



## TERMS OF REFERENCE

<b>International Consultant:</b>	Team Leader for the Midterm Evaluation of the UN Joint Programme “Leave No One Behind” (LNB2)
<b>Duty Station:</b>	Home-based with one 5-day maximum mission to Tirana, Albania
<b>Duration:</b>	25 working days, in the period between June – October 2024
<b>Type of Contract:</b>	Individual Contract
<b>Post Level:</b>	International Consultant
<b>Expected starting date:</b>	June 2024

### I. Programme Background

Leave No One Behind (LNB2) is a Joint Programme (JP), being implemented through the modalities of the Delivering as One (DaO) mechanism, under the framework of the Government of Albania-UN Sustainable Development Cooperation Framework 2022-2026. The goal of this programme is to empower vulnerable persons and groups to have improved access to public services that support their social rights, social inclusion and well-being, and are empowered to have a voice in public policy decision-making affecting their lives, and to hold decision-makers accountable for policy implementation.

The programme’s outcomes and outputs are closely linked and support the national reforms, development goals/ strategies of the Government of Albania regarding social protection and inclusion, and the wider framework for human capital and social development. LNB2 builds on the solid policy and legal framework for social inclusion set up in previous UN projects, including LNB1 programme<sup>1</sup>. In full alignment with relevant Albanian policies and legislation and with an evidenced contribution across Albania, the 1<sup>st</sup> phase supported the making of a national social protection system and the design of an adequate social services model (a national mechanism of Social Fund coupled with local social plans supports the delivery of decentralized social services). During the 2<sup>nd</sup> phase, the aim is to further improve the results orientation of this flagship programme by scaling up the social protection and inclusion reform roll-out and increasing capacities of local government to provide decentralized services for women, children, and men in their communities. The programme’s target groups who directly and indirectly benefit from improved access to social services, are: (1) marginalized and vulnerable families and persons, of all genders and of all ages, and (2) persons with disabilities, and Roma and Egyptians. The improvement of their social inclusion will be supported by interventions at macro level (central authorities), at meso level (municipalities and civil society organisations) and at micro level, actively involving the target groups into the programme’s implementation. While the programme covers all of Albania, by empowering vulnerable people and by promoting systemic reform of social service and inclusion provision countrywide, the programme adopts geographic foci to ensure that 30 (of a total of 61) municipalities are suitably capacitated to provide a system of integrated social services to cover the needs of the vulnerable

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<sup>1</sup> (1) Empowered vulnerable people; (2) Enabled municipalities and social service providers; (3) Strengthened national institutions

population. The programme primarily uses instruments for capacity building and organizational development.

The three main outcomes of the second phase (2021-2025) are to:

- strengthen the vulnerable population to request and receive adequate social services from local authorities that support their social inclusion,
- help municipalities to effectively manage the provision of social services and promote social inclusion,
- support national institutions to implement their policy framework for providing social services and adequately fund social services.

The second phase of the LNB2 programme is financed by the Swiss Agency for Development and Cooperation (SDC) with CHF 8.0 million and is implemented with the joint participation of UN organizations, including UNDP, UNICEF, UN Women and UNFPA, and in close partnership with Ministry of Health and Social Protection and other relevant governmental bodies at the central and local levels. The current second phase of the programme started on 1 August 2021, and is in its 3<sup>rd</sup> year of implementation. UNDP is the lead UN agency for the overall implementation and coordination of the LNB2 programme. The joint participation of the four UN agencies listed above in line with their mandate and expertise ensures coordination and complementarity with their other initiatives implemented at the central and local levels. The use of the UN SDG Acceleration Fund – in support of the DaO approach – further incentivizes UN cooperation and strengthens its policy and advocacy voice vis-à-vis communities, government partners, donors, civil society, and other international organizations. Strategic steering of the programme is assured by the Steering Committee, which is co-chaired by the Ministry of Health and Social Protection, SDC, and UN Resident Coordinator, and composed of representatives of the implementing UN organizations and civil society.

The programme supports Albania's progress in view of achieving the SDGs, especially SDGs 1 through 5 (No Poverty, Zero Hunger, Good Health and Well-being, Quality Education, Gender Equality), SDG 10 (Reduced Inequalities), SDG 11 (Sustainable Cities and Communities), And SDG 16 (Peaceful and Inclusive Societies). The complete programme document can be found here:

<https://www.undp.org/albania/projects/leave-no-one-behind-programme-phase-two-lnb2>

This TOR sets out the expectations for the programme's midterm evaluation (MTE).

## **II. Midterm evaluation purpose, scope, and objectives**

The purpose of the MTE is to gain an independent analysis of the progress mid-way through implementation of LNB2 phase 2 (2021-2025). The scope of this exercise is both backward- and forward-looking: the MTE is expected to provide a performance assessment of the LNB2 JP in all areas covered by programme during the first 2.5 years (01/06/2021-31/12/2023) of implementation (backward-looking), as the basis for updating the theory of change (if/as relevant), including the planned approaches for the rest of programme implementation and strategic positioning for longer term support in this area (forward-looking). The MTE will assess programme successes and/or shortcomings with the goal of identifying necessary changes to be made in order to set the programme on-track for achieving its intended results including contribution to gender equality and the advancement of women's rights. Overall, the MTE is intended to have a formative nature and it intends to improve the programme's performance in the remaining implementation phase. The MTE will also identify priority areas and strategic interventions that should feed in the formulation of a potential next phase for the Leave No One Behind programme.

A team of two consultants will conduct this MTE assignment – one international and one national consultant (to be contracted separately). The team of two consultants will hereinafter be referred to as the *Consultants*. The International consultant (to be recruited under this vacancy) will be the evaluation team leader and fully responsible for the below listed deliverables. A detailed methodology and data collection methods will be included in the Inception Report (for further details see section on deliverables). The MTE will be based on UNDP Evaluation Guidelines (2021)<sup>2</sup>, the OECD-DAC evaluation criteria (2019)<sup>3</sup> and UNEG Norms and Standards for Evaluation (2016)<sup>4</sup>.

### III. Evaluation criteria and key guiding questions

Using some of the following guiding questions, which are based on the OECD/DAC<sup>5</sup> evaluation criteria and cross-cutting themes, the midterm evaluation of the JP will provide an assessment of the:

- **Relevance** - to what extent are the objectives of the development intervention consistent with national and local policies and priorities and the needs of the intended beneficiaries, the needs of the country and the policies of partners and donors?
- **Effectiveness** - the extent to which progress has been made in achieving programme outcomes at various levels, based on planned activities.
- **Efficiency** - how well and productively the programme has used its resources to achieve the specified outcomes.
- **Sustainability** - What preliminary evidence is there on the extent to which programme outcomes are likely to be sustainable beyond the programme's lifetime (both at community and government level) and what recommendations are there to strengthen sustainability?

The MTE will present any changes that can be attributed at programme intervention till this stage of implementation. For each of these criteria, the midterm evaluation report should contain conclusions, findings and recommendations on the questions listed below. The list of questions is not exhaustive and therefore, the consultant is expected to suggest the adjustment of this list within the Inception Report. The final list of questions and the evaluation methodology will be discussed and be agreed with the assigned management structures of this MTE. The entire evaluation process will be guided by principles of human rights, gender equality and the integration of people with disabilities.

#### **Sample (indicative) midterm evaluation questions to be revisited in the inception phase:**

##### **Relevance**

- To what extent are the objectives of the programme still valid?
- Are the activities and outputs of the programme consistent with the overall goal and the attainment of its objectives?
- Are the activities and outputs of the programme consistent with the intended impacts and effects?

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<sup>2</sup> [United Nations Development Programme - Evaluation Guidelines \(undp.org\)](https://www.undp.org/evaluation/guidelines)

<sup>3</sup> OECD-DAC <https://www.oecd.org/dac/evaluation/daccriteriaforevaluatingdevelopmentassistance.htm>

<sup>4</sup> UNEG Norms and Standards for Evaluation <http://www.unevaluation.org/document/detail/1914>

<sup>5</sup> UNDP Evaluation Guidelines recommend applying the OECD/DAC criteria of 'Coherence' only if pertinent. As such, it is not included in the requirements for this evaluation. In addition, the application of the 'Impact' criteria is premature given that it is not yet possible to determine the long-term effects of the project.

- To what extent is the programme aligned with the policies and strategies of the country, Participating UN Organizations (PUNOs) in the programme and donors?
- How relevant is the programme to target groups', including central and local governments', needs and priorities?
- How relevant is the programme to other key stakeholders' (executing agencies, partner organizations, including other UN agencies, NGOs etc.) needs and priorities? Are all key stakeholders sufficiently and effectively involved? Are their expectations met and are they satisfied with their level of participation?
- To what extent is the programme contributing to country system development?
- To what extent was the program's contribution relevant in the context of the SDGs, with a particular focus on the principle of "leaving no one behind"?
- To what extent have the perspectives of those who could influence the outcomes and those who could contribute information or other resources to achieve the stated outcomes been taken into account in project planning?
- To what extent does the project contribute to gender equality, the empowerment of women and the human rights-based approach?
- To what extent does the project contribute to different aspects of disability inclusion and the empowerment of persons with disabilities.

### **Effectiveness**

- To what extent have the expected outputs, outcomes and goal been achieved or are likely to be achieved?
- What are the major factors influencing the achievement or non-achievement of the outcomes/expected results/outputs?
- Identify remaining barriers to achieving the programme objective during the remaining implementation timeframe.
- Did the programme contribute to capacity building and organisational development as planned?
- To what extent and in what ways the cross-cutting issues of LNB2 JP – good governance and gender equality - are applied/promoted?
- To what extent have PUNOs coordinated effectively and created synergies in the delivery of assistance?
- Is the current coordination set up producing the intended results?
- Coordination with other projects: How has the programme interacted and coordinated with other Swiss/non-Swiss project implementers and vice versa? Is there room for improvement and closer collaboration?
- To what extent did the programme engage or coordinate with different beneficiaries (men and women), implementing partners and national counterparts to achieve results? How were synergies ensured in relation to EU IPA<sup>6</sup> funding?

### **Efficiency**

- Are the available technical and financial resources adequate to fulfil the programme framework?

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<sup>6</sup> Instrument for Pre-Accession Assistance (IPA)

- To what extent was the project management structure as outlined in the project document efficient in generating the expected results?
- To what extent has the programme implementation strategy and execution been efficient and cost-effective?
- Is the programme implemented in the most efficient way, making best use of available human, technical, technological, financial and knowledge inputs to achieve its desired results? Have there been any unforeseen problems? How well are they resolved?
- Following up on risk management, how the risk is assessed? and how the risk is managed?
- To what extent have programme funds and activities been delivered in a timely manner?
- To what extent do the M&E systems utilized by the LNB2 JP ensure effective and efficient programme management?

### **Sustainability**

- Are the approaches and methods used likely to ensure a continued benefit after the end of the programme?
- What are the major factors which influenced the achievement or non-achievement of sustainability of the programme?
- Which programme areas are the most relevant and strategic for the programme to scale up or consider going forward?
- What is the risk that the level of stakeholder ownership (including ownership by governments and other key stakeholders) will be insufficient to allow for the programme's outcomes/benefits to be sustained?
- Are lessons learned being documented by the LNB2 JP technical team on a continual basis and shared/transferred to appropriate parties who could learn from the programme and potentially replicate and/or scale it in the future?
- What changes should be made and/or improved in the current set of programme partnerships in order to promote long term sustainability?
- What type of interventions would need further programme assistance beyond the agreed timeframe?
- How does the program relate to the social fund set up by the government?
- Does the programme help to create the right system to support sustainable capacity building?
- What could be done to strengthen exit strategies and sustainability in order to support programme beneficiaries as well as marginalized groups?

### **Lessons learned**

- Provide a list of lessons learned that can inform the remainder of the programme, as well as future programming and planning, in order to ensure accountability and efficiency of the programme.
- Based on lessons learned, come up with potential improvements that can be used for the remainder of the programme, as well as in future scale-up interventions.

The **midterm evaluation report** should also address:

**Questions on LNB2 contributions to SDGs**, assessing whether the programme's goal, outcomes, and progress done so far are contributing to SDGs progress.

**Questions on LNB2 contribution to the Government of Albania - UN Sustainable Development Cooperation Framework 2022-2026<sup>7</sup>**, particularly Output 1.1 on Social Protection.

**Questions on LNB2 cross-cutting issues**, assessing whether cross-cutting issues related to human rights, governance and gender equality are addressed/promoted as an articulation of human rights principles.

The evaluation process will be guided by principles of human rights and gender equality. Since Albania has ratified the international conventions on human rights, it is expected that a human rights-based approach, including the right to life and security, to address inequities, discrimination, marginalization, and vulnerabilities will be applied in all phases of the project's evaluation. Furthermore, the midterm evaluation report should assess the extent to which LNB2 initiatives have considered addressing gender equality issues in the design, implementation, and outcome of the initiative and if both women and men can equally access the programme's benefits to the degree, they were intended through gender analysis process. Finally, the midterm evaluation report should also address the extent to which LNB2 JP programme has advocated for the principles of equality and inclusive development and has contributed to empowering and addressing the needs of the most disadvantaged and vulnerable populations in the Albanian society.

Based on the analysis across the above-mentioned elements, *the Consultants*, under the lead of the team leader shall provide findings, lessons learned, overarching conclusions on the programme outcomes, as well as recommendations on how the programme could adjust its programming, partnership arrangements and capacities to ensure that the programme portfolio fully achieves the currently planned outcomes and is positioned for sustainable results in the future.

**Annexes of the MTE report:** At a minimum, the annexes should include a. TOR for the evaluation, b. Evaluation Methodology, c. Evaluation matrix and data collection instruments, d. List of individuals or groups interviewed or consulted, and sites visited, e. List of supporting documents reviewed.

#### **IV. Methodology of midterm evaluation**

These TOR suggest an overall approach and method for MTE. However, it is the Consultants' responsibility to propose the final, specific design and methods for the evaluation taking into account what is appropriate and feasible for meeting the evaluation's purpose and objectives. The Consultants are expected to follow a participatory and consultative approach that ensures close engagement with LNB2 Technical Committee members composed of all four PUNOs, and the LNB2 JP implementing team, implementing partners, a wide array of stakeholders and beneficiaries, donors, government at all levels where programme is being implemented. The final methodological approach including interview schedule, field visits and data to be used in the MTE should be clearly outlined in the inception report and cleared by the Evaluation Management Group (EMG – duties outlined in Section VI of these TOR).

The MTE is expected to take a "Theory of Change" (TOC) approach to determining causal links between the interventions that LNB2 has supported and observed progress at the national and local levels. The

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<sup>7</sup> <https://albania.un.org/en/153115-government-albania-united-nations-sustainable-development-cooperation-framework-2022-2026>

midterm evaluation will also propose a rating scale in order that Performance rating will be carried out for each midterm evaluation criteria: relevance, effectiveness, efficiency, and sustainability.

Evidence obtained and used to assess the results should be triangulated from a variety of sources, including verifiable data on indicator achievement, existing reports, and technical documents, stakeholder interviews, and other means available. The steps in data collection are anticipated but not limited to the following:

**Desk review:** The Consultants shall collect and review all relevant documentation including, but not limited to, the following: Project document and budget (contribution agreement); Government of Albania-UN Sustainable Development Cooperation Framework 2022-2026; Theory of change and results framework; End of first phase report (LNB1); Consolidated semi-annual and annual progress reports; Programme quality assurance reports; Annual workplans; Activity designs; Highlights of programme Steering Committee meetings; Technical/financial monitoring reports.

**Stakeholder interviews and meetings:** The Consultants will conduct face-to-face and/or online interviews with relevant stakeholders, including: i) UN Resident Representative, PUNOs (responsible managers and programme/project specialists will be met separately to have the adequate space and time to interact.), members of LNB2 technical committee members, and ii) implementing partners and key government counterparts, donor and development community members, representatives of key civil society organizations, policy makers, beneficiary groups, various relevant local government representatives. All interviews should be undertaken in full confidence and anonymity. The final midterm evaluation report should not assign specific comments to individuals.

**Field visits** and on-site validation of key tangible outputs and interventions.

**Gender and human rights lens.** All midterm evaluation products need to address gender, disability, and human right issues.

## **V. Midterm evaluation products (deliverables)**

**MTE Inception Report** (up to 15 pages). The inception report be based on the desk review, should reflect consultations and feedback from the Evaluation Management Group (EMG), and should be approved by EMG before the start of the MTE field work (i.e., before any formal evaluation interviews, survey distribution or field visits) and prior to the scheduling of the mission of the international consultant (team leader). As per the [UNDP Evaluation Guidelines](#), the inception report should include an evaluation matrix presenting the evaluation questions, data sources, data collection, analysis tools and methods to be used (Annex). The inception report should detail the specific timing/work plan for evaluation activities and deliverables and propose specific stakeholders to be interviewed.

**MTE field work (data collection and mission):** Upon the approval of the Inception Report and the evaluation work plan, the Consultants are expected to carry out the evaluation activities. To collect data and insights on the JP, the Consultants will undertake field missions to at least one third of LNB2 target areas and interview with relevant stakeholders as agreed in consultation with EMG, including central and local government, PUNOs, beneficiaries, and community members. The international consultant, as team lead, will be in charge of leading the meetings with all LNB2 key stakeholders in Tirana. The LNB2

implementation team will provide support in the organization of meetings and logistical arrangements as necessary.

**MTE debriefings.** The EMG may ask for an initial/periodic debriefing of the MTE findings. This will be agreed between the EMG and Consultant at the MTE inception. A debriefing will be scheduled at the end of the field mission. If applicable, this task may be completed either in person, or via other agreed online forms.

**Draft MTE report.** Based on the findings generated through desk review and data collection missions, the Consultants will prepare the draft MTE report and submit to the Evaluation Manager and EMG. The draft MTE report is expected to provide evidence-based information that is reliable, credible, and useful. The Consultants will revise the MTE report based on the EM and EMG feedback until finalization.

**Audit trail for the MTE report review process:** Comments, questions, suggestions, and requests for clarification on the draft MTE report will be submitted to the Consultants to be addressed in an agreed timeframe. The Consultants should reply to the comments through the evaluation audit trail document<sup>8</sup>. If there is disagreement in findings, these should be documented through the evaluation audit trail, while effort should be made to come to an agreement.

**Final MTE report including lessons learned** (with a main body of minimum 30 pages): The narrative report should be logically structured, containing data and evidence-based findings, conclusions, lessons, and recommendations, and be presented in a way that makes the information accessible and comprehensible. Finally, based on the evaluation findings and in a distinct report section, the Consultants will provide forward-looking actionable recommendations, outlining key strategic priorities to be addressed in any potential programming.

*Table of deliverables with respective timeline*

The MTE process is expected to take up to 25 working days and will be conducted between June and October 2024. The following table provides an indicative breakdown of activities and delivery:

No.	Deliverable	Description	Timing
1	Review of background documentation and develop methodology and work plan	Desk research	<i>Week 1-2 after signing of contract</i>
2	Inception meeting	Online meeting with the Evaluation Management Group	<i>Within 2<sup>nd</sup> week of signing of contract</i>
3.	Draft Inception Report that includes the midterm evaluation matrix	<b>Deliverable 1</b> of contract, which is intended to clarify the methodology to be used and workplan. The Inception Report needs to be approved by EMG for field work to begin.	<i>Within 3<sup>rd</sup> week of signing of contract</i>

<sup>8</sup> Template available at [http://web.undp.org/evaluation/guideline/documents/PDF/UNDP\\_Evaluation\\_Guidelines.pdf](http://web.undp.org/evaluation/guideline/documents/PDF/UNDP_Evaluation_Guidelines.pdf),



4.	Conduct MTE field work	<b>Deliverable 2</b> of contract, Data collection, mission to Albania, meetings with counterparts and stakeholders	<i>After approval of Inception Report</i>
5.	Conduct Debriefing meeting(s)	<b>Deliverable 3</b> of contract. At a minimum, one debriefing meeting will be held at the conclusion of the field work. Subsequent meetings will be agreed with EMG.	<i>End of the midterm evaluation field mission</i>
6.	Draft MTE report	<b>Deliverable 4</b> of contract. Submission of draft evaluation to EMG for comments. EMG will provide feedback within 1 week from receiving the draft report.	<i>Within the second week of September</i>
7.	Audit Trail	<b>Deliverable 5</b> of contract. EMG reviews the draft evaluation report and provides an amalgamated set of comments to the evaluator within an agreed period of time, as outlined in these guidelines. Comments and changes by the evaluator in response to the draft report should be retained by the evaluator to show how they have addressed comments.	<i>End of September</i>
8.	Final MTE report completion	<b>Deliverable 6</b> of contract. Revised report including audit trail detailing how all the received comments have / have not been addressed in the final report	<i>Within 1 week of October</i>

## VI. MTE Team composition and required competencies

**The Midterm Evaluation Team** will be composed of two independent external evaluators, jointly referred to as ‘the Consultants’. The evaluation team leader (recruited with the present Terms of Reference) will be an international consultant. S/he is expected to possess extensive evaluation expertise in development projects/programmes. S/he will be supported by an evaluation team member – a national consultant – to be recruited separately. The evaluation team leader will lead this consultancy to complete the abovementioned tasks and deliverables.

### Division of Responsibilities of the Evaluation Team

#### Responsibilities of the Evaluation Team Leader (international consultant):

The evaluation team leader is accountable for overseeing the entire midterm evaluation process.

- Fulfil the contractual arrangements under the TOR.
- Develop the MTE Inception Report, including a timely work plan for the MTE process, as well as an evaluation matrix and a gender-responsive methodology, in line with the TOR, UNEG Norms and Standards, and ethical guidelines.
- Conduct the field work according to the TOR requirements and Inception Report work plan.
- Produce draft MTE report adhering to UN evaluation templates and brief the TM and EMG on the progress and key findings and recommendations.

- Consider gender equality and women’s empowerment and other cross-cutting themes, check that all evaluation questions are answered, and relevant data, disaggregated by sex, is presented, analysed, and interpreted.
- Reflect EMG feedback in the revision of the draft MTE report.
- Coordinate with his/her team member to ensure all assignment components are completed.
- Monitor the MTE process progress and address any issues that may arise during the implementation.
- Facilitate effective communication with national consultant/team member and with external stakeholders.
- Engage constructively with the programme’s stakeholders at the national level during the assignment.
- Gather feedback from stakeholders and incorporate it into the midterm evaluation process.
- Communicate any necessary adjustments to the MTE timeline to the TM and EMG, and manage expectations accordingly.
- Address and resolve any issues or conflicts that may arise during the assignment.
- Implement effective problem-solving strategies to overcome obstacles.
- Ensure ethical standards are maintained throughout the final project evaluation.
- Address any ethical concerns raised by the team member or stakeholders.

*Responsibilities of the Evaluation Team Member (national consultant):*

- Assist the evaluation team leader in compiling and analysing relevant programme data, and documents for evaluation purposes.
- Collect and organize programme-related information and data.
- Conduct thorough analysis to provide insights into programme performance.
- Provide input for the preparation of the Inception Report, draft and final MTE report, ensuring accurate and comprehensive documentation.
- Assist in organizing programme products and documentation.
- Help gather feedback from MEM and programme’s stakeholders for the MT evaluation process.
- Facilitate interviews/feedback sessions with external stakeholders to capture diverse viewpoints.
- Support the evaluation team leader in ensuring the quality of assignment components for the MT evaluation.
- Collaborate with the evaluation team leader to address quality concerns and implement enhancements.
- Assist in coordinating meetings and discussions related to the MT evaluation process.
- Monitor progress against deadlines and report any potential delays.
- Support the evaluation team leader in adhering to the established timeline for the evaluation.
- Help identify and report any issues or challenges encountered during the MT evaluation.
- Actively communicate concerns or obstacles faced by the team during the MT evaluation.
- Collaborate with the evaluation team leader in developing solutions to address identified problems.
- Support the engagement with stakeholders during the field missions.
- Assist in organizing stakeholder feedback sessions and ensuring effective communication.
- Help gather stakeholder input and integrate it into the MT evaluation process.
- Uphold ethical standards in all aspects of the MT evaluation process.
- Report any ethical concerns or violations observed during the evaluation.

## VII. Core Values, Competencies, and Critical Success Factors

### **Core Values**

#### *Integrity:*

- Demonstrate consistency in upholding and promoting the values of UN in actions and decisions, in line with the UN Code of Conduct.

#### *Professionalism:*

- Demonstrate professional competence and expert knowledge of the pertinent substantive areas of work.
- Cultural sensitivity and respect for diversity:
- Demonstrate an appreciation of the multicultural nature of the organization and the diversity of its staff;
- Additionally, the individual should have an international outlook, appreciating differences in values and learning from cultural diversity.

### **Core Competencies:**

#### *Communication:*

- Facilitate and encourage open communication and strive for effective communication.

#### *Planning & Organizing:*

- Develops clear goals in line with agreed strategies, identifies priorities, foresees risks and makes allowances accordingly.

#### *Organizational Awareness:*

- Demonstrate corporate knowledge and sound judgment.

#### *Teamwork:*

- Demonstrate ability to work in a multicultural, multi-ethnic environment and to maintain effective working relations with people of different national and cultural backgrounds.

#### *Accountability:*

- Takes ownership of all responsibilities and delivers outputs under agreed time, cost and quality standards.

### **Functional Competencies:**

- Strong analytical and M&E skills;
- Demonstrates leadership, team building and coordinating skills;
- Plans and produces quality results to meet established goals;
- Generates innovative, practical solutions to challenging situations;
- Conceptualizes and analyses problems to identify key issues, underlying problems, and how they relate;
- Demonstrates substantive and technical knowledge to meet responsibilities and post requirements with excellence;
- Demonstrates strong oral and written communication skills;
- Demonstrates openness to change and ability to manage complexities;
- Responds positively to critical feedback and differing points of view;
- Knowledge about gender equality, and disability inclusion in the Albanian/regional context would be highly desirable.

## **VIII. Required qualifications skills and experience of the Evaluation Team Leader**

The MTE will be led by an international consultant who fulfills the following requirements:

### Academic qualifications

- Postgraduate degree in social and development sciences, economics, public policy, public administration, regional development/planning, or related areas in sustainable development.

### Experience

- Substantial technical knowledge of monitoring and evaluation of development projects/programmes and at least 10 years of relevant international working experience.
- Sound knowledge of results-based management systems as well as monitoring and evaluation methodologies.
- Previous experience in evaluation of social inclusion / social protection programmes, human rights and gender equality.
- Technical knowledge and experience in other cross-cutting areas such equality, disability issues, rights-based approach, and capacity development would be an asset.
- Proven experience in international evaluations of programs financed by Swiss Development Cooperation.
- Proven analytical skills and ability to conceptualize and write concisely and clearly.

### Language Requirements

- Full working knowledge of English is essential.

## **IX. Evaluation Ethics**

The midterm evaluation must be carried out in accordance with the principles outlined in the UNEG 'Ethical Guidelines for Evaluation' and sign the Ethical Code of Conduct for UNDP Evaluations<sup>9</sup>. The Consultants must safeguard the rights and confidentiality of information providers, interviewees, and stakeholders through measures to ensure compliance with legal and other relevant codes governing the collection of data and reporting on data. The Consultants must also ensure the security of collected information before and after the evaluation to ensure anonymity and confidentiality of sources of information where that is expected. Consultant must be free and clear of perceived conflicts of interest. To this end, interested consultants will not be considered if they were directly and substantively involved, as an employee or consultant, in the formulation of project strategies and programming relating to the outcome and programme under review. The code of conduct and an agreement form to be signed by consultant will be part of this ToR.

## **X. Management and Implementation Arrangements**

**Midterm Evaluation Task Manager (ETM)** is responsible for managing the entire process: ensuring that the evaluation is properly conducted, managing the validation and quality-control process, and making

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<sup>9</sup> [UNDP Evaluation Guidelines.pdf](#)

sure that the report fulfils the terms of reference. UNDP, being the lead UN Agency for the overall management of this UNJP will task the Cluster Programme Specialist to be the ETM of this programme evaluation.

The Evaluation Task Manager will work in coordination with the **UNDP Quality Assurance, Monitoring, and Evaluation Analyst (QAME Analyst)**, which will ensure that all stages of the evaluation process – from evaluability assessment and preparation to implementation and use – are conducted in full compliance with the Guidelines and [UNEG Norms and Standards for Evaluation](#).

The Evaluation Task Manager will be also supported by the UNJP technical team, composed of designated representatives from all JP PUNOs and LNB implementing team<sup>10</sup>.

The Evaluation Task Manager will:

- conduct the preparatory work needed to define the scope and the evaluation questions by mapping activities, stakeholders,
- draft the terms of reference, circulate them to the EMG for comment and obtain approval from the latter and the UNJP co-chairs and donor of the UJP Steering Committee,
- foster efficient coordination and information flow throughout the MTE process,
- maintain direct communication with the Consultants,
- manage the MTE process in coordination with the QAME Analyst, provide strategic guidance and support to ensure the MTE meets its objectives,
- lead the review and approval of MTE products, including but not limited to the draft inception report, the draft final report, the final report, the audit trail documents, as well as the Management Response document.

### **Evaluation Management Group (EMG)**

The Evaluation Management Group (EMG) comprising of senior management of the four JP PUNOs and their delegated programme staff, and a representative of the JP donor, SDC, will be established to oversee the evaluation process, make key decisions, quality assure, and jointly approve MTE deliverables. The EMG will be the main decision-maker in the evaluation of applications for both consultancy positions for this assignment, in coordination with the UNDP Procurement team.

EMG members are expected to strengthen the quality and credibility of the evaluation. EMG members will be expected to:

- Review and approve the MTE Inception Report,
- Participate in debriefing meetings, as required,
- Review and provide feedback to draft MTE report,
- Contribute to Management Response,
- Approve final MTE report,
- Disseminate and promote the use of the evaluation findings and recommendations (After the MTE conclusion).

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<sup>10</sup> The UNJP / LNB technical team is composed of one Programme Specialists in charge of social inclusion and protection portfolio from each UN participating agencies (UNDP, UNICEF, UN Women and UNFPA) and the LNB Programme Coordinator. The LNB implementing team hired by UNDP as the leading agency in charge is composed of dedicated staff including the LNB programme coordinator, the monitoring coordinator, and information and communications associate that are tasked to coordinate the implementation, monitoring, and reporting of all programme components.

## **XI. Evaluation Procedure**

UNDP applies a fair and transparent selection process that would consider both the technical qualification of Individual Consultants as well as their financial proposals. The contract will be awarded to the candidate whose offer:

- Is deemed technically responsive / compliant / acceptable (only technically responsive applications / candidates will be considered for the financial evaluation)
- And has obtained the highest combined technical and financial scores.

*Technical Criteria - 70% of total evaluation – max points: 70*

**Criteria A:** Compliant educational background– max points: 15

**Criteria B:** Professional-level (international) experience (at least 10 years) related to national monitoring and evaluation of development projects/programmes preferably within UN system – max points: 25

**Criteria C:** Theoretical and practical familiarity with social inclusion/social protection and social care services in a developing country context – max points: 30

*Financial Criteria - 30% of total evaluation – max points: 30*

Candidates obtaining a minimum of 70% (49 points) of the maximum obtainable points for the technical criteria (70 points) shall be considered for the financial evaluation.

## **XII. TOR annexes**

- Evaluation matrix template
- Outline of the evaluation report format
- Audit Train template
- Pledge of Ethical Conduct