consultant Firm will approach and conduct the work and
- Two samples of evaluation reports done/authored within the past two years.

Note: Evaluation team members must not have worked in the design or implementation of this project or in an advisory capacity for any of the interventions, directly as consultants or through Consultant Firm (the Evaluation team).

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 applications that obtained 70 or above in the technical proposal

FORM FOR SUBMITTING SERVICE PROVIDER'S PROPOSAL⁸

(This Form must be submitted only using the Service Provider's Official Letterhead/Stationery⁹)

This form should be submitted separately per lot basis

[insert: Location].

[insert: Date]

To: [insert: Name and Address of UNDP focal point]

Dear Sir/Madam:

We, the undersigned, hereby offer to render the following services to UNDP in conformity with the requirements defined in the RFP dated [specify date], and all of its attachments, as well as the provisions of the UNDP General Contract Terms and Conditions:

A. Qualifications of the Service Provider

1.1 Brief Description of Proposer as an Entity:

- Provide a Company profile, brief description of the organization / firm submitting the proposal, its legal mandates/authorized business activities, the year and country of incorporation, types of activities undertaken, and approximate annual budget, etc. Include reference to reputation, or any history of litigation and arbitration in which the organisation / firm has been involved that could adversely affect or impact the performance of services, indicating the status/result of such litigation/arbitration.
- Provide business licenses- registration papers, tax payment certificate, etc.
- Provide information on specialization in Capacity Development Trainings in international level. The training courses conducted similar to the requirement.

1.2. General Organizational Capability:

- Provide operational history, management structures of applicant organization/firm.
- Provide the latest 2 years Financial Statement (Income Statement and Balance Sheet), and/or authentication of receiving by the Government's Internal Revenue Authority, Include any indication of credit rating, industry rating, etc. The financial statement should be provided separately as stated in Data Sheet.
- Provide organization structure for planning, monitoring and managing and the implementation of projects.

1.3. Track Record and Experiences:

- Provide information working with international organization bilateral donors or financial institutions if any.
- Organization partnership with government entities. Experience in similar training as per requirement. Experience in implementation of projects in conflict and post conflict countries.
- Provide statement of satisfactory performance (certificates) from the top 3 clients in terms of contract value in similar field for the last 5 years

1.5 Provide the following information regarding corporate experience in terms of project and programme evaluations which are related or relevant to those required for this Contract.

Name of project	Client	Contract Value	Period of activity	Types of activities undertaken	Status or Date Completed	References Contact Details (Name, Phone, Email)

2. Proposed Methodology for the Completion of Services

This section should demonstrate the Proposer's responsiveness to the TOR by identifying the specific components proposed, addressing the requirements, as specified, point by point; providing a detailed description of the essential performance characteristics proposed; and demonstrating how the proposed methodology meets or exceeds the requirements.

The subject questions of this section related to evaluation criteria in Annex 1 Scoring System and TOR, where the proposer should provide information against each point below.

The applicant should provide a description of how the assignment will be implemented to achieve the targeted results. The approach and implementation plan should take into consideration the local conditions and environment with following points - Refer to evaluation criteria section 2 for details.

- The internal technical quality assurance review mechanism to be used for the deliverables.
- Effective quality assurance procedures in place to regulate production of deliverables
- Potential risks of implementation of the tasks that may impact delivery and timely completion of expected deliverables as well as their quality and describe measures that will be put in place to mitigate these risks.

Any other comments or information regarding the approach and methodology that will be adopted.

3. Personnel

Qualifications of Key Personnel.

CVs should demonstrate qualifications in areas relevant to the Scope of Services as per Terms of Reference. Please use only the format below in submitting the CVs

Detailed information is to be provided to respond to Evaluation criteria - Section 3

Name:		
Position for this Contract:		
Nationality:		
Contact information:		
Countries of Work Experience:		
Language Skills:		
Educational and other Qualifications:		
Summary of Experience: <i>Highlight experience in the region and on similar projects.</i>		
Relevant Experience (From most recent):		
Period: From – To	Name of activity/ Project/ funding organisation, if applicable:	Job Title and Activities undertaken/Description of actual role performed:
<i>e.g. June 2004-January 2005</i>		
<i>Etc.</i>		
<i>Etc.</i>		

References no.1	<i>Name Designation Organization Contact Information – Address; Phone; Email; etc.</i>
Reference no.2	<i>Name Designation Organization Contact Information – Address; Phone; Email; etc.</i>
Reference no.3	<i>Name Designation Organization Contact Information – Address; Phone; Email; etc.</i>

We hereby declare that:

- a) All the information and statements made in this Proposal are true and we accept that any misrepresentation contained in it may lead to our disqualification;
- b) We are currently not on the removed or suspended vendor list of the UN or other such lists of other UN agencies, nor are we associated with, any company or individual appearing on the 1267/1989 list of the UN Security Council;
- c) We have no outstanding bankruptcy or pending litigation or any legal action that could impair our operation as a going concern; and
- d) We do not employ, nor anticipate employing, any person who is or was recently employed by the UN or UNDP.

We confirm that we have read, understood and hereby accept the Terms of Reference describing the duties and responsibilities required of us in this RFP, and the General Terms and Conditions of UNDP's Contract for Professional Services.

We agree to abide by this Proposal for *90 days*.

We undertake, if our Proposal is accepted, to initiate the services not later than the date indicated in the Data Sheet.

We fully understand and recognize that UNDP is not bound to accept this proposal, that we shall bear all costs associated with its preparation and submission, and that UNDP will in no case be responsible or liable for those costs, regardless of the conduct or outcome of the evaluation.

Name and Signature of the Service Provider's Authorized Person

Designation

Email:

Telephone Number:

Date:

Financial Proposal
(Must be password protected)

The Bidder is required to prepare the Financial Proposal following the below format and submit it in protected password separate from the Technical Proposal as indicated in the Instruction to Bidders.

Any Financial information provided in the Technical Proposal shall lead to Bidder's disqualification. The Financial Proposal should align with the requirements in the Terms of Reference and the Bidder's Technical Proposal.

The financial evaluation shall weigh 30% of total scoring and the offerors are expected to provide realistic, logical offer based on a survey of the market, project environment, etc.

Prices Schedule:

BREP MID TERM EVALUATION ESTIMATED COST: 35 WORKING DAYS – spreading across 8 weeks

A. Consultancy Fee

Description	Qty.	Unit	Unit cost US\$	Total Amount US\$	Comment
Team leader- Evaluation Specialist (1 person)	25	day			Home based
	10	day			In Country
Technical Specialist (1 person)	25	day			Home based
	10	day			In Country
Technical Specialist (1 person)	35	day			In country
Subtotal Professional Fees:					

B. Travel and Other Costs

Description	Qty.	Unit	Unit cost US\$	Total Amount US\$	Comment
2.1 Flights					
Destination – Erbil, Iraq - Destination (Team Leader)	1	flight			If needed
Destination – Erbil, Iraq - Destination (Technical Specialist)	2	flight			If needed
2.2 In Country					
Anbar	3	day			
Diyala	3	day			
Salahuddin	3	day			
Kirkuk	3	day			

Erbil	3	day			
Ninewa	3	day			
2.3 Other support capacities (as identified by the applicants that might be needed)	1	L.S			
Stationery	1	L.S			
Printing	1	L.S			
Communications – telephone/internet	1	L.S			
Translation costs	1	L.S			
Incidental Costs					
Security Related costs	1	L.S			As required
Other logistics (breakdown needed)	1	L.S			
Miscellaneous (breakdown needed)	1	L.S			
Other (Please Specify)					
Total A+B					
Management Fee (maximum 7% from total cost)					
Total Consultancy Cost:					

*[Name and Signature of the Service Provider's
Authorized Person]
[Designation]
[Date]*