UNITED NATIONS DEVELOPMENT PROGRAMME
Job Description- ELECT Project Evaluation Consultant

Position Information:

Job Code Title:	**ELECT Project Evaluation Consultant**
Organizational Unit:	**Cross Practice Unit**
Project Name:	**ELECT**
Contract type:	**ICSC**
Duty Station:	**Kabul**
Duration:	**4 Weeks (2-3 weeks in country)**
Supervised by:	**Country Director Through Deputy Country Director Programme**

1. Introduction

The ELECT project was formulated by UNDP in 2006 – based on recommendations made by both the Joint Electoral Management Board (JEMB) and the Post-Elections Strategy Group (PESG) calling on the international community to support the newly established Independent Electoral Commission (IEC) to plan and conduct future elections.

The original focus of the project was supporting IEC to conduct a voter and civil registration pilot project. However, in July 2008, the project underwent a major revision during which donors and other stakeholders agreed to support IEC conduct a national voter registration update exercise – delinked from a civil registry. A second substantive revision (December 2008) refocused the project to provide support for Afghan electoral Afghan electoral authorities to conduct presidential and provincial council elections in 2009. The revision also made the case for providing support to complementary electoral programming such as media capacity building; police training; domestic observation; media monitoring; and civil society engagement in voter education.

Following the end of the 2009 presidential and parliamentary elections, UNDP commissioned an external Mid-Term Evaluation mission to assess the project's performance in delivering technical assistance to the Afghan Independent Election Commission (IEC) and as a vehicle for support to the broader electoral processes. Whilst commending "the hard work and dedication of the ELECT team in delivering on every element of its mandate;" the mission made constructive recommendations regarding the project management structure, partnership arrangements, and options for delivering technical outputs.

In 2010, UNDP, in close consultation with Afghan electoral authorities and the international community carried out a third substantive revision of the UNDP/ELECT Project Document. This revision was catalysed by the Afghan government's request for international technical and logistical support towards organising the *Wolesi Jirga* election; and was pursuant to the UN Security Council Resolution 1917 of 22 March 2010 which mandated the UN Assistance Mission to Afghanistan (UNAMA) and the Special Representative of the Secretary General (SRSG) to coordinate international electoral assistance to Afghanistan.

In accordance with this substantive revision, the strategic focus of UNDP/ELECT in 2010 was on supporting the Independent Election Commission and the Electoral Complaints Commission (ECC) to implement various activities and processes of the *Wolesi Jirga* election. These included voter registration, candidate nomination and vetting, procurement, delivery, and retrieval of electoral materials; recruitment; training and deployment of electoral staff; polling; tallying and announcement of election results; and, arbitration of challenges and complaints associated with various electoral activities. UNDP/ELECT Support was intended to achieve three outputs:

Output 1: Support to the IEC to conduct a limited voter registration top-up as required for the 2010 election; and capacity-building through the provision of technical and operational assistance for the 2010 election:

Three kinds of support to the IEC were envisaged across both voter registration and electoral operations as follows:

a) Technical assistance provided by UNDP/ELECT in core areas, or those areas critical to the execution of the election;
b) Operational assistance provided in areas where the IEC required support to execute its mandate. These areas related mainly to procurement of electoral goods and services, including transportation of electoral materials (logistics). Day-to-day operational support of the Communication & Information Technology and Finance & Administration departments was also be provided;
c) Coordination of international assistance to the IEC applied where other implementing organizations were able to make contributions to the UNDP technical assistance team

Output 2: Capacity-building, through technical and operational support to the ECC, to manage their responsibilities in the conduct of the 2010 election:

Support to the ECC consisted of:

a) Operational assistance to areas where the ECC required support to execute its mandate. These areas included support

to budget planning, human resources, office management, logistics, transportation, and security;

b) Coordination of international assistance to the ECC where other implementing organizations were able to make contributions;

Output 3: Support to long-term electoral reform and capacity-building of the electoral management bodies:

This was seen as largely a political process, rather than a technical one, which therefore demanded Afghan leadership. UNDP/ELECT's role with regard to this output would be limited to contributing to a full understanding by relevant stakeholders of the implications of the existing and proposed electoral legislation, relevant international conventions, as well as IEC Regulations, Legal Decisions, Codes of Conduct, and any other relevant legislation, and to make electoral expertise available, if required.

The strategic objective of UNDP/ELECT was aligned with the Government's overarching development goals for the well-being of the Afghan people as articulated in the Afghanistan Millennium Development Goals, and the Afghanistan National Development Strategy (ANDS) benchmarks. UNDP/ELECT outputs were also aligned with UNDAF outcomes and UNDP's Country Programme Action Plan (CPAP) Outputs.

2. OBJECTIVE OF THE ASSIGNMENT

Operationally, UNDP/ELECT project will conclude on 31 March 2011. At the UNDP ELECT Project Board on 27 January 2011, it was decided that a there would be a bridging period between the closure of UNDP ELECT on 31 March 2011 and the commencement of the new project on 1 July 2011. For the purpose of analysing and documenting UNDP/ELECT achievements, challenges faced, as well as lessons learned, UNDP/ELECT will engage an external mission to conduct an independent final evaluation of the project.

The final evaluation of UNDP/ELECT will primarily focus on the 2010 electoral cycle. The evaluation mission will, however, be expected to appraise previous electoral support phases and documents, especially the report on the Mid-Term Evaluation of UNDP/ELECT – to be able to understand the historical context and evolution of the Project. The evaluation will assess the strategies, implementation mechanisms and programmatic results, based on the 2010 UNDP/ELECT Project Document and Annual Work Plan; Monitoring and Evaluation Plan; Procurement Plan; Human Resources Plan; and may also make inferences based on IEC Operations Plan – which was developed with technical guidance from UNDP/ELECT. The evaluation will highlight strengths, weaknesses/gaps, good practices and provide forward looking recommendations for future electoral assistance to Afghan electoral institutions.

The mission will particularly focus on, but not be limited to, the following aspects of the Project:

(i) Project design and governance

- Evaluate the transparency, appropriateness and efficiency of the UNDP/ELECT basket as a funding mechanism for UNDP/ELECT outputs?
- Evaluate the satisfaction of UNDP/ELECT beneficiaries, especially IEC and ECC/PECCs with the funding mechanism?
- Evaluate the appropriateness of the project governance structure?
- Evaluate the efficiency of the different components of the project structure in ensuring successful project implementation and management – with particular emphasis on the role of UNAMA, Project Board, Technical Committee/donor group, UNDP Country Office, UNDP/ELECT Project Management Unit, and UNDP/ELECT Technical Assistance Unit?
- Evaluate the effectiveness of the project structure components (PMU, Technical Assistance Unit, Project Board, Technical/Donor Group) coordinate with each other; as well as with Afghan electoral authorities?
- Governance and administrative lessons that can be taken forward for future electoral support framework?
- The extent to which project design, implementation and monitoring took the following cross cutting issues into consideration?

    a) Human rights
    b) Equity
    c) Gender, and
    d) Capacity development

(ii) **Relevance**

- Was the design and implementation of UNDP/ELECT activities responsive to IEC/ECC technical and institutional capacity needs, lessons learnt, and changes in the external environment?
- How did UNDP/ELECT contribute towards, and advance democratic governance aspirations of the Government of Afghanistan; UNDAF outcomes; and CPAP outputs?

(iii)Specific contributions and impact

- To what extent did UNDP/ELECT achieve its three outputs:

    a) Capacity building, technical and logistic support to the IEC for voter registration and Wolesi Jirga electoral activities;

b) Capacity building, technical and logistic support to the ECC for arbitration of electoral challenges and complaints; and

c) Electoral reform and institutional capacity building of the IEC?

- What role did UNDP/ELECT play in the formulation of IEC/ECC's operational and regulatory frameworks – including electoral policies, guidelines, regulations, and operational plans? What was the efficacy of these operational and regulatory frameworks?

- What impact did the UNDP/ELECT project have on the wider Afghan political environment – regarding for example, perception of the public, international community, and other stakeholders about independence, transparency, and effectiveness of the Afghan electoral authorities?

(iv)   Efficiency and effectiveness of technical assistance

- How efficient and effective was the delivery of the planned activities under each of the three agreed UNDP/ELECT outputs?

- Were UNDP/ELECT resources (funds, human resources, time, expertise, etc) allocated strategically to achieve agreed outputs?

- Was the project's human resource and staffing structure the most ideal for achieving the agreed UNDP/ELECT outputs?

- Was the project's implementation approach the most efficient way of achieving the agreed outputs?

- To what extent were the project beneficiaries satisfied with the results of the project to date, with reference to both intended and unintended outcomes?

- How robust was the UNDP/ELECT monitoring and evaluation system with regards to:

    a) Indicators and benchmarks: Did it include a comprehensive set of indicators and benchmarks to facilitate measurement of progress towards project outputs?

    b) Relevance: Was the information collected useful, credible, reliable and sufficient to demonstrate that agreed outputs have been achieved or progress is being made?

    c) Gender orientation: Did it capture gender disaggregated data to measure the outputs of the activity of on men and women?

    d) Institutional innovation: Did the monitoring and evaluation system adequately capture challenges and lessons learnt? How were lessons-learnt used to adjust operational and management aspects of the project set up.

- How did issues and the risk environment affect project achievements? What was the efficacy of the mitigation measures and management responses?

- What technical assistance lessons and recommendations ought to be carried forward for future capacity building of Afghan electoral authorities?

(v) Sustainability

- Did the project design include realistic strategies to ensure sustainability?
- How, and to what extent did UNDP/ELECT's design, implementation strategy, and governance foster national ownership and capacity development?
- What is the diagnosis of IEC/ECC's ability to run future electoral operations without, or with minimal technical assistance?

3. OUTPUT OF THE ASSIGNMENT

The main objective of the final independent evaluation is to assess the efficacy of the project design and governance structure, relevance of the project outputs, specific contributions and impact, efficiency and effectiveness of technical assistance, and sustainability of interventions.

The evaluation team will produce a final evaluation report, with annexes, within two weeks after the end of the assignment.

4. APPROACH AND METHODOLOGY OF THE EVALUATION

In general, the evaluation team will adopt an integrated approach involving a combination of data collection and analysis tools to capture both the tangible and the unquantifiable impacts of UNDP/ELECT project, and generate concrete evidence to substantiate all findings. The methodology should be robust enough to ensure high quality, triangulation of data sources, and verifiability of information.

It is expected that the evaluation methodology will comprise of the following elements:

- Document review (desk study)
- Interviews with key stakeholders
- Field visits (security permitting)
- Focused discussions with small groups

While the evaluation will remain fully independent, the Democratic Governance Cluster of UNDP Afghanistan will serve as the focal point for providing both substantive and logistical support to the evaluation team. In close cooperation and consultation with UNDP Afghanistan, the evaluation team will develop the plan, identify key interview partners; organize meetings; and conduct field visits (if necessary and if security permits).

The evaluation process will include:

a) Desk review: Review all available material related to the project, such as project progress reports, mid-term evaluation report, Project Document, Annual Work Plans, Monitoring and Evaluation Plan, Procurement Plan, and others.

b) Planning, data collection and consultations: Consult key stakeholders, including UNDP staff, UNAMA, IEC and ECC officials, donors, IFES, FEFA, ISAF and ANSFs, international election observer groups, the Media Commission, media entities, and others. UNDP Afghanistan will assist in setting up appointments and to organize local transportation and logistics in support of the mission's data collection and consultative activities.

c) Debriefing session: Debrief the relevant stakeholders including UNDP management and donors, about the initial findings including key observations and recommendations based on verifiable facts and figures.

d) Final Report: Compile and submit a comprehensive final evaluation report to UNDP in accordance with a format to be agreed. It is expected that the evaluation team will consider any management responses and comments to the draft, while compiling the final report

5. Mission COMPOSITION AND WORK PLAN

- Composition: The mission will comprise of four international electoral experts including one international recognized electoral expert (Team Leader), and one to two electoral administration experts with expertise in operational planning. The team should also have specific expertise in governance and coordination of electoral assistance projects. One national support staff will be made available for the duration of the mission.

- Duration: The mission will conduct a thorough review of all relevant documents, to be made available prior to starting the mission by e-mail or in hard copy by UNDP Afghanistan. The total duration of the mission will be three weeks in Afghanistan and one week out of country starting on 20 February 2011 or as soon as feasible. The timing of the mission may be negotiated to fit into this framework. The total working days for the all the mission members will be 24 (excluding travel and weekends).

Timeframe for the Final Evaluation of ELECT

Activities	Deliverable	Deadline (tentative)
Formulation, discussion and endorsement of ToRs **(UNDP CO)**	Approved ToRs for the final evaluation of ELECT	
Search and contract competent Independent External Evaluators **(UNDP CO; EAD?)**	External Evaluation Team recruited	

Initial desk/document review		
Detailed planning and scheduling of final evaluation events/tasks **(Evaluation team)**	Inception Report highlighting *inter alia*, description of the methodology, data collection tools, data analysis methods, key informants/respondents, work plan with timing of activities and deliverables	
Information gathering and analysis **(Evaluation Team)**	Daily updates (verbal or email)	
Debriefing **(Evaluation Team)**	Draft PowerPoint presentation of preliminary findings, lessons learnt and recommendations	
Drafting of Evaluation Report **(Evaluation Team)**	Draft Final ELECT Evaluation Report (format to be agreed)	
Feedback on Draft ELECT Evaluation Report **(UNDP CO, ELECT PMU)**	Written feedback/Management Response to the Evaluation Team	
Revise the Draft ELECT Evaluation Report (Evaluation Team)	Final ELECT Evaluation Report	

6. REPORTING

The evaluation mission will conduct a desk review and detailed planning/work scheduling, and present an Inception Report soon after arrival in Afghanistan. Upon completion of data gathering and consultations, the team will organise a de-briefing session with relevant parties – including UNDP management and donors. The purpose of this debriefing session will be to:

- Present the preliminary results of the evaluation in order to confirm the understanding and interpretation of these results and to detail and clarify them if necessary.
- Enable the evaluation team to receive comments which they can take into consideration when writing up the final report.

The draft final report will be circulated by the team to UN and donors for comments before the final report is prepared.

7. COMPETENCIES

8.1 Corporate Competencies:

- Demonstrates integrity by modeling the UN's values and ethical standards (human rights, peace, understanding between peoples and nations, tolerance, integrity, respect, results orientation (UNDP core ethics) impartiality;
- Promotes the vision, mission, and strategic goals of UNDP;
- Displays cultural, gender, religion, race, nationality and age sensitivity and adaptability.

8.2 Functional Competencies:

<u>Management and Leadership</u>

- Consistently approaches work with energy and a positive, constructive attitude;
- Demonstrates good oral and written communication skills;

8.3 <u>Qualifications</u>

Education:
- Master's degree in Social Sciences, Development, Political Sciences, Management or other relevant fields.

Experience:

- Ten year of relevant work experience, of which last five years of professional experience in senior programme/project management in the field of elections;
- Relevant work experience with the UNDP ELECT project in Afghanistan;
- Team player, self-motivated and initiative taking, dedicated, creative, resourceful, flexible, energetic with sound judgment;
- Ability to work in a multi-cultural environment with sound understanding and capability to empower and develop the capacity of national counterparts;
- Dedication to the United Nations principles, to promotion of equal rights of men and women, and respect for cultural, ethnic and religious diversity;
- Proven management experience with sound knowledge and experience in all aspects of project cycle in the field of elections (design, implementation, monitoring & evaluation);
- Proven experience in partnership building and networking;
- Excellent interpersonal skills;
- Excellent command of oral and written English;
- Knowledge of Afghanistan's culture, tradition and Islamic context.

Signatures – Post Description Certification

Incumbent (if applicable)

Name/Title   Signature   Date
David Akopyan
DCD Programme
Supervisor

Name/Title   Signature   Date
Harald Thorud/
Cross-Practice Unit Chief
Chief Division/Section