

TERMS OF REFERENCE

Evaluation Consultant to strengthen the evaluation system in Odisha by conducting an in-depth analysis of the evaluation capacities (open to Indian Nationals only)

Duty Station: Home Based, with travel to Odisha

Contract Duration: 04 months; with 80 input days

Closing Date: 16th August 2022

1. BACKGROUND / RATIONALE

A comprehensive national Monitoring and Evaluation (M&E) system, built on a strong policy and regulatory framework, is critical to be able to support the development and implementation of interventions to achieve national development goals and the SDGs, and therefore improve the lives of the population, including children. With the Decade of Action on the Sustainable Development Goals (SDGs) underway, there is a call from the international community, including the UN, to further strengthen evaluation systems, and to engage in SDG monitoring.

National Evaluation Capacity Development (NECD) is the process whereby state and non-state entities and individuals expand, reinforce and sustain national capacity to manage, produce and use evaluation. NECD is linked to the national priorities and ultimately aims at strengthening governance through accountability and learning, and improving development and peace outcomes, in particular those of the 2030 Agenda, contributing to human rights and equity (UNEG). With the mandate of realizing the right of every child, UNICEF supports national evaluation capacity development (NECD) initiatives, central to its strategic plan globally, to ensure government policies and programmes are accountable to results for children.

UNICEF India has partnered with Development Monitoring and Evaluation Office (DMEO), NITI Aayog GOI, to provide support in strengthening the M&E capacities across various states and Union Territories, by jointly developing and implementing different institutional models and capacity-building approaches depending on the needs of the states. This project links to a wider effort by the DMEO engagement with other partners on strengthening the M&E ecosystem at central and state levels. There are different activities planned under this partnership starting with the preparation of diagnostic reports to understand the current evaluation systems, structures, and capacities to subsequently inform the development of tailored engagement and capacity-building models in the selected states.

Under this initiative, DMEO has developed a diagnostic tool to capture details regarding the existing structure of the evaluation systems in states and UTs. Through the initial consultation with states, it is found that the states in India are at different stages of evolution. There are a few progressive states such as Karnataka with an evaluation policy and an independent evaluation authority, many in the intermediary stage who have carved out space for evaluation within their planning departments, and remaining with limited/no specific capacity for evaluations in practice. As a part of the diagnostic exercise, consultation with the Planning Department in Odisha has been conducted, since Odisha is one of the two focus states under the UNICEF-DMEO partnership.

2. PURPOSE OF ASSIGNMENT

Under the UNICEF-DMEO partnership, the diagnostic analysis of the M&E capacities is undertaken through one consultation and a self-completed questionnaire with the planning departments in the states, which house the evaluation function/mandate. While useful, this effort may not portray a full picture of the situation. Thus, to develop a concrete, relevant and effective capacity-building plan to strengthen the M&E system in the states, it is important to seek inputs from other stakeholders (including evaluation 'users') and conduct a more in-depth analysis of the adequacy of existing capacities, the key challenges and bottlenecks, and explore the solutions.

As highlighted during the consultation with the Planning Department in Odisha, the line departments and the agencies tasked to undertake evaluation play an extremely important role in the ability to undertake timely and quality evaluations. Thus, there is a need to look into the larger ecosystem and cover a broad range of representatives from various levels of governance, departments, and other institutions to get a full picture of the M&E systems. Hence the existing approach should be broadened to include consultations with district collectors, representatives from line departments, and third-party agencies in Odisha.

UNICEF India is seeking to engage a senior-level consultant, with extensive knowledge of the evaluation ecosystem in India, and familiarity with the state of Odisha. The consultant is expected to conduct a deeper investigation of the existing evaluation capacities, with respect to adequacy and skills, to make concrete recommendations to improve the functioning of the evaluation system in the state. Some of the evaluation aspects that need to be examined include mapping the roles and responsibilities, inter-departmental coordination mechanism, management of third-party contracts, quality assurance mechanisms, and dissemination of the findings.

3. OBJECTIVE/S

The specific objectives of this consultancy will be to:

1. Develop a holistic view of the evaluation ecosystem in Odisha with an exclusive focus on existing capacities (adequacy, efficiency, and effectiveness)
2. Assess the quality of 4-5 evaluations conducted by the Government of Odisha over the past 5 years
3. Identify the key stakeholders in the evaluation ecosystem, along with a mapping of the roles and responsibilities and a comparison of demand with the supply
4. Highlight the strengths and weaknesses in terms of adequacy, and skills of existing evaluation capacities
5. Provide concrete recommendations to overcome the weaknesses by supplementing the evaluation capacities from other organizations/agencies in Odisha including a roadmap of the trainings required and learnings from other progressive states

4. MAJOR TASKS TO BE ACCOMPLISHED

4.1 Following are the key tasks that are envisioned to be undertaken during the contract period

Activity	Task(s) for consultant
Activity 1: Conduct a desk review and develop a framework to guide the analysis of evaluation capacities in Odisha	<ul style="list-style-type: none"> - Collate documents¹ through secondary research or discussion with the respective stakeholders - Develop/adapt a framework against which to assess evaluation capacities - Assess the quality of 4-5 evaluations² implemented by government Departments/ Agencies/ Universities over the past 5 years
Activity 2: Identify the key stakeholders who have been part of evaluations conducted over the past three years	<ul style="list-style-type: none"> - Conduct a mapping exercise of the evaluation stakeholders with their roles and responsibilities, analysis of adequacy (demand and supply) and skills gap at different levels of governance
Activity 3: Undertake KIIs with representatives from technical agencies who have undertaken	Conduct 15-17 KIIs with various stakeholders in Odisha: <ul style="list-style-type: none"> - 4 KIIs with representatives from the evaluation agencies

¹ TORs, inception reports, final reports, and other documents related to 8-10 evaluations conducted during the past 5 years in Odisha

² UNICEF GEROS Evaluation Quality Assurance Tools/ Templates can be used for evaluating the quality of the evaluations

the evaluations in the state, line departments, and other institutions with evaluation capacity in Odisha	<ul style="list-style-type: none"> - 4-5 KIIs with the other line departments (users of evaluation findings) - 1 KII with the Planning Department - 2 KIIs with a CSO/UN agency - 2 KIIs with District Collectors - 2-3 KIIs with State University/ other institutions in the system
Activity 4: Draft Final Report and Policy Brief	Prepare a detailed report with broad sections- Executive Summary, Background, objective, methodology/process, consultation plan, key findings, challenges and recommendations, and future plans, if any

4.2 Guiding Framework for Data Collection (Key Informant Interviews) under Activity 3

The aim of the KIIs is to develop an understanding of the roles and responsibilities across Planning department, line departments, and agencies; quality assurance mechanisms; process to track the work assigned as per the evaluation contracts; challenges faced at different levels of the evaluation process; buy-in for and usage of evaluation findings by key decision-makers, and capacity of the 'market' in offering evaluation services.

A guiding framework on key aspects for each stakeholder group is provided in the table below which can be supplemented by additional aspects/questions-

Stakeholder Type	Number of Interviews	Broad Themes
Evaluation Agencies	4	<ol style="list-style-type: none"> 1. Existing capacities on evaluation contracts awarded by the Planning Department 2. Mapping of Roles and Responsibilities 3. Methodologies for conducting evaluation 4. Quality Assurance Mechanisms (Primary data collection, storage, analysis and secondary literature review) 5. Challenges/Hurdles in implementation of contract <ul style="list-style-type: none"> • Institutional • Field Related • Adequacy of existing capacities • Mismatch between existing and required skills • Others 6. Support Areas/ Recommendations 7. Future Plans related to evaluation projects
Line Departments	4-5	<ol style="list-style-type: none"> 1. Need for evaluation/perceptions of the value 2. Existing capacity along with roles and responsibilities within the department (Management of evaluation of schemes) 3. Inter-departmental co-ordination mechanism 4. Schemes evaluated in the past 5 years 5. Usage and implementation of evaluation findings 6. Challenges/Hurdles related to evaluation 7. Support Areas/ Recommendations 8. Future plans related to evaluation

Planning Department	1	<ol style="list-style-type: none"> 1. Roles and Responsibilities of existing staff 2. Mismatch between existing and required skills 3. Co-ordination Mechanism with SLEAC, other departments and evaluation agencies 4. Mechanisms/Protocols for management of evaluation contracts related to quality assurance, tracking progress, implementation hurdles, trainings of data collectors, etc. 5. Users of Evaluation Findings 6. Challenges/Hurdles 7. Support Areas/ Recommendations 8. Future Plans
State University/ Other Institutions	2-3	<ol style="list-style-type: none"> 1. Access to and interest in evaluations for government 2. Existing capacity for evaluation 3. Mismatch between existing and required skills 4. Challenges/Hurdles 5. Support Areas/ Recommendations 6. Future Plans related to Evaluation
District Collectors	2	<ol style="list-style-type: none"> 1. Need for evaluation/perceptions of the value 2. Existing capacity along with roles and responsibilities within the district (Management of evaluation of schemes) 3. Inter-departmental co-ordination mechanism 4. Schemes evaluated in the past 5 years 5. Usage and implementation of evaluation findings 6. Challenges/Hurdles related to evaluation 7. Support Areas/ Recommendations 8. Future plans related to evaluation
UN agency/ CSO	2	<ol style="list-style-type: none"> 1. Type of support provided for evaluation of projects/schemes in over the past 5 years 2. Details of the projects undertaken/ support provided for assessment of evaluation capacities 3. Details of the capacity building initiatives undertaken for the Government in the past 5 years, directly or in partnership 4. Support Areas/ Recommendations to strengthen evaluation system, specifically related to existing capacities 5. Future Plans to strengthen evaluation system
Total		15-17 Interviews

4.3 Quality Assurance Support

The consultant will work under the supervision of an international expert who will provide technical assistance and quality assurance support through participation in the debriefing calls, review the framework to assess the evaluation capacities, review of the draft report and policy brief.

5. DELIVERABLES AND DEADLINES

S. No.	Major Task	Deliverable	Specific delivery date/deadline for completion of deliverable	Estimated travel required for completion of deliverable
1.	Conduct a desk review and produce a framework to guide the analysis of	A brief summary document of the desk review along with an overall framework to	15th August-15th September 2022 (20 days)	1 trip of 4 days in Odisha

	evaluation capacities for Odisha	guide the analysis of Evaluation capacities in Odisha		
2.	Identify the key stakeholders who have been part of evaluations conducted over the past three years in Odisha	A note on stakeholder mapping for the evaluations conducted in Odisha	15th September-1st October 2022 (10 days)	No travel
3.	Undertake KIIs with representatives from technical agencies who have undertaken the evaluations in the state, line departments, and other institutions with evaluation capacity in Odisha	<ul style="list-style-type: none"> • Key questions for different stakeholders and detailed plan to conduct KIIs • Brief field report post completion of KIIs 	1 st October- 15 th November 2022 (30 days)	1 trip of 10 days in Odisha to conduct KIIs
4.	Final Report, PPT and Policy Brief	<ul style="list-style-type: none"> • Draft report (max 20 pages) • Final report (max 20 pages) • Policy brief (max 5 pages) • PPT (max 15 slides) 	15th November - 15th December 2022 (20 days)	1 trip of 2 days to present findings in Odisha

6. DUTY STATION

The consultancy will be managed by UNICEF Delhi office, with support from UNICEF Odisha Office. The consultant is expected to carry out the work from his/her own premises and will be required to meet the officials in Odisha.

7. OFFICIAL TRAVEL INVOLVED (ITINERARY AND DURATION)

To be able to successfully achieve the tasks and deliverables, it is expected that the consultant will have to travel³ within the state of Odisha depending on the availability of the stakeholders for conducting interviews and consultations (assuming the COVID-19 situation allows it, and with all appropriate precautions taken). Around 3 trips (total 16 days) to planning department, line departments, Universities, UN agencies, UNICEF office and at district level in Odisha are envisioned during the consultancy period of 4 months.

8. ESTIMATED DURATION OF CONTRACT

This assignment is expected to be part-time, for a total of 80 working days, over the course of 4 months.

³ i) Travel cost shall be calculated based on economy class travel, regardless of the length of travel. (ii) By most direct route only.

9. QUALIFICATIONS / SPECIALIZED KNOWLEDGE / EXPERIENCE/ COMPETENCIES (CORE/TECHNICAL/FUNCTIONAL) / LANGUAGE SKILLS REQUIRED FOR THE ASSIGNMENT

The work requires a senior level consultant with extensive knowledge of the Monitoring and Evaluation ecosystem in India. It will be good if the consultant is based in Odisha and is aware of the local conditions and language of the state.

Essential requirements:

- At least a Master’s in Social Sciences, Economics, or relevant discipline; A PhD is preferred.
- Strong team leadership and management track record and commitment to delivering timely and high-quality strategic and analytical reports;
- Extensive technical evaluation expertise (at least 10 years) of evaluation methods (experimental and non-experimental), with strong mixed-method approaches and innovative evaluation methods;
- Extensive monitoring expertise (at least 10 years), leading monitoring activities, including designing monitoring frameworks, identifying indicators, data sources, etc.
- Previous experience supporting the development of Government M&E strategies and workplans, as well as assessing needs and diagnostics, and plans and systems, in India.
- Good interpersonal and communication skills; ability to interact with various stakeholders (including senior level government officials) and to concisely express ideas and concepts in written and oral form;
- Excellent and proven analytical and writing skills

Desirable requirements:

- Knowledge of the UN’s human rights, UNICEF strategic plan, policies and equity agenda, and familiarity with UNCT system and UNDS reform, particularly at the country-level is preferable

10. TECHNICAL EVALUATION CRITERIA (WITH WEIGHTS FOR EACH CRITERIA)

TECHNICAL EVALUATION CRITERIA	MAX MARKS	MIN MARKS
Educational qualifications <ul style="list-style-type: none"> • A post-graduate university degree in Social Sciences, Economics, or relevant discipline; a PhD is preferred 	15	n/a
Relevant professional experience <ul style="list-style-type: none"> • Minimum of ten (10) years’ relevant work experience, in evaluation methods (experimental and non-experimental), with strong mixed-method approaches and innovative evaluation methods; leading monitoring activities, including designing monitoring frameworks, identifying indicators, data sources, etc. (10) • Demonstrated experience in supporting the development of Government M&E strategies and workplans, as well as assessing needs and diagnostics, and plans and systems, in India (10) • Ability to interact with various stakeholders (including senior level government officials) and to concisely express ideas and concepts in written and oral form (5) 	25	n/a
Quality of written sample of previous work <ul style="list-style-type: none"> • Experience writing-up of monitoring and evaluation reports for professional publications. 	10	n/a
Reference letter from previous supervisor (within the past 3 years) demonstrating experience and skills required	05	n/a
Marks for shortlisting	55	44

Interview	15	12
<ul style="list-style-type: none"> • Technical knowledge and awareness • Interpersonal and communication skills • Motivation and professionalism 		
TOTAL MARKS FOR TECHNICAL PROPOSAL	70	56

Note: Candidates who score 44 marks out of 55 will be invited for Interview. Candidates who score minimum marks in interview and 56 marks out of 70 will be considered technically responsive and qualified.

11. PAYMENT SCHEDULE

The consultant will be requested to submit an invoice upon completion of each deliverable which is satisfactory and accepted by the UNICEF contract supervisor, within the stated month that the deliverable was submitted/completed. If multiple deliverables were completed in a month, all of these should be inserted in the same monthly invoice, indicating also the number of days spent on each deliverable.

HOW TO APPLY:

The application to be submitted through the online portal and must contain five separate attachments, as follows:

1. A cover letter (max 2 pages) outlining understanding of the scope and activities, motivation to undertake it and demonstrating fit for the assignment **(to be uploaded online under “Cover Letter” tab)**
2. An updated CV demonstrating all the requirements stated above **(to be uploaded online under “Resume” tab)**
3. A recent writing sample (up to 3 years old), which can include a professional publication, or a report or some other writing piece completed as part of their professional work. This sample should demonstrate monitoring and evaluation work involving assessment of needs and diagnostics, or plans and systems, designing monitoring frameworks, etc. Where a writing piece has several authors, the applicant should specify which sections were written by her/him. (Note by submitting a writing sample, the consultant confirms this is their original work. If it is found not to be original work, this will be grounds for non-selection.) **(to be uploaded online under “Other – Applicant” tab)**
4. One reference letter from a previous supervisor **(to be uploaded online under “PER Document” tab)**
5. A financial proposal indicating professional fee, as per the template attached. Please do not forget to specify your name in the file while saving **(to be uploaded online under “Financial Proposal” tab).**

Important Note: Please do not indicate financials anywhere else in the online application form, please mark "n/a or 00", under the fee related questions in the online application form.

Without all the above 05 documents, your application will be considered incomplete and invalid and will not be considered further.

- Any attempt to unduly influence UNICEF’s selection process will lead to automatic disqualification of the applicant.
- Joint applications of two or more individuals are not accepted.
- Please note, UNICEF does not charge any fee during any stage of the process.
- Women, trans, non-binary and gender diverse candidates meeting the requirements are strongly encouraged to apply.
- UNICEF is committed to diversity and inclusion and encourages qualified candidates from all backgrounds including persons living with disabilities to apply.
- General Terms and Conditions for the Consultancy Contract is attached, for your reference.

- Individuals engaged under a consultancy or individual contract will not be considered “staff members” under the Staff Regulations and Rules of the United Nations and UNICEF’s policies and procedures, and will not be entitled to benefits provided therein (such as leave entitlements and medical insurance coverage). Their conditions of service will be governed by their contract and the General Conditions of Contracts for the Services of Consultants and Individual Contractors. Consultants and individual contractors are responsible for determining their tax liabilities and for the payment of any taxes and/or duties, in accordance with local or other applicable laws.
- The selected candidate is solely responsible to ensure that the health insurance (and visa if applicable) required to perform the duties of the contract are valid for the entire period of the contract. Selected candidates are subject to confirmation of fully vaccinated status against SARS-CoV-2 (Covid-19) with a World Health Organization (WHO)-endorsed vaccine, which must be met prior to taking up the assignment. It does not apply to consultants who will work remotely and are not expected to work on or visit UNICEF premises, programme delivery locations or directly interact with communities UNICEF works with, nor to travel to perform functions for UNICEF for the duration of their consultancy contracts.
- UNICEF offers reasonable accommodation for consultants with disabilities. This may include, for example, accessible software, travel assistance for missions or personal attendants. We encourage you to disclose your disability during your application in case you need reasonable accommodation during the selection process and afterwards in your assignment.

For any clarifications, please contact:

UNICEF

Supply & Procurement Section

73, Lodi Estate, New Delhi 110003

Email: indconsultants@unicef.org