



## REQUEST FOR PROPOSAL (RFP)

DATE: November 02, 2021

REFERENCE: UNDP/UGA/RFP/2021/019

Dear Sir / Madam:

We kindly request you to submit your Proposal for **Consultancy Firm to undertake KOICA Mid-Term Evaluation of the Uganda Host and Refugee Community Empowerment Project**

Please be guided by the form attached hereto as Annex 2, in preparing your Proposal.

Proposals may be submitted on or before **Sunday, November 14, 2021** and via email, to the address below:

[tenders.kampala@undp.org](mailto:tenders.kampala@undp.org)

Your Proposal must be expressed in the English, and valid for a minimum period of 90 days

While preparing your Proposal, it shall remain your responsibility to ensure that it reaches the address above on or before the deadline. Proposals that are received by UNDP after the deadline indicated above, for whatever reason, shall not be considered for evaluation. If you are submitting your Proposal by email, kindly ensure that they are signed and in the **PDF format**, and free from any virus or corrupted files.

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 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, 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 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, 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 did not award a Contract in a competitive procurement process. If 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 Service Provider 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/unscclconduct\\_english.pdf](https://www.un.org/Depts/ptd/sites/www.un.org.Depts.ptd/files/files/attachment/page/pdf/unscclconduct_english.pdf)

Thank you and we look forward to receiving your Proposal.

Sincerely yours,



02-Nov-2021

**Rose Plang**  
**Head of Procurement**  
**8/12/2021**

## Description of Requirements

Context of the Requirement	<p>Uganda is the largest refugee hosting country in Africa with over 1.5 million refugees and asylum seekers. The vast majority are from South Sudan (882,058), the Democratic Republic of the Congo (418,369), and Burundi (48,404) (UNHCR, 2020). The refugee population in Uganda is a product of complex political, social and economic situations in neighboring countries – with civil war in South Sudan and ethnic conflicts in the Democratic Republic of the Congo (DRC) and Somalia having forced the flight of hundreds of thousands in recent years.</p> <p>Refugee hosting districts, where many of these refugees and asylum seekers reside, are located in the poorest and least developed parts of Uganda that are still recovering from over 20 years of conflicts. Furthermore, social service delivery systems in these refugee hosting districts are weak. Economic opportunities are also quite limited due to the remoteness of refugee settlements and limited infrastructure. Consequently, with the influx of South Sudanese refugees, both refugees and host communities experience higher occurrences of food insecurity, water scarcity, decreased access to education and health facilities, high level of unemployment, discrimination, as well as violence/victimization. It is worth noting that approximately 80% of refugees in Uganda are women and children and 64% of all households are women-headed households, with an average of 5 family members per household. Many women and children among the refugee population are exposed to protection risks such as gender-based violence (GBV) and harmful practices, such as intimate partner violence and early marriages. Evidently, refugee hosting presents increasing social, economic, and environmental pressure on host communities which require targeted and integrated support.</p> <p>UNDP Uganda with the support from the Government of the Republic of South Korea is implementing a USD 9M (KOICA 7M: UNDP 2M) project - <b>Uganda Host and Refugee Community Empowerment Project</b>, for the period 2019-2022. This is an area-based, gender responsive emergency livelihoods and economic recovery project, implemented using the UNDP 3X6 model.</p> <p>The project which is in its 3rd year of implementation is being implemented in the three districts of <b>Lamwo, Adjumani and Obongi</b>. The overall objective of this project is to improve the economic livelihoods of communities with an emphasis on women and youth in refugee hosting communities. Two major inter-related outcomes are expected: (i) Socio-economic gender equality in the context of livelihood improved, (ii) Enhanced capacities for mainstreaming gender equity/GBV prevention among key sub-national government agencies, communities, livelihood actors, and private sector. The project aims to support 7,200 direct individual beneficiaries and indirectly benefit over 36,000 people.</p>
Implementing Partner of UNDP	UNDP Uganda
Brief Description of the Required Services	<p>The main purpose of this mid- evaluation is to provide the project partners with an independent review of the status, relevance and performance of the project as compared to the project document, identify and assess the basic results as to their sustainability.</p> <p>The consultant is expected to identify and describe the lessons learned, through measurements of the changes in the set indicators, summarize the experiences gained, technically and managerially, and recommend approaches and methodologies to correct any gaps in project implementation. After some constraints in the beginning period of its implementation, it is relevant to evaluate the direction of the project, the way forward and the lessons learned in the period of April 2019 to March 2021.</p> <p>In addition, the evaluation would help to understand the possible impact of COVID 19 on the project and recommend ways and means to fast-track implementation of the remaining part of the phase and determine a possible second phase.</p> <p>The evaluation will focus on project implementation during the period April 2019 – March 2021 focusing on how the results detailed in the RRF have been achieved or otherwise.</p>

	<p>The scope of the evaluation will encompass the successful removal of barriers to project implementation and facilitate the effective project delivery strategy/approach in three project districts in the planned project areas: i) enhancement/vitalization of the host and refugee communities' livelihood, ii) raising the awareness/capacity of the district local governments on community livelihood support and GBV prevention, iii) peaceful existence between host and refugee communities. The evaluation will provide substantial recommendations on the need to adopt internal measures to facilitate the project implementation, the appropriateness of these measures, as well as the impact and sustainability of activities and results.</p> <p>To achieve the above objectives the interim evaluation is to address the following:</p> <ul style="list-style-type: none"> <li>• Assessment of the project progress towards attaining its objectives and recommend measures (if any).</li> <li>• Assessment of the relevance of these objectives to the UNDP Regional Programme Document for Africa.</li> <li>• Review of the appropriateness and clarity of the roles and responsibilities of stakeholders and the level of coordination between them.</li> <li>• Review of the project concept and design with respect to the clarity of the addressed problems by the project and soundness of the approaches adopted by the project to solve these problems.</li> <li>• Assessment of the performance of the project in terms of timeliness, quality, quantity and cost effectiveness of the activities undertaken including project procurement: both experts and equipment, training programs, etc.</li> <li>• Review of the logical framework matrix and the indicators to assess their appropriateness for monitoring the project performance and to what extent they are being used by the project management.</li> <li>• Assess the prospects of the sustainability of the project outcomes and benefits and recommend measures for its further improvement.</li> <li>• Identify and describe the main lessons learned from the project performance in terms of awareness raising, strengthening of technical and financial capacity, efforts to secure sustainability and approaches and methodologies used.</li> </ul>
List and Description of Expected Outputs to be Delivered	<p>The assignment will focus on:</p> <p><b>a) Inception Report</b></p> <p>One week after contract signing, the evaluator will produce an inception report (10-15 pages) containing the proposed theory of change for UNDPs work. The inception report should include an evaluation matrix presenting the evaluation questions, data sources, data collection, analysis tools and methods to be used (See Annex 1). The evaluation will also propose a rating scale in order that Performance rating will be carried out for each evaluation criteria: relevance, effectiveness, efficiency, and sustainability. The inception report should detail the specific timing for evaluation activities and deliverables and propose specific stakeholders to be interviewed. Interview or survey Protocols for different stakeholders should be developed. The inception report will be discussed and agreed with the Senior Management of UNDP Uganda before the evaluators proceed with site visits.</p> <p><b>The inception report should include the following key elements:</b></p> <ul style="list-style-type: none"> <li>• Overall approach and methodology</li> <li>• Key lines of inquiry &amp; interview protocol</li> <li>• Proposed sample sizes</li> <li>• Data collection tools and mechanisms</li> <li>• Proposed list of interviewees (key informants and respondents)</li> </ul>

- A work plan and timelines to be agreed with relevant stakeholders.

**b) Presentation/validation of preliminary findings to relevant in-country stakeholders and KOICA**

- **Evaluation debriefings** immediately following an evaluation, UNDP may ask for a preliminary debriefing and findings.

**c) Final evaluation report:**

- **Draft evaluation report (within an agreed length)** The programme unit and key stakeholders in the evaluation should review the draft evaluation report and provide an amalgamated set of comments to the evaluator within an agreed period, addressing the content required (as agreed in the TOR and inception report) and quality criteria as outlined in these guidelines.
- **Evaluation report audit trail** 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.
- **Final evaluation report including lessons**
- **Presentations to stakeholders and/or the evaluation reference group through Zoom or Skype can be organized by project team**
- **Evaluation brief and other knowledge products** or participation in knowledge-sharing events, if relevant.
- **A visual (video) output demonstrating the project progress**
- The Final Report must be approved by both the evaluation manager and the KOICA Project management.

**Evaluation timeframe**

The evaluation is expected to take 33 days, spread over a period of twelve (12) weeks starting 15<sup>th</sup> November 2021. A tentative date for the stakeholder workshop is 21<sup>st</sup> December 2021, and the final draft evaluation report is due on 14<sup>th</sup> January 2022. The following table provides an indicative breakdown of activities and delivery:

Activity	Deliverable	Workday allocation
Review materials and develop work plan	Inception report and evaluation matrix	8 working days (excluding weekends)
Participate in an Inception Meeting with project staff and M&E of the UNDP Uganda and relevant partners		
Draft inception report		
Review Documents and stakeholder consultations	Draft evaluation report Stakeholder workshop presentation	20 days including weekends
Interview stakeholders		
Conduct field visits		
Analyze data		
Develop draft evaluation & lesson Learned report to project	Final evaluation report	5 working days (excluding weekends)
Present draft Evaluation and lesson learned Report at Validation Workshop		
Finalize and submit evaluation and lessons learned report incorporating additions and comments provided by stakeholders		
		<b>33 days</b>

Person to Supervise the Work/Performance of the Service Provider

UNDP

Frequency of Reporting	<i>As needed, based on planning of the assignment</i>							
Progress Reporting Requirements	Update on the milestones and detailed plans for the upcoming							
Location of work	<input checked="" type="checkbox"/> Kampala with mission travel to Adjumani, Lamwo and Obongi Districts							
Expected duration of work	3 months							
Target start date	25/11/2021							
Latest completion date	24/02/2021							
Travels Expected	Yes, Mission travels to Adjumani, Lamwo and Obongi Districts							
Special Security Requirements	N/A							
Facilities to be Provided by UNDP (i.e., must be excluded from Price Proposal)	<input checked="" type="checkbox"/> Access to previous progress reports, project documents, and other information relevant to assignment All costs needed to achieve the deliverables set forth in this RFP are to be included in the financial proposals from the offerors (transport, professional fees, software, hardware, communication, consumables, etc.)							
Implementation Schedule indicating breakdown and timing of activities/sub-activities	<input checked="" type="checkbox"/> Required. To be included in the Technical proposal							
Names and curriculum vitae of individuals who will be involved in completing the services	<input checked="" type="checkbox"/> Required. Technical proposals must identify who in the organization would be taking the role of Lead Senior Consultant and specify the roles of the different staff proposed.							
Currency of Proposal	<input checked="" type="checkbox"/> Local Currency (UGX)							
Value Added Tax on Price Proposal	<input checked="" type="checkbox"/> must be VAT EXCLUSIVE 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.							
Partial Quotes	<input checked="" type="checkbox"/> Not permitted							
Payment Terms	<table border="1"> <tr> <td>Inception report</td><td>20%</td></tr> <tr> <td>Draft Evaluation Report and lessons learned report</td><td>50%</td></tr> <tr> <td>Final Evaluation Report with annexed lesson learned report</td><td>30%</td></tr> </table> <p>Note the following: -</p> <p>a) The contract price will be a fixed output-based price regardless of extension of duration.</p> <p>b) The potential contractor should submit an all-inclusive bid with detailed costing for professional fees, operational costs, support personnel to be deployed, travel costs anticipated etc.</p>		Inception report	20%	Draft Evaluation Report and lessons learned report	50%	Final Evaluation Report with annexed lesson learned report	30%
Inception report	20%							
Draft Evaluation Report and lessons learned report	50%							
Final Evaluation Report with annexed lesson learned report	30%							

	c) Disbursement will be made by UNDP upon agreement on the milestones identified and in accordance with an approved work plan and budget.
Person(s) to review/inspect/ approve outputs/completed services and authorize the disbursement of payment	UNDP Project Officer - KOICA and overall reporting to UNDP Resident Representative
Type of Contract to be Signed	<input checked="" type="checkbox"/> Contract for Professional services
Criteria for Contract Award	<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.
Criteria for the Assessment of Proposal	<p><b><u>Technical Proposal (70%)</u></b></p> <input checked="" type="checkbox"/> Expertise of the Firm 30% <input checked="" type="checkbox"/> Methodology, Its Appropriateness to the Condition and Timeliness of the Implementation Plan 40% <input checked="" type="checkbox"/> Management Structure and Qualification of Key Personnel 30% <p><b><u>Financial Proposal (30%)</u></b></p> <ul style="list-style-type: none"> <li>To be computed as a ratio of the Proposal's offer to the lowest price among the proposals received by UNDP.</li> <li>Proposals of what shall be used delivery of set outputs</li> <li>Distribution of the resources allocated for human resources</li> </ul>
UNDP will award the contract to:	<input checked="" type="checkbox"/> One and only one Service Provider based on criteria in Annex 3 <ol style="list-style-type: none"> <li>Must be legally registered and authorized to operate in Uganda.</li> <li>Established with capacity to operate in the selected districts of Karamoja Region</li> <li>Experience in delivering assignments related to land rights in different geographical regions</li> <li>Entity has vast experience providing capacity building and development services to rural communities including having provided such services</li> <li>Ability of the contracted organization to create capacity support synergies within the sub region is an advantage</li> </ol>
Contract General Terms and Conditions	<input checked="" type="checkbox"/> General Terms and Conditions for contracts (goods and/or services) <input type="checkbox"/> General Terms and Conditions for de minimis contracts (services only, less than \$50,000) <p>Applicable Terms and Conditions are available at:  <a href="http://www.undp.org/content/undp/en/home/procurement/business/how-we-buy.html">http://www.undp.org/content/undp/en/home/procurement/business/how-we-buy.html</a> </p>
Annexes to this RFP	<input checked="" type="checkbox"/> Terms of Reference (TOR) (Annex 2) <input checked="" type="checkbox"/> Form for Submission of Proposal (Annex 3) <input checked="" type="checkbox"/> Technical criteria scoring table (Annex 4)

Contact Person for Inquiries (Written inquiries only)	<a href="mailto:ug.procurement@undp.org">ug.procurement@undp.org</a> Any delay in UNDP's response shall be not used as a reason for extending the deadline for submission, unless UNDP determines that such an extension is necessary and communicates a new deadline to the Proposers.
Other Information <i>[pls. specify]</i>	The Financial and Technical Proposals MUST BE together and clearly marked <b>TECHNICAL and FINANCIAL PROPOSAL FOR UNDERTAKE A MIDTERM EVALUATION</b> Each application MUST clearly indicate the name of the Proposer, and Address. ONLY SOFT COPIES sent to <a href="mailto:tenders.Kampala@undp.org">tenders.Kampala@undp.org</a> shall be accepted



**Uganda Host and Refugee Community Empowerment Project**  
**Terms of Reference**



**Consultancy to undertake a Mid-Term Evaluation**

**Programme /Project Title:** Uganda Host and Refugee Community Empowerment Project  
**Scope of Advertisement:** National  
**Type of Contract:** Local Consultancy  
**Post Type:** National Consulting firm  
**Duty Station:** Home-based with mission travel  
**Expected Areas of Travel:** Adjumani, Lamwo and Obongi Districts  
**Languages:** English  
**Duration of Contract:** 33 days spread over a period of three calendar months  
**Start Date:** 25<sup>th</sup> November 2021.

### 1. Background and Context

Uganda is the largest refugee hosting country in Africa with over 1.5 million refugees and asylum seekers. The vast majority are from South Sudan (882,058), the Democratic Republic of the Congo (418,369), and Burundi (48,404) (UNHCR, 2020). The refugee population in Uganda is a product of complex political, social and economic situations in neighboring countries – with civil war in South Sudan and ethnic conflicts in the Democratic Republic of the Congo (DRC) and Somalia having forced the flight of hundreds of thousands in recent years.

Refugee hosting districts, where many of these refugees and asylum seekers reside, are located in the poorest and least developed parts of Uganda that are still recovering from over 20 years of conflicts. Furthermore, social service delivery systems in these refugee hosting districts are weak. Economic opportunities are also quite limited due to the remoteness of refugee settlements and limited infrastructure. Consequently, with the influx of South Sudanese refugees, both refugees and host communities experience higher occurrences of food insecurity, water scarcity, decreased access to education and health facilities, high level of unemployment, discrimination, as well as violence/victimization. It is worth noting that approximately 80% of refugees in Uganda are women and children and 64% of all households are women-headed households, with an average of 5 family members per household. Many women and children among the refugee population are exposed to protection risks such as gender-based violence (GBV) and harmful practices, such as intimate partner violence and early marriages. Evidently, refugee hosting presents increasing social, economic, and environmental pressure on host communities which require targeted and integrated support.

UNDP Uganda with the support from the Government of the Republic of South Korea is implementing a USD 9M (KOICA 7M: UNDP 2M) project - **Uganda Host and Refugee Community Empowerment Project**, for the period 2019-2022. This is an area-based, gender responsive emergency livelihoods and economic recovery project, implemented using the UNDP 3X6 model.

The project which is in its 3rd year of implementation is being implemented in the three districts of Lamwo, Adjumani and Obongi. The overall objective of this project is to improve the economic livelihoods of communities with an emphasis on women and youth in refugee hosting communities. Two major inter-related outcomes are expected: (i) Socio-economic gender equality in the context of livelihood improved, (ii) Enhanced capacities for mainstreaming gender equity/GBV prevention among key sub-national government agencies, communities, livelihood actors, and private sector. The project aims to support 7,200 direct individual beneficiaries and indirectly benefit over 36,000 people.

The project information is summarized in the below table.

PROJECT INFORMATION	
Project/outcome title	Uganda Host and Refugee Community Empowerment (UHRCE)
Atlas ID	136223

Related UNSDCF and CPD Outcomes (2021-2025)	<p><b>UNSDCF (2021-2025)</b>  <i>Outcome 2.1: By 2025, people, especially the marginalized and vulnerable, benefit from increased productivity, decent employment, and equal rights to resources.</i>  <i>Outcome 2.2: By 2025, Uganda's natural resources and environment are sustainably managed and protected, and people, especially the vulnerable and marginalized, have the capacity to mitigate and adapt to climate change and disaster risks.</i>  <i>Outcome 3.2: By 2025, gender equality and human rights of people in Uganda are promoted, protected, and fulfilled in a culturally responsive environment.</i></p> <p><b>CPD (2021-2025)</b>  <i>Output 2.1.1: Strengthened capacity of institutions and people, especially the vulnerable and marginalized, to promote the delivery and adoption of integrated, innovative, equitable and inclusive strategies for improved productivity, value chain enhancement and market access.</i>  <i>Output 2.1.2: People, especially women and youth, have improved access to and utilize innovative practices, technologies, finances, natural and productive resources for decent employment and livelihoods.</i>  <i>Output 2.2.1: Strengthened capacity of public and private institutions and communities to sustainably manage natural resources and protect vital ecosystems.</i>  <i>Output 2.2.3: Increased and equitable access to and use of modern, renewable, and affordable energy sources and services.</i>  <i>Output 3.2.2: Strengthened capacity of government and non-government institutions to effectively plan, monitor and deliver public and private financing to social sectors in an equitable, gender responsive, accountable, and sustainable manner.</i></p>	
Country	Uganda	
Districts	Adjumani, Obongi, Lamwo	
Date project document signed	13 February 2019	
Project dates	Start	Planned end
	January 2019	December 2022
Project budget	US\$ 9,000,000 (UNDP TRAC: 2,000,000 KOICA: 7,000,000)	
Project expenditure at the time of evaluation	US \$ (it will be updated during the evaluation)	
Funding source	Korea International Cooperation Agency (KOICA)	
Implementing party	UNDP Uganda	

## 2. Project Objective, Outcomes and Outputs

**Overall objective:** To improve the socio-economic empowerment of communities with emphasis on women and youth in refugee hosting communities

**Outcome 1.** Socio-economic gender equality in the context of livelihood improved.

- **Output 1.1** Strengthened economic capacities of women in refugees and host communities through livelihood opportunities

**Outcome 2.** Enhanced capacities for mainstreaming gender equity/GBV prevention among key sub-national government agencies, communities, livelihood actors, and private sector.

- **Output 2.1** Capacity development of district-level officers, livelihood actors, and targeted communities to strengthen gender transformative programming

## 3. Evaluation Purpose, Scope and Objectives

The main purpose of this mid- evaluation is to provide the project partners with an independent review of the status, relevance and performance of the project as compared to the project document, identify and assess the basic results as to their sustainability.

The consultant is expected to identify and describe the lessons learned, through measurements of the changes in the set indicators, summarize the experiences gained, technically and managerially, and recommend approaches and methodologies to correct any gaps in project implementation. After some constraints in the beginning period of its implementation, it is relevant to evaluate the direction of the project, the way forward and the lessons learned in the period of April 2019 to March 2021.

In addition, the evaluation would help to understand the possible impact of COVID 19 on the project and recommend ways and means to fast-track implementation of the remaining part of the phase and determine a possible second phase.

The evaluation will focus on project implementation during the period April 2019 – March 2021 focusing on how the results detailed in the RRF have been achieved or otherwise.

The scope of the evaluation will encompass the successful removal of barriers to project implementation and facilitate the effective project delivery strategy/approach in three project districts in the planned project areas; i) enhancement/vitalization of the host and refugee communities' livelihood, ii) raising the awareness/capacity of the district local governments on community livelihood support and GBV prevention, iii) peaceful existence between host and refugee communities. The evaluation will provide substantial recommendations on the need to adopt internal measures to facilitate the project implementation, the appropriateness of these measures, as well as the impact and sustainability of activities and results.

To achieve the above objectives the interim evaluation is to address the following:

- Assessment of the project progress towards attaining its objectives and recommend measures (if any).
- Assessment of the relevance of these objectives to the UNDP Regional Programme Document for Africa.
- Review of the appropriateness and clarity of the roles and responsibilities of stakeholders and the level of coordination between them.
- Review of the project concept and design with respect to the clarity of the addressed problems by the project and soundness of the approaches adopted by the project to solve these problems.
- Assessment of the performance of the project in terms of timeliness, quality, quantity and cost effectiveness of the activities undertaken including project procurement: both experts and equipment, training programs, etc.
- Review of the logical framework matrix and the indicators to assess their appropriateness for monitoring the project performance and to what extent they are being used by the project management.
- Assess the prospects of the sustainability of the project outcomes and benefits and recommend measures for its further improvement.
- Identify and describe the main lessons learned from the project performance in terms of awareness raising, strengthening of technical and financial capacity, efforts to secure sustainability and approaches and methodologies used.

#### **4. Evaluation Criteria and Key Guiding Questions**

The mid-term evaluation seeks to answer the following questions, focused on the evaluation criteria of relevance, effectiveness, efficiency and sustainability:

##### ***Relevance:***

- To what extent is the project in line with the regional development priorities, the Regional programme's outputs and outcomes, the UNDP Strategic Plan and the SDGs?
- To what extent does the project contribute to the theory of change for the relevant regional programme outcome?
- To what extent are lessons learned from other relevant projects considered in the project's design?
- To what extent does the project contribute to gender equality, the empowerment of women and the human rights-based approach?

##### ***Effectiveness***

- To what extent is the project contributing to the country programme outcomes and outputs, the SDGs, the UNDP Strategic Plan and national development priorities?
- To what extent are the project outputs achieved?
- What factors are contributing to achieving or not achieving intended country programme outputs and outcomes?
- To what extent is the UNDP partnership strategy appropriate and effective?
- To what extent are project management and implementation participatory and is this participation contributing towards achievement of the project objectives?
- To what extent is the project contributing to gender equality, the empowerment of women and the realization of human rights?

#### ***Efficiency***

- To what extent is the project management structure as outlined in the project document efficient in generating the expected results?
- To what extent is the UNDP project implementation strategy and execution efficient and cost-effective?
- Is project's strategy and execution efficient and cost effective?
- Are the monitoring and evaluation systems that project has in place helping to ensure that programmes are managed efficiently and effectively for proper accountability of results?
- To what extent are the project funds and activities being delivered in a timely manner?
- To what extent is the M&E systems utilized by UNDP ensure effective and efficient project management?

#### ***Sustainability***

- What is the likelihood that project interventions are sustainable?
- Are there any financial risks that may jeopardize the sustainability of project outputs?
- To what extent will financial and economic resources be available to sustain the benefits achieved by the project?
- Are there any social or political risks that may jeopardize sustainability of project outputs and the project's contributions to country programme outputs and outcomes?
- Do the legal frameworks, policies and governance structures and processes within which the project operates pose risks that may jeopardize sustainability of project benefits?
- To what extent do stakeholders support 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 the project?

#### ***Outcome/Impact***

- To what extent is the project succeeding in achieving its intended outcomes?
- Are there positive, negative, intended, and unintended outcomes of the program?

Based on the above analysis, the consultant is expected to provide overarching conclusions on project results in this area of support, as well as recommendations on how the project could adjust its programming, partnership arrangements, resource mobilization strategies, and capacities to ensure that the project portfolio fully achieves current planned outcomes and is positioned for sustainable results in the future. The evaluation is additionally expected to offer lessons for project support in member states and elsewhere based on this analysis.

### **5. Methodology of evaluation**

The project evaluation will be carried out by an external evaluator and will engage a wide array of stakeholders and beneficiaries, including regional bodies, donors, governments where programme is been implemented.

The project evaluation is expected to take a "theory of change" (TOC) approach to determining causal links between the interventions that UNDP Uganda has supported and observed progress at national levels. The evaluator will interrogate the logic model of how UNDP Uganda project implementation and interventions are expected to achieve planned objective, outcomes, and outputs.

Evidence obtained and used to assess the results of UNDP Uganda support should be triangulated from a variety of sources, including verifiable data on indicator achievement, existing reports, and technical papers, stakeholder interviews, and other means as far as the current situation allows.

The steps in data collection are anticipated but not limited to the following:

**Desk reviews:** The evaluation team will collect and review all relevant documentation, including the following:

- i. Project document and budget
- ii. Project activity reports
- iii. Programme and project quality assurance reports
- iv. Annual workplans
- v. Activity designs
- vi. Implementation and adaptive management
- vii. Risks to sustainability
- viii. Coherence in climate finance delivery with other multilateral entities
- ix. Gender equity
- x. Country ownership of projects and programmes
- xi. Theory of change and results framework
- xii. Consolidated quarterly and annual reports
- xiii. Highlights of project board meetings
- xiv. Technical/financial monitoring reports

**Stakeholder interviews:** The evaluation firm will conduct face-to-face if applicable and/or telephone interviews with relevant stakeholders, including: i) UNDP staff (managers and programme/project officers) at the Country Office; and ii) policy makers, beneficiary groups, various relevant organs and donor.

All interviews should be undertaken in full confidence and anonymity. The final evaluation report should not assign specific comments to individuals. A case study approach will be used to identify and highlight issues that can be further investigated across the programme.

The final methodological approach including interview schedule, and data to be used in the evaluation should be clearly outlined in the inception report and be fully discussed and agreed between UNDP, stakeholders and the evaluation team.

## **6. Expected deliverables from the evaluation**

### **d) Inception Report**

One week after contract signing, the evaluator will produce an inception report (10-15 pages) containing the proposed theory of change for UNDPs work. The inception report should include an evaluation matrix presenting the evaluation questions, data sources, data collection, analysis tools and methods to be used (See Annex 1). The evaluation will also propose a rating scale in order that Performance rating will be carried out for each evaluation criteria: relevance, effectiveness, efficiency, and sustainability. The inception report should detail the specific timing for evaluation activities and deliverables and propose specific stakeholders to be interviewed. Interview or survey Protocols for different stakeholders should be developed. The inception report will be discussed and agreed with the Senior Management of UNDP Uganda before the evaluators proceed with site visits.

**The inception report should include the following key elements:**

- Overall approach and methodology
- Key lines of inquiry & interview protocol
- Proposed sample sizes
- Data collection tools and mechanisms
- Proposed list of interviewees (key informants and respondents)
- A work plan and timelines to be agreed with relevant stakeholders.

**e) Presentation/validation of preliminary findings to relevant in-country stakeholders and KOICA**

- **Evaluation debriefings** immediately following an evaluation, UNDP may ask for a preliminary debriefing and findings.

**f) Final evaluation report:**

- **Draft evaluation report (within an agreed length)** The programme unit and key stakeholders in the evaluation should review the draft evaluation report and provide an amalgamated set of comments to the evaluator within an agreed period, addressing the content required (as agreed in the TOR and inception report) and quality criteria as outlined in these guidelines.
- **Evaluation report audit trail** 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.
- **Final evaluation report including lessons**
- **Presentations to stakeholders and/or the evaluation reference group through Zoom or Skype can be organized by project team**
- **Evaluation brief and other knowledge products** or participation in knowledge-sharing events, if relevant.
- **A visual (video) output demonstrating the project progress**
- The Final Report must be approved by both the evaluation manager and the KOICA Project management.

**7. Timeframe for the Evaluation Process****a) Evaluation timeline**

The evaluation is expected to take 33 days, spread over a period of twelve (12) weeks starting 15<sup>th</sup> November 2021. A tentative date for the stakeholder workshop is 21<sup>st</sup> December 2021, and the final draft evaluation report is due on 14<sup>th</sup> January 2022. The following table provides an indicative breakdown of activities and delivery:

Activity	Deliverable	Workday allocation
Review materials and develop work plan	Inception report and evaluation matrix	8 working days (excluding weekends)
Participate in an Inception Meeting with project staff and M&E of the UNDP Uganda and relevant partners		
Draft inception report		
Review Documents and stakeholder consultations	Draft evaluation report Stakeholder workshop presentation	20 days including weekends
Interview stakeholders		
Conduct field visits		
Analyze data		
Develop draft evaluation & lesson Learned report to project	Final evaluation report	5 working days (excluding weekends)
Present draft Evaluation and lesson learned Report at Validation Workshop		
Finalize and submit evaluation and lessons learned report incorporating additions and comments provided by stakeholders		
		<b>33 days</b>

**b) Evaluation deliverables**

The evaluation team is expected to deliver the following:

Deliverable	Content	Timing	Responsibilities
Inception Report	Evaluator provides clarifications on timing and method	No later than 1 week before the evaluation mission.	Evaluator submits to UNDP CO

Presentation	Initial Findings	End of evaluation mission	To project management, UNDP CO
Conduct Validation workshop	Present the initial findings at a workshop for validation	Within a week after end of field work	To project management, UNDP CO and KOICA
Draft Final Report	Full report	Within 2 weeks of the evaluation mission	Sent to CO, reviewed by KOICA
Final Report*	Revised report	Within 1 week of receiving UNDP comments on draft	Sent to UNDP CO for uploading

*\*When submitting the final evaluation report, the evaluator is required also to provide an 'audit trail', detailing how all received comments have (and have not) been addressed in the final evaluation report.*

## 8. Requirements of the consultant

The consulting firm shall provide a duo team comprised of a Lead senior consultant and a junior consultant. Each of the two (2) consultants should have a minimum of master's degree economics, political science, public administration, regional development/planning, or other social science or related field with a bias or experience in evaluating Refugee programming, skilling, youth projects. Strong gender analysis and livelihood issues is desirable for at least the Lead consultant. In addition, the consultants should have the following requirements:

- (Lead Senior Consultant) Minimum 10-15 years of professional experience in public sector development, including in the areas of emergency/refugee response, resilience building, peace building, poverty reduction or livelihood support, democratic governance, human rights, gender equality – GBV prevention and social services.
- (Junior Consultant) At least 5 years of experience in conducting evaluations of government, policies and international aid organizations, preferably with direct experience with resilience building on refugee support.
- Strong working knowledge of the UN and its mandate in the region, and more specifically the work of UNDP in support of peace building, emergency response, livelihood resilience.
- Sound knowledge of results-based management systems, Gender dimensions and monitoring and evaluation methodologies; including experience in applying SMART (Specific; Measurable; Achievable; Relevant; Time-bound) indicators.
- Excellent reporting and communication skills.
- Fluent in written and spoken English.

CVs of the Duo including information about previous experience in similar projects / assignments with the respective links to the examples of desk studies, focus group studies, analytical reports and similar evaluations should be part of the documentation shared with UNDP.

## 9. Evaluation Ethics

The 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. The consultant must safeguard the rights and confidentiality of information providers, interviewees and stakeholders through measures to ensure compliance with legal and other relevant codes governing collection of data and reporting on data. The consultant must also ensure security of collected information before and after the evaluation and protocols to ensure

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.

## 10. Implementation Arrangements

The UNDP Uganda will select the evaluator and will be responsible for the management of the evaluator. The UNDP Uganda Regional Representative will designate a focal point for the evaluation that will work with the Evaluation Specialist and Project Manager to assist in facilitating the process (e.g., providing relevant documentation, arranging visits/interviews with key informants, etc.). The UNDP Uganda Management will take responsibility for the approval of the final evaluation report. The Project Manager will arrange introductory meetings within UNDP Uganda and will

establish initial contacts with partners and project implementation staff. The consultant will take responsibility for setting up meetings and conducting the evaluation, subject to advanced approval of the methodology submitted in the inception report. The Management of Country Office/RBA will develop a management response to the evaluation within four weeks of report finalization.

The Project Task Manager of the Project will convene an Advisory Panel comprising of technical experts to enhance the quality of the evaluation. This Panel will review the inception report and the draft evaluation report to provide detail comments related to the quality of methodology, evidence collected, analysis and reporting. The Panel will also advise on the conformity of evaluation processes to the UNEG standards. The evaluation team is required to address all comments of the Panel completely and comprehensively. The Evaluation Team Leader will provide a detail rationale to the advisory panel for any comment that remain unaddressed.

It will be the responsibility of the evaluator to logistically and financially arrange their travel to and from relevant project sites (if the pandemic allows) and to arrange most interviews. Planned travels and associated costs will be included in the Inception Report and agreed with the UNDP Uganda if required.

## **11. Payment**

Fee payments will be made upon acceptance and approval by the UNDP Uganda of planned deliverables, based on the following payment schedule:

Inception report	20%
Draft Evaluation Report and lessons learned report	50%
Final Evaluation Report with annexed lesson learned report	30%



## FORM FOR SUBMITTING SERVICE PROVIDER'S PROPOSAL

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

[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**

*The Service Provider must describe and explain how and why they are the best entity that can deliver the requirements of UNDP by indicating the following:*

- a) Profile – describing the nature of business, field of expertise, licenses, certifications, accreditations.*
- b) Business Licenses – Registration Papers, Tax Payment Certification, etc.*
- c) Latest Audited Financial Statement – income statement and balance sheet to indicate its financial stability, liquidity, credit standing, and market reputation, etc.;*
- d) Track Record – list of clients for similar services as those required by UNDP, indicating description of contract scope, contract duration, contract value, contact references;*
- e) Certificates and Accreditation – including Quality Certificates, Patent Registrations, Environmental Sustainability Certificates, etc.*
- f) Written Self-Declaration that the company is not in the UN Security Council 1267/1989 List, UN Procurement Division List or Other UN Ineligibility List.*

**B. Proposed Methodology for the Completion of Services**

*The Service Provider must describe how it will address/deliver the demands of the RFP; providing a detailed description of the essential performance characteristics, reporting conditions and quality assurance mechanisms that will be put in place, while demonstrating that the proposed methodology will be appropriate to the local conditions and context of the work.*

**C. Qualifications of Key Personnel**

*If required by the RFP, the Service Provider must provide:*

- a) Names and qualifications of the key personnel that will perform the services indicating who is Team Leader, who are supporting, etc.*
- b) CVs demonstrating qualifications must be submitted if required by the RFP; and*
- c) Written confirmation from each personnel that they are available for the entire duration of the contract.*

**D. Cost Breakdown per Deliverable\***

	<b>Deliverables</b> <i>[list them as referred to in the RFP]</i>	<b>Percentage of Total Price (Weight for payment)</b>	<b>Price (Lump Sum, All Inclusive)</b>
1	Inception Report	20%	
3	Draft Final Report	50%	
4	Final Report*	30%	
	<b>Total</b>	<b>100%</b>	

*\*This shall be the basis of the payment tranches*

**E. Cost Breakdown by Cost Component (This total must equal tables D above)**

<b>Description of Activity</b>	<b>Total Period of Engagement (days)</b>	<b>Remuneration per Unit of Time</b>	<b>Total Rate</b>
<b>I. Personnel Services</b>			
Lead Senior consultant (1)	33		
Junior consultant (1)	33		
<b>II. Out of Pocket Expenses</b>			
1. Management fee of not more than 5% of the total cost	1		
2. Travel Costs	1		
3. Accommodation	1		
<b>III. Other Related Costs</b>			

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

**Technical Evaluation Criteria**

<b>Summary of Technical Proposal Evaluation Forms</b>		<b>Points Obtainable</b>
1.	Bidder's qualification, capacity and experience	300
2.	Proposed Methodology, Approach and Implementation Plan	400
3.	Management Structure and Key Personnel	300
	<b>Total</b>	<b>1000</b>

<b>Section 1. Bidder's qualification, capacity and experience</b>		<b>Points obtainable</b>
1.1	Reputation of Organization and Staff Credibility / Reliability / Industry Standing	50
1.2	General Organizational Capability which is likely to affect implementation: Relevant experience in the evaluation of humanitarian peace development nexus projects	90
1.3	Familiarity with integrated/humanitarian development in the field of peace, livelihoods, gender and development in Uganda	90
1.4	Quality assurance procedures and risk mitigation measures	70
<b>Total Section 1</b>		<b>300</b>

<b>Section 2. Proposed Methodology, Approach, and Implementation Plan</b>		<b>Points obtainable</b>
2.1	Understanding of the requirement: Have the important aspects of the task been addressed in sufficient detail? Are the different components of the project adequately weighted relative to one another?	80
2.2	Description of the Offeror's approach and methodology for meeting or exceeding the requirements of the Terms of Reference	100
2.3	Details on how the different service elements shall be organized, controlled, and delivered	50
2.4	Description of available performance monitoring and evaluation mechanisms and tools; how they shall be adopted and used for a specific requirement	50
2.5	Assessment of the implementation plan proposed including whether the activities are properly sequenced and if these are logical and realistic	70
2.6	Demonstration of ability to plan, integrate and effectively implement sustainability measures in the execution of the contract	50
<b>Total Section 2</b>		<b>400</b>

<b>Section 3. Management Structure and Key Personnel</b>		<b>Points obtainable</b>
3.1	Composition and structure of the team proposed. Are the proposed roles of the management and the team of key personnel suitable for the provision of the necessary services?	150

3.2	Qualifications of key personnel proposed		150
3.2 a	<p><b>Lead Senior Consultant</b></p> <p>Minimum 10-15 years of professional experience in public sector development, including in the areas of emergency/refugee response, resilience building, peace building, poverty reduction or livelihood support, democratic governance, human rights, gender equality – GBV prevention and social services.</p> <ul style="list-style-type: none"> <li>• Strong working knowledge of the UN and its mandate in the region, and more specifically the work of UNDP in support of peace building, emergency response, livelihood resilience.</li> <li>• Sound knowledge of results-based management systems, Gender dimensions and monitoring and evaluation methodologies; including experience in applying SMART (Specific; Measurable; Achievable; Relevant; Time-bound) indicators.</li> <li>• Excellent reporting and communication skills.</li> <li>• Demonstrate knowledge of and ability to use participatory tools to explore qualitative and quantitative issues at the community level. Excellent report writing and presentation skills</li> </ul>	<p>25</p> <p>10</p> <p>15</p> <p>10</p> <p>20</p>	
3.2 b	<p><b>Junior Consultant</b></p> <p>At least 5 years of experience in conducting evaluations of government, policies and international aid organizations, preferably with direct experience with resilience building on refugee support.</p> <ul style="list-style-type: none"> <li>• Strong working knowledge of the UN and its mandate in the region, and more specifically the work of UNDP in support of peace building, emergency response, livelihood resilience.</li> <li>• Sound knowledge of results-based management systems, Gender dimensions and monitoring and evaluation methodologies; including experience in applying SMART (Specific; Measurable; Achievable; Relevant; Time-bound) indicators.</li> <li>• Excellent reporting and communication skills.</li> <li>• Demonstrate knowledge of and ability to use participatory tools to explore qualitative and quantitative issues at the community level. Excellent report writing and presentation skills.</li> </ul>	<p>20</p> <p>20</p> <p>15</p> <p>5</p> <p>10</p>	
<b>Total Section 3</b>			<b>300</b>