

EVALUATION SERVICE

TERMS OF REFERENCE

MULTI-YEAR EVALUATION OF UNHCR’S ENGAGEMENT IN HUMANITARIAN-DEVELOPMENT COOPERATION

Key Information at glance about the evaluation	
Title of the exercise:	Longitudinal evaluation of UNHCR’s engagement in humanitarian-development cooperation
Evaluation commissioned by:	UNHCR Evaluation Service

INTRODUCTION

This longitudinal evaluation is being commissioned by the UNHCR Evaluation Service and is intended to generate evidence that helps both guide and enhance UNHCR’s engagement with development actors to better respond to the needs of refugees, other forcibly displaced persons and host communities.

1. SUBJECT OF THE EVALUATION AND ITS CONTEXT

The adoption of the New York Declaration in September 2016 has ushered UNHCR and partners into a new era of collaboration. Focused attention is being given to enhancing national ownership in order to oversee comprehensive refugee responses. Thirteen countries – seven in Africa, and six in the Americas - have signed up to pilot the Comprehensive Refugee Response Framework (CRRF) and as such, are now seeking to apply the model foreseen under the New York Declaration, drawing upon new thinking at the national and regional levels on ways to enhance the predictability, level and type of support given to both refugees and local communities. UNHCR has been given a clear mandate by the UN General Assembly to shepherd this process, as well as to present a proposal for a global compact on refugees in 2018.

The New York Declaration is significant in that it gives prominence to the cooperation between humanitarian and development actors. When adopting the landmark agreement, Member States recognized that “large movements of refugees and migrants have political, economic, social, developmental, humanitarian and human rights ramifications, which cross borders”. Member States called for more joint planning and an increase in resources, provided without prejudice to existing official development assistance, for national and local government authorities and other service providers in view of the increased needs and pressures on social services. They also heeded efforts to shore up concessional development financing for developing countries to middle-income countries hosting large numbers of refugees.

The long debated question about the extent to which humanitarian and development actors should collaborate together in conflict and post-conflict settings has been replaced with deliberations on how best to collaborate to achieve the intended positive changes. Many reasons can be said to explain this trend towards greater collaboration, such as the ever growing number of forcibly displaced (now

estimated at 65.6 million worldwide), the diminishing financial resources made available, the increasing number of violent conflict since 2010¹ and the protracted nature of displacement.

UNHCR has embraced this call to reform and has enhanced collaboration with development-oriented UN entities, international financial institutions, regional development banks, bilateral donors and non-traditional partners, working towards the 2030 the Sustainable Development Goals. Due to its mandate and operational presence on the ground in refugee, statelessness and IDPs contexts, UNHCR has found itself working closely with development actors along the following major axes:

- **Legal and normative instruments to protect forcibly displaced persons.** There have been a number of legal developments mainly at the national and regional levels. At the global level, UNHCR recently supported the adoption of the ILO Recommendation No. 205 on Employment and Decent Work for Peace and Resilience in June 2017. The foreseen for adoption of the Global Compact on Refugees by the UN General Assembly in 2018, while not legally binding, will also strengthen the respect for existing norms.
- **Data collection and research to inform policy-making.** Recognizing the need to make the case for development actors to engage in refugee settings, UNHCR has collaborated with universities and academic institutions in a number of regions, as well as the World Bank Group to produce 4 studies² and one global flagship report. UNHCR and the World Bank plan to further institutionalize these data collection and research efforts by establishing a Joint Forced Displacement Data Centre by mid-2018.
- **National development planning and delivery of services to the population.** Specifically in protracted situations, efforts are being made in numerous countries to explore the inclusion of refugees in national systems and services (e.g. social protection). Development actors are partnering with UNHCR in key areas such as education, health, water and energy to build new infrastructure and provide services to both refugees and local communities.
- **Economic inclusion of refugees.** UNHCR is supporting the building of self-reliance of refugees by engaging with the private sector, supporting development actors to undertake market and value-chain analyses that consider the economic and employment environment for refugees, and establishing a credit guarantee facility with the support of bilateral donors to promote and facilitate access to a range of financial services for refugees.
- **Concessional development financing.** UNHCR has welcomed the decision of the World Bank to support a number of host countries receiving large numbers of refugees by creating an IDA18 2 billion USD sub-window for the least developed countries, and establishing a global concessional financing facility for middle-income countries. The World Bank also recently launched a 175 million USD Development Response to Displacement Impacts Project (DRDIP) in the Horn of Africa. The availability of this concessional development financing may significantly change the ways in which governments respond to forced displacement.

The CRRF and its axes of work represent real promise, not only in terms of improving preparedness for and rapid responses to large movements of refugees, but also in supporting States to meet the needs and support both local communities and forcibly displaced persons. Yet the CRRF also represents significant change in the ways in which UNHCR responds, and the way Member States may subsequently define the organization's role and responsibilities as it relates to its mandate. UNHCR's protection work will be guided by humanitarian principles, while its work on solutions in a development context may require a different/distinct approach recognizing, for example, that solutions may require political intervention and be closely linked to peacebuilding efforts.

¹ According to the recent WB-UN study "[Pathways for Peace: Inclusive Approaches to Preventing Violent Conflict](#)" the number of conflicts has tripled since 2010, and fighting in a growing number of lower intensity conflicts has escalated. In 2016, more countries experienced violent conflict than at any time in nearly 30 years.

² The three regional studies include the [Sahel study](#) (Burkina Faso, Chad, Mali, Mauritania and Niger) completed in November 2013, the [Great Lakes study](#) (Burundi, DRC, Rwanda, Tanzania, Uganda and Zambia) completed in February 2015 and the [Horn of Africa study](#) (Djibouti, Eritrea, Ethiopia, Kenya, Somalia, South Sudan, Sudan and Uganda) completed in June 2015. Another study entitled "Yes in my backyard" was carried out by the World Bank in Kenya and published in 2016.

2. PURPOSE AND OBJECTIVES

This longitudinal evaluation is being commissioned by the UNHCR Evaluation Service and is intended to generate evidence that helps both guide and enhance UNHCR's engagement with development actors to better respond to the needs of refugees, other forcibly displaced persons and host communities.

UNHCR anticipates this project will help establish the foundations for successful humanitarian and development partnership from the 'bottom up'; reflecting on what is, and is not, working in practice in country case study contexts over the coming three years. The research could also present UNHCR with an opportunity to learn from development processes by presenting approaches to cooperation that may not yet have been considered.

The longitudinal evaluation aims to:

1. Contribute to ongoing strategic reflections on the issue of humanitarian-development cooperation.
2. Document and analyse ongoing practices, interventions and partnerships with development actors.
3. Document and analyse promising practices and lessons learnt of engagement in strategic partnerships and key external development processes.
4. Assess the effects of the engagement with development organization on UNHCR operations and refugees and host community wellbeing.
5. Document promising practices and lessons learnt on applying protection and humanitarian principles through collaboration action with development partners.

3. EVALUATION SCOPE

The scope of this evaluation will focus on UNHCR's ongoing engagement with development actors from 2016 to 2020. It will cover a maximum of five case study contexts, covering major geographic regions. These case study contexts are yet to be defined, but will be decided upon in close coordination with all relevant UNHCR Divisions and Bureaux prior to the start of this longitudinal evaluation.

4. KEY AREAS OF INQUIRY

These areas of inquiry will be further developed during the inception phase of the project to produce key questions that guide the research.

Area of Inquiry 1: How is UNHCR operationalizing its partnership with development actors to influence legal, policy and institutional reforms at the country, regional and global levels?

Possible sub-questions:

- *Does UNHCR have the ability to engage constructively/effectively with development actors to influence legal, policy and institutional reforms?*
- *How has the issue of aid distribution to refugees and host communities been approached in area-based development projects?*
- *What role does UNHCR play (formally or informally) in the negotiations for concessional financing in a refugee context between national governments and international financial institutions?*

Area of Inquiry 2: In situations where there may be potential and/or inherent tensions (e.g. when UNHCR needs to be seen as a neutral actor to deliver its humanitarian action and is at the same time engaging in national development processes) how do humanitarian principles guide UNHCR's choice of actions, and how does UNHCR present its principles?

Area of Inquiry 3: What are the associated risks of engaging in development processes? Can UNHCR be held accountable for the development projects it actively support, including those benefiting from concessional financing and IDA18 grants in refugee contexts, and how can these be mitigated?

Drawing upon the analysis of the practice in the first three areas of inquiry, an attempt will be made to build theory from the practice using the fourth area of inquiry.

Area of Inquiry 4: What are lessons learned and examples of promising practice that emerge from UNHCR engagement with development actors? What are the key points of convergence and/or divergence between humanitarian principles and development action, particularly in consideration of UNHCR's protection mandate?

5. METHODOLOGY, DATA AND INFORMATION SOURCES

In order to maximise the utility of findings, UNHCR envisages this multi-year longitudinal evaluation as forward-looking, emergent and developmental. This allows for critical reflection over time to provide real time insights and analysis that inform course correction, as well as providing robust cumulative evidence to inform UNHCR ways of working in the longer term. The overall timeline to complete the longitudinal evaluation is 36 months, and will involve periodic field visits to country case study contexts.

The longitudinal evaluation approach requires a rigorous methodology, which uses a range of qualitative and quantitative methods noting that UNHCR welcomes the use of diverse and innovative evaluation methods. The multi-year approach will require a coherent multi-year data collection plan and analytical framework, which supports the delivery of both interim deliverables with a formative outlook targeted at internal UNHCR audiences, and a credible final summative evaluation report to be published and made externally available. Data from a wide range of sources and a representative range of stakeholders will need to be triangulated and cross validated so as to ensure the credibility of evaluation findings and conclusions.

The longitudinal evaluation will draw upon information and analysis collected from a wide range of sources and a representative range of stakeholders. The UNHCR Evaluation Manager will ensure that the Evaluation Team has access to relevant documents and personnel, and will assist in the organization of field missions.

The Evaluation Team will be expected to refine the methodology and final evaluation questions following the initial desk review and key informant interviews during the inception phase. The final inception report will specify the evaluation methodology, the refined focus and scope of the evaluation, including details of the five selected case study contexts, key evaluation questions³, data collection tools and overarching analytical framework.

6. EVALUATION WORK-PLAN, ORGANISATION AND CONDUCT OF THE EVALUATION

The longitudinal evaluation will be undertaken by a team of qualified expert consultants selected by the UNHCR technical evaluation panel, who are familiar with the scope of this evaluation, and who have relevant technical knowledge.

³ Specific key evaluation questions (KEQs) will be defined during the inception phase and agreed with UNHCR in the final inception report.

EXPECTED DELIVERABLES AND TIMELINE

Key deliverables will include internal reports and briefs to refine ongoing implementation at country and regional level, and policy discussions at UNHCR Headquarters as well as externally available reports and publications to share and disseminate key findings with UNHCR operations globally, Government officials, donor representatives, NGOs and other UNHCR partners.

ACTIVITY	DELIVERABLE(S)	LOCATION	INDICATIVE TIMELINE	MINIMUM # WORKING DAYS ⁴
INCEPTION PHASE				
Participate in initial briefing with Evaluation Service to discuss and jointly review the Terms of Reference and finalise five case study contexts.	-	Home-based	Week 1	-
Undertake initial document review; interviews with key stakeholder; maximum 4 day trip to UNHCR HQ in Geneva for briefings as required.	Summary notes as relevant.	Home-based; Geneva (max. 4 days)	Weeks 1-4	20
Submission of draft inception report, including refined evaluation questions (approx. 5 KEQs and relevant sub-questions); evaluation matrix, proposed detailed methodology, work-plan with deliverables and timeframe.	DRAFT inception report	Home-based	Week 5	5
Submission of Final Inception Report (max. 40 pages) with final agreed KEQs detailed methodology and work-plan.	FINAL inception report ⁵	Home-based	Week 6	2
YEAR 1				
In depth data collection and analysis in each of the five country case study contexts (including field visits as required ⁶ , to be agreed and facilitated by UNHCR).	-	Home-based; primary data collection to be conducted in case study contexts	Months 3 - 8	20
Submission of one draft country case study report (max. 15 pages) for each of the five selected country contexts.	DRAFT interim country case study reports (internal audience)	Home-based	Month 8	5

⁴ Minimum number of *working* days does not equate to the intended number of *total person* days. Evaluation Teams will need to specify the expected level of effort of each team member (person days) over – or, if necessary, exceeding - the specified minimum number of working days (duration) e.g. annual data collection of 20 working days (including a 10 day field visit) working with a six person team may require 1 person x 10 working days on home based data collection and analysis (10 person days over 10 working days); 5 people on 5 simultaneous 10-day field visits (50 person days over 10 working days). Please note the minimum number of working days has been calculated with the assumption of a proposed Evaluation Team with a minimum of six members. If fewer than six team members are proposed, we would expect to see a commensurate increase in the number of working days e.g. as per the previous example annual data collection working with a four person team may require 1 person x 10 working days on home based data collection and analysis (10 person days over 10 working days); 4 people on 5 staggered 10-day field visits (50 person days over 20 working days).

⁵ A minimum of one round of review will be required prior to approval of the final inception report. Additional rounds of review may be required, depending on the quality of submitted material.

⁶ The fieldwork in each case study context is not envisaged to exceed 10 working days per country in any single year and should be concluded with an informal debriefing session for the Country Office.

Submission of one final country case study report (max. 15 pages) for each of the five selected country contexts.	FINAL interim country case study reports ⁷ (internal audience)	Home-based	Month 9	2
Briefings with UNHCR leadership teams in case study contexts; briefings with relevant key stakeholders in UNHCR HQ to be defined with Evaluation Service. All briefings to be conducted remotely.	Briefing notes (internal audience only); PowerPoint presentation(s).	Home-based	Month 9	3
YEAR 2				
In depth data collection and analysis in each of the five country case study contexts (including field visits as required ⁸ , to be agreed and facilitated by UNHCR).	-	Home-based; primary data collection to be conducted in case study contexts	Month 10 - 17	20
Submission of one draft country case study report (max. 15 pages) for each of the five selected country contexts.	DRAFT interim country case study reports (internal audience)	Home-based	Month 17	5
Submission of one final country case study report (max. 15 pages) for each of the five selected country contexts.	FINAL interim country case study reports ⁹ (internal audience)	Home-based	Month 18	2
Briefings with UNHCR leadership teams in case study contexts; briefings with relevant key stakeholders in UNHCR HQ to be defined with Evaluation Service. All briefings to be conducted remotely.	Briefing notes (internal audience only); PowerPoint presentation(s).	Home-based	Month 18	3
YEAR 3				
In depth data collection and analysis in each of the five country case study contexts (including field visits as required ¹⁰ , to be agreed and facilitated by UNHCR).	-	Home-based; primary data collection to be conducted in case study contexts	Month 19 - 26	20
Submission of one draft country case study report (max. 15 pages) for each of the five selected country contexts.	DRAFT interim country case study reports (internal audience)	Home-based	Month 26	5
Submission of one final country case study report (max. 15 pages) for each of the five selected country contexts.	FINAL interim country case study reports ¹¹ (internal audience)	Home-based	Month 27	2

⁷ Interim country case study reports intended for internal learning and documentation focusing on what is working well, and what needs to be done differently/improved immediately. Reports should be concise and action oriented; the appropriate use of multi-media (e.g. film/video) would be encouraged where possible.

⁸ See footnote 5.

⁹ See footnote 4.

¹⁰ See footnote 5.

¹¹ See footnote 4.

Briefings with UNHCR leadership teams in case study contexts; briefings with relevant key stakeholders in UNHCR HQ to be defined with Evaluation Service. All briefings to be conducted remotely.	Briefing notes (internal audience only); PowerPoint presentation(s).	Home-based	Month 27	3
Submission of draft longitudinal evaluation report (max. 50 pages)	DRAFT longitudinal evaluation report	Home-based	Month 35	15
Submission of final longitudinal evaluation report ¹² (max. 50 pages)	FINAL longitudinal evaluation report and standalone Executive Summary ¹³	Home-based	Month 36	5
Briefings with UNHCR leadership teams in case study contexts (conducted remotely); In-person briefing with relevant key stakeholders in UNHCR HQ to be defined with Evaluation Service (internal and external audiences).	Briefing notes (internal audience only); PowerPoint presentation(s).	Home-based; Geneva	Month 36	5

The Evaluation will be undertaken by a team of qualified independent consultants including a Team Leader with a strong expertise/background in evaluation and action research, a Deputy Team Leader (also with expertise in evaluation), two economists with significant experience of development financing and with International Financial Institutions (IFIs), and two persons with expertise in refugee response and humanitarian operations, with excellent understanding of UNHCR's protection mandate and operational platform, and knowledge of humanitarian principles.¹⁴ This indicative team composition of six members may apply to the data collection, analysis and case study preparation phases, which will also involve field-work in five country case study contexts. During the inception phase and final longitudinal evaluation report phase, there could be fewer team members as long as the Team Leader remains the same. The Evaluation Team will work closely with a staff member from the UNHCR Evaluation Service who will be the Evaluation Manager.

The Evaluation Manager will be at the disposal of the evaluation team and assume responsibility for providing available secondary data and relevant documentation, arranging interviews at HQ levels, arranging field visits, liaising with the Reference Group and focal points in country case study contexts, and consolidating comments on the inception and final reports. The Evaluation Manager will remain in close contact with designated focal points in the field to facilitate mission arrangements to all the designated locations. UNHCR Country offices will designate focal points that will assist the ES Evaluation Manager and the external evaluation team with logistical and administrative arrangements. The Evaluation Manager will also share with the evaluation team a Quality Assurance/Guidance package for evaluations that is piloted by the UNHCR Evaluation Service.

The Evaluation Team will be required to sign the UNHCR Code of Conduct, complete UNHCR's introductory protection training module, and respect UNHCR's confidentiality requirements. In line with

¹² The final evaluation report is intended to draw on the experiences and lessons learnt across all five case study contexts to analyse scale up and roll out of relevant ways of working, and provide evidence based recommendations that inform organisational policy and strategy development. The final longitudinal evaluation report and standalone Executive Summary will be published on the UNHCR website and be available externally.

¹³ A minimum of two rounds of review will be required prior to approval of the final evaluation report. Additional rounds of review may be required, depending on the quality of submitted material.

¹⁴ This indicative team composition of six members should apply to the main evaluation phase which will also involve field-work in five country case study contexts. During the inception phase and final longitudinal evaluation report phases, there could be fewer team members as long as the Team Leader remains the same. Proposed teams with more or less than six members will be considered (see also footnote 4).

established standards for evaluation in the UN system, and the UN Ethical Guidelines for evaluations, evaluation in UNHCR is founded on the fundamental principles of independence, impartiality, credibility and utility. These inter-connected principles subsume a number of specific norms that will guide the commissioning, conducting and supporting the use of the evaluation. This includes protecting sources and data, informed consent, respect for dignity and diversity and the minimisation of risk, harm and burden upon those who are the subject of or participating in the evaluation, while at the same time not compromising the integrity of the evaluation. This evaluation is also expected to adhere to UNHCR pilot 'Evaluation Quality Assurance' guidance, which will be overseen by the UNHCR Evaluation Manager with support from the UNHCR Evaluation Service.

A Reference Group will be established with the participation of the UNHCR Solutions Unit/OSTS and CRRF teams, as well as other relevant sections, to help guide the evaluation process, including providing substantive and technical feedback on drafts of the Inception and Final reports. It is also planned to establish a single blind peer review process (under the management of the Evaluation Service), involving leading experts and academics to review external products before publication. Members of the Reference Group will be asked to:

- a) Provide suggestions to identify potential materials and resources to be reviewed and key contacts to be considered for key informant interviews.
- b) Review and comment on the draft inception report.
- c) Review and comment on the data collection and data analysis instruments that will be developed by the external evaluation team.
- d) Review and comment on draft interim deliverables.
- e) Review and comment on the draft longitudinal evaluation report and validate emerging findings and conclusions (evaluation finalisation stage).
- f) Advise on the focus of the evaluation recommendations that will form the basis of the Management Response to the review (final stage).

Upon completion of the final evaluation report, it will be shared with UNHCR's Senior Executive Committee with the request to formulate the formal management response, which will also be in the public domain.

UNHCR RESPONSIBILITIES

UNHCR will provide letters of invitation for visas when needed. UNHCR will provide working space and utilities during visits to Geneva, Budapest and the field locations as needed. UNHCR will reimburse the travel expenses according to UNHCR travel rules. UNHCR will provide daily subsistence allowance (DSA) during days that consultants are away from their place of origin according to the official UN rates. Hence, DSA and travel costs should *not* be included in the all-inclusive price. The place of origin that should be provided by the vendor in the financial offer form will be considered as described in the RFP Cover Letter Par 2.4.2. UNHCR will confirm the locations of the field visits at a later stage.

7. CONTENT OF THE TECHNICAL OFFER

Your Technical proposal should be concisely presented and structured in the following order to include, but not necessarily be limited to, the following information:

COMPANY QUALIFICATIONS AND REFERENCES

Capacity to undertake contract

A description of your company and the company's qualifications with evidence of your company's capacity to perform the services required, including:

- Company profile, registration certificate, year founded, and last audit reports, if any;
- If a multi-location company, specification of the location of the company's headquarters, and the branches that will be involved in the project work with founding dates;

- Any information that will facilitate our evaluation of your company's substantive reliability, financial and managerial capacity to provide the services;
- You are requested to keep this part of your bid concise and to the point. If you wish, you could provide more details in an annex.

Professional References for Evaluations and evaluation services

- Three or more successfully completed project descriptions of successfully completed projects, with reference contact information;

Proven track record of providing evaluations and evaluation services on complex humanitarian and development issues

- Proof of track record of the provision of evaluations and research on complex development and humanitarian issues. A link to at least two previous relevant evaluation reports in English should be provided. Alternatively the full reports (min. 2) can be attached;
- Number and description of similar successfully completed projects;
- Number and description of similar projects underway.

PROPOSED SERVICES

Understanding of the requirements for services, proposed approach, solutions, methodology and outputs. Any comments or suggestions on the TOR, as well as your detailed description of the manner in which your company would respond to the TOR:

- A detailed work plan and timeline for the 'Longitudinal evaluation of UNHCR humanitarian-development cooperation' that demonstrates extensive relevant understanding, knowledge and expertise;
- Convincing evidence in terms of timelines for delivery, maximum flexibility and prioritization, including risk assessment proving you company's capacity to commit to and provide the service in the given time frame (36 months). Please note that the vendor is asked to provide the service in no less than 36 months;
- A detailed description of the proposed methodologies to be used and specific research tools and software's you will use;
- A description of your organization's experience in providing these services;
- Description of previous experience working with the United Nations, international organizations or large non-profit organizations, particularly with those having a large field presence outside HQ including very remote locations;
- Description of the minimum standards and quality control mechanism you apply;
- Description of the administration of the whole evaluation process.
- The bidders have to demonstrate and describe the internal **quality assurance** plan and mechanisms they have in place to ensure consistently high quality evaluation processes and products.
- The bidders have to demonstrate the capacity to ensure all submitted deliverables are of excellent quality and easy to understand even for non-technical readers

PERSONNEL QUALIFICATIONS

- The composition of the team you propose to provide;
- Summary of their specific experience and expertise relevant for this evaluation;
- Curriculum vitae of core staff (max.5 pages per CV).
- The proposed personnel will be evaluated along the following criteria:
Skills, experience, diversity and experience in data collection in the context of emergencies

VENDOR REGISTRATION FORM

Please complete, sign, and submit with your Technical Proposal the Vendor Registration Form (Annex C).

APPLICABLE GENERAL CONDITIONS

Please indicate your acknowledgement of the UNHCR General Conditions of Contract for the Provision of Services by signing this document (Annex D) and including it in your submitted Technical Proposal.

8. EVALUATION

TECHNICAL EVALUATION

The **Technical Offer** will be evaluated using inter alia the following criteria and percentage distribution: **70%** from the total score.

Evaluation Criteria		Max. points obtainable
1. Company Qualification	<ul style="list-style-type: none">• <i>Capacity to undertake contract</i>• <i>References</i>• <i>Proven track record of providing evaluations and evaluation services on complex humanitarian and if applicable development issues and experience in designing and implementation of evaluations.</i>	14
2. Proposed Services	<ul style="list-style-type: none">• <i>Proposed evaluation methodology and tools to be used</i>• <i>Organization of work indicates the ability to comply with the required timeframe for the evaluation</i>• <i>General Strategy and Approach indicates knowledge of subject.</i>• <i>Internal mechanisms in place to guarantee quality of the evaluation i.e. how the quality will be guaranteed in addition to the EQA provided by UNHCR</i>• <i>Communicating results and findings in an accessible way for non-technical readers</i>	28
3. Personnel qualification	<ul style="list-style-type: none">• <i>Experience, qualifications and proven positive track record of proposed Team Leader</i>• <i>Diversity of team, complementarity of skills, relevant expertise and experience of members of the evaluation team, including in relation to the specific topic of the evaluation</i>• <i>Experience in designing and implementation of evaluations, data collection and analysis methods including in the context of emergencies</i>	28
Total Points		70

The total minimum score to be considered technically compliant is 42 out of 70 points. If a bid does not meet this minimum it will be deemed technically non-compliant and will not proceed to the financial evaluation.