**Terms of Reference**

Job Title: Senior International Evaluation Specialist

Organization: UNDP Libya

Supervised by: UNDP LEAP Project Manager

Location: Libya and Tunisia

Duration: 30 working days (Home based 17 days, 5 days in Tripoli and 8 days Tunis in 2 trips)

Languages: Arabic and English

Starting date: December 10 2017

Level: D-IMS (Expert)

1. **Project Description**

UNDP’s Libya Electoral Assistance Project (UNDP LEAP) constitutes an integral part of UN electoral assistance to Libya during its transition to democracy. UN assistance is led by the UN Support Mission in Libya (UNSMIL) under the authority of the Special Representative of the Secretary General (SRSG) to Libya. Assistance provided by UNDP LEAP seeks to enable HNEC and relevant Libyan authorities in a coordinated fashion to prepare for and conduct successive well-administered, transparent and credible elections. As part of the integrated UN efforts, UNDP LEAP assists Libyan authorities to administer elections that are credible and transparent, and to strengthen organizational, management, and operational capacities to plan, prepare and manage successive elections through the remainder of Libya’s transition. UNDP LEAP further seeks to promote awareness of critical electoral issues amongst stakeholders including legislators, members of government, civil society, and media. Assistance is carried out with a strong emphasis on enhanced participation of component groups in all aspects of electoral institutions and process, particularly women. Assistance is delivered in close coordination with national and international partners.

**Project Interventions:**

**Output 1: HNEC is supported to administer elections that are credible and transparent**

UNDP LEAP operating within the framework of the UN Electoral Support Team supports the national electoral management body to conduct credible elections and referenda associated with the political transition in a manner that conforms to Libya’s international commitments on elections, democracy, human rights and gender equality. To this end, UNDP LEAP will provide both operational and technical assistance to HNEC in the administration of elections.

In terms of operational support, significant progress was achieved between 2012 and 2014 in building capacities within the country’s national electoral management body, HNEC, to manage electoral processes. Nonetheless, the proficiency of the organization remains limited particularly in aspects of electoral processes that require highly specialized resources not widely available in Libya. Evidence indicates that UN electoral assistance providers can assist in both sourcing and/or managing goods and services in these critical areas.

UNDP LEAP will support the implementation of the ongoing processes while emphasizing long-term strategic solutions that will contribute to building of sustainable processes and institutional capacity. To achieve this, special attention will be paid to the areas where weaknesses were assessed during previous elections.

**Output 2: HNEC is supported in strengthening voter education and public outreach**

An important responsibility for an electoral management body is to provide the necessary information to the electorate that ensures a general understanding of the electoral process and the right to vote. Public outreach including voter education that is implemented on a continuous basis throughout the electoral cycle is the most effective means to increase public awareness about the work and mandate of the HNEC, to disseminate information to the public about how elections are conducted and to educate voters about systemic, legal, and procedural changes in the electoral process, and to promote voter participation of women, youth, physically challenged and other marginalized groups.

**Output 3: HNEC’s organizational, management, and technical capacities to plan, prepare and manage successive credible and transparent elections are strengthened**

The periods between electoral events afford electoral management bodies opportunities to reflect on previous processes, conduct lessons learned, engage in policy development and develop staff and structures to strengthen future processes. The importance of maintaining support during periods between electoral events has been repeatedly demonstrated in transitional countries and it is crucial that attention to reinforcing electoral capacities is maintained during non-operational periods.

UNDP LEAP will assist the HNEC to consolidate and extend their capacity to plan, prepare for and conduct credible elections. To this end, UNDP LEAP will work with HNEC in conducting strategic planning, establishing a strategic institutional structure and building its strategic capacity, including its administrative staff and processes. Efforts will focus on developing staff and structures that are consistent with principles of electoral administration (e.g. professionalism, impartiality, transparency and sustainability, etc.) and that incorporate provisions to ensure inclusivity in electoral administration, particularly as relates to gender. Given the political and security context in Libya, the inputs and actions for this output will remain flexible to allow UNDP LEAP to adapt to the realities at the point of implementation. However, this could include assessments of the structure and functioning of HNEC, delivery of specialist development activities on technical topics, or conduct generalist workshops.

Special attention will be paid to the long-term strategic goals that will guarantee building of the institution, with the intent of ensuring HNEC is able to respond to challenges of the future elections.

**Output 4: HNEC’s capacity to develop and implement voter registration is enhanced**

The development of an inclusive and sustainable voter register is important and enables the holding of professional, credible and transparent elections. While UNDP LEAP is not leading assistance on voter registration, the project would support the UNSMIL voter registration activities support HNEC in its review and development of an inclusive and sustainable voter register.

**Output 5: Awareness and knowledge of critical electoral issues are strengthened amongst identified stakeholders, including legislators, members of government, civil society, and media**

A focus of UNDP LEAP’s work is cultivating awareness and knowledge of electoral issues amongst decision-makers and opinion-formers from outside the electoral management body. UNDP LEAP will therefore provide opportunities for these actors to discuss electoral issues. The overall objective of the output is to strengthen electoral institutions and practices by generating awareness of good practices in electoral affairs and Libya’s obligations in the field of elections. Areas of emphasis could include electoral systems, electoral administration, boundary delimitation, out-of-country-voting, electoral dispute resolution, voter registration, technology in elections, civic and voter education, creation of databases, etc.

**Output 6: Enhanced access to and participation in electoral process of specific groups, including women, youth, minorities, and other groups.**

HNEC has recognized the importance of prioritizing gender equality and overall inclusion in order to facilitate equal opportunities for Libyans of all social backgrounds as voters, candidates, and electoral administrators. Through this output, UNDP LEAP will support HNEC in developing policies and strategies that promote and encourage women, youth, and other marginalized groups’ participation in electoral processes. UNDP’s LEAP project is to support HNEC’s efforts to reach women, youth and other marginalized groups.

Work under this output will also seek to increase understanding of other electoral stakeholders, including civil society, media and legislators regarding issues affecting women’s participation in electoral processes. The long-term intent of such work is to reduce barriers to women’s successful participation and increase visibility of women in elections.

1. **Project Management and Coordination:**

The project is being implemented according to UNDP’s [Direct Implementation](https://intranet.undp.org/global/popp/frm/Pages/direct-implementation-dim-modality.aspx) (DIM) modality, whereby UNDP takes the role of Implementing Partner. In this case, UNDP has the technical and administrative capacity to assume the responsibility for mobilizing and applying effectively the required inputs in order to reach the expected outputs (including through the contracting of responsible third parties). UNDP assumes overall management responsibility and accountability for project implementation. Accordingly, UNDP LEAP follows all policies and procedures established for UNDP operations, applies UNDP financial rules and regulations to all financial transactions, and is subject to UNDP’s internal control framework.

In pursuing the outputs listed in the previous sections, the context presents several limitations and challenges that are factored into the operating principles underlying the project.

**Integration:** Decision No. 2010/23 of the Secretary General notes that “All electoral assistance…will be delivered in a fully integrated manner.” Accordingly, UNDP LEAP forms an integral pillar of the integrated UN Electoral Support Team, led by UNSMIL under the authority of the SRSG. The UNDP LEAP Chief Technical Advisor/Project Manager has dual reporting lines to the head of the integrated team and the head of UNDP in accordance with UN-wide policies on both integration and UNDP policies on project implementation. This integrated modality enables the UN Electoral Support Team to flexibly leverage the strengths and expertise of the UN system in support of Libya’s electoral sector, providing excellent value to partners The composition and responsibilities of the integrated team can be adjusted according to factors such as the resources and mandates of UNDP and UNSMIL, staffing levels of both organizations, operational capabilities, access and security

1. **Objectives and Scope of Work**

The task of the Consultant, under the supervision and guidance of the UNDP LEAP Project Manager and with the assistance of UNEST colleagues, will be to assess and evaluate the LEAP project an to provide recommendations for possible future election TA projects in Libya

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|  | 1. **Objectives of the Evaluation:**

The objective of the evaluation is to draw lessons from the support of the LEAP project to HNEC. The UNDP and its Donors and Development Partners have identified a critical need to assess the impact of the LEAP Project; and produce recommendations for further electoral assistance in Libya. The evaluation is expected to improve the effectiveness of potential subsequent electoral assistance programs supported by UNDP and its donor partners in strengthening electoral systems and process in Libya. The evaluation is further expected to draw lessons learned from recent electoral processes and management in Libya. This feedback will be fundamental in providing guidance towards organising future elections in a more effective, efficient and sustainable manner. During the past four years, with a total income of approximately $29,000,000 USD UNDP, Donors and Development Partners would specifically like to assess challenges faced and attempts made to solve them; what value the project has added to electoral processes conducted in Libya since 2012, capacity improvements in national institutions as a result of the project and the relevance of the strategy used in the delivery. * 1. **Specific Objectives:**

Specifically, the evaluation aims to accomplish the following:1. Review the performance of the Project in achieving the outputs as per the Project Document and their contributions to outcome level goals;
2. Identify factors, which facilitated or hindered the achievement of the results, both in terms of the external environment and those related to internal factors, including HNEC and UNDP. Document and record the lessons learned at various implementation stages. This should include but not be limited to assessing the strengths and weaknesses in different stages of the project, design, management, coordination, human resource, and financial resources;
3. Assess the appropriateness of the Project strategy including the Project institutional/ management arrangements and the basket fund modality to reach the intended outputs and outcomes;
4. Establish the extent to which the approach and implementation of the Project contributes to sustainable electoral management;
5. Define the extent to which the Project addressed cross cutting issues including gender, human rights and conflict prevention and management;
6. Make clear and focused recommendations for enhancing the effectiveness, efficiency, impact and sustainability of any future electoral assistance programme;
7. Identify and assess the project’s response mechanisms and adaptability to unforeseen external and internal factors.

**3.2 Scope of assessment:**In assessing the Project, the evaluation will take into consideration:**The validity of the Design and Relevance:** the extent to which the Project activities matched the priorities and policies of the target group, recipient and donor. The key questions will include: * Did the Project respond to the real needs of the beneficiaries? Were the planned project objectives and intended results (i.e. outputs and outcomes) relevant and realistic to the situation and needs on the ground? Were the problems and needs adequately analysed?
* How well did the Project design take into account local efforts and make use of existing capacity to address issues? Did the Project’s original design fill an existing gap that other ongoing interventions were not addressing?
* Were the objectives of the Project clear, realistic and likely to be achieved within the established time schedule and with the allocated resources (including human resources)?
* Was the Project design logical and coherent in terms of the roles, capacities and commitment of stakeholders to realistically achieve the planned outcomes?
* How appropriate and useful were the indicators described in the Project document for monitoring and measuring results? Were the means of verifying the indicators appropriate?
* To what extent were external factors and assumptions identified at the time of design?
* Was the Project designed in a flexible way to respond to changes / needs that could occur during the implementation? Was the Project able to respond to changes in the political, security and general operating environment?
* Was the level of stakeholder commitment sufficient to foster constituents’ involvement in promoting conflict sensitive, gender balanced and human rights based approaches?
* Was the strategy for sustainability of impact defined clearly at the design stage of the Project? If so, what was the methodology / approach taken appropriate to the context?
* Recommend specific objectives that should be addressed in future if the project was continued regarding Achievements and Implementation and Development Effectiveness: the extent to which the Project activities have attained its objectives.
* What were the development results (i.e. against planned outputs and outcomes) of interventions, taking into account the institutional development of the local and relevant national partners?
* Which aspects of the Project had the greatest achievements? What were the supporting factors? What are the main lessons learned from the partnership strategies and what are the possibilities of replication and scaling-up? How can the Project build or expand on achievements?
* In which areas does the Project have the least achievements? What have been the constraining factors and why? How can they be overcome?
* To what extent have interventions addressed gender and Human Rights issues?
* How effective was the collaboration between the participating organizations and what has been the added value of this collaboration?
* How have stakeholders been involved in Project implementation? How effective has the Project been in establishing ownership especially with reference to the three components of the Project.

**Effectiveness of management arrangements and efficiency of resource use:** Efficiency will measure the Project outputs -- qualitative and quantitative -- in relation to the inputs. Key questions will include:* Have resources (funds, human resources, time, expertise, etc) been allocated strategically to achieve the relevant outputs and outcomes? Have resources been used efficiently?
* Were Project funds and activities delivered in a timely manner?
* Were management capacities adequate?
* Assess the criteria and governance aspects related to the selection of beneficiaries and partners’ institutions, including NGOs.
* Did the Project receive adequate political, technical and administrative support from its local and national partners?
* How has the role of UNDP added value to the project? If found relevant, how and in what areas should it be improved?
* Has relevant gender expertise and Human rights approaches programming been sought? Have available gender mainstreaming tools been adapted and utilized? Have any Human Right’s programming initiation or toolkit been introduced to local planners?
* How effectively did the Project management monitor Project performance and results?
* What has been the quality of documentation and dissemination of knowledge within the Project?

**3.3 Impact and Sustainability of the Project:**In assessing the impact and sustainability of the Project, the evaluation will look at the positive and negative changes produced by the Project’s development interventions, directly or indirectly, intended or unintended. This will involve the main impacts and effects resulting from the Project’s activities on the local social, economic, environmental and other development indicators. The focus will be on both intended and unintended results and will also include the positive and negative impact of external factors, such as changes in terms of economic, political and financial conditions. On sustainability, the Project will measure whether the benefits of the Project’s activities will likely continue after donor funding has been withdrawn. Some of the key questions will include:* To what extent did the Project make a significant contribution to the stabilization of Libya and democracy and durable development of electoral institutions?
* How effectively has the Project built necessary long-lasting capacity of electoral bodies at national and local levels to plan, initiate, implement and monitor within the context of a country in transition and evolving socio-economic environment and fluid political contexts?
* Are these institutions more enabled to functional independently because of capacity building of UNDP or not?
* To what extent were sustainability considerations taken into account in the execution and conduct of the Project’s activities? Was there an exit strategy and, if so, what steps have been taken to ensure sustainability and to what extent the exit strategy was successfully implemented and why?
* Are the Project results, achievements and benefits likely to be durable? Are these anchored in national institutions and can the partners maintain them financially at the end of the Project?
* Can the Project approach and results be replicated and scaled up by national partners?

Assess sustainability of the Project outcome and its long term impact, and how sustainability can be strengthened.  |

1. **Approach and Methodology**

Based on UNDP guidelines for evaluations, and in consultation with UNDP Libya CO, the evaluation will be inclusive and participatory, involving all principal stakeholders into the analysis. The evaluation will consider the social, political, security and economic context which affects the overall performance of the outcome achievements. During the evaluation, the consultant is expected to apply the following approaches for data collection and analysis.

* Desk review of relevant documents including progress reports and any records of the various opinion surveys conducted during the life of the Project;
* Key informative interviews with HNEC and other key electoral bodies and UNDP Senior Management and Project Staff, and relevant UNSMIL and UNEAD personnel ;
* Briefing and debriefing sessions with donors including UNDP and UNSMIL.
1. **Expected Outputs and Deliverables**

The consultant is expected to deliver the following outputs:

* Submit Inception report on proposed evaluation methodology, work plan and proposed structure of the report.
* Based on agreed work plan timeline, the consultant is expected draft evaluation report
* Final report, including a 2-3-page executive summary, and with evidence based conclusions on each of the evaluation objectives, as outlined above and lessons learned and key recommendations which may inform any future electoral support programmes in Libya.
* The consultant shall present the findings of draft report of the evaluation in a debriefing meeting to UNDP and its donors and project board members.
* The consultant shall finalize the final report after incorporating the comments/input of the debriefing meeting.
1. **Institutional Arrangements**
* UNDP will share with the consultant key Project materials before the start of the field work. The consultant will review the documents prior to the commencement of the field work. If required, UNDP LEAP project will brief the consultant, prior to signing the contract, on the objectives, purpose and output of the evaluation.
* UNDP may organize an oral briefing by the consultant on the proposed work plan and evaluation methodology will be done and approved prior to the commencement of the evaluation process. UNDP will provide guidance in identifying, contacting and arranging for discussions and meetings with stakeholders.
1. The consultant will report to the project board comprising of donors, UNDP and HNEC
2. **Duration of the Work**

The contract will run for 30 working days from 10th December 2016

1. **Duty Station**

The consultancy will be home based (17 days) with trips to Libya (1) and Tunisia (2)

Libya: 5 days to be spent in Tripoli

Tunisia: 8 days will be spent in Tunis.(in 2 trips, one for field work and one for debriefing)

The consultant will be expected to start the assignment in Tunis, Tunisia for 5 working days, followed by a trip to Libya and delivering 5 working days in Tripoli, the consultant will be requested to come back to Tunis for 3 working days to debrief the LEAP project board

1. **Qualifications**

Advanced university degree (Masters or equivalent) in communications, law, political or social sciences, business or public administration, international relations or related fields field and/or equivalent practical experience

**Experience:**

* Advanced university/Master’s degree in political science, international development and or related field
* At least 15 years of work experience in electoral technical assistance and management
* Previous experience as a team leader in conducting electoral assistance evaluations
* Fluency in English
* Knowledge of Arabic desired
* Strong communication and interpersonal skills
* Excellent writing skills and proven ability to produce quality and analytical reports within the shortest period of time
* Immediate availability for the indicated period

**Specifically, the team leader will perform the following tasks:**

* Lead and manage the review
* Design the detailed scope and methodology (including the methods of data collection and analysis) for the report;
* Decide the division of labour within the team
* Conduct an analysis of the outcome, outputs and partnership strategy (as per the scope of the review described above) for the report;
* Contribute to and ensure overall quality of the outputs and final report.
* Take over responsibility for the quality and timely submission of the review reports to UNDP/Project board
1. **Evaluation Criteria**

**Technical Proposal:**

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| **Criteria** | **Weight** | **Max Point** |
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| ***Technical Competencies***  |  |

 | **70** |  |
| Relevance of educational requirements and years of experience. | 10 |  |
| Experience in the evaluation of UNDP electoral projects or other large governance related projects  | 20 |  |
| Experience in the management of international election technical assistance and governance projects | 20 |  |
| Experience results reporting | 10 |  |
| Excellent writing skills | 10 |  |
| **Total Score** | **Technical Score 70** |