



TERMS OF REFERENCE

Date: 30th March 2017

Country: Solomon Islands

Description of the assignment:

Under the overall guidance of UNDP Country Office and reporting to SECSIP Chief Technical Adviser, the Evaluation Consultant will conduct an evaluation of the project “Strengthening the Electoral Cycle in the Solomon Islands “

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|-----------------------|--|
| Post Title: | Evaluation Consultant |
| Starting Date: | 10 th April 2017 |
| Duration: | 20 working days (14 days in Honiara and 6 home-based) |
| Location: | Honiara, Solomon Islands and home based |
| Project: | Strengthening the Electoral Cycle in the Solomon Islands |

Period of assignment/services (if applicable): 20 working days.

To apply attach the following documents and submit through the following email:
crystal.saelea@undp.org

1. Technical proposal (proposed methodology describing the actions to be taken for successfully completing the assignment)
2. Financial proposal.

Any request for clarification must be sent by electronic communication to crystal.saelea@undp.org.

I. BACKGROUND

The “Strengthening the Electoral Cycle in the Solomon Islands Project” (SECSIP) is jointly implemented by the Solomon Islands Government through the Solomon Islands Electoral Commission (SIEC) and the United Nations Development Programme (UNDP). SECSIP is also implemented in partnership with the Office of the Registrar of the Political Parties (ORPP) with respect to activities involving political actors.

SECSIP commenced its operations in 2013 and the initial duration of this phase was expected to end in December 2015. Under the Project Document, an evaluation was to be carried out at the end of this period. The Project’s total budget was USD \$ 8.4 million. SECSIP project document was reviewed in 2015 and its duration was extended for a transitional period up to June 2017 and a new Project Document is expected to be finalized during the first quarter of 2017.

UNDP electoral assistance is provided throughout the entire electoral cycle (pre-election; elections/polling and post-election) and designed to support SIEC in its core mandate, conducting inclusive and credible electoral processes. SECSIP, funded by the European Union and the Australian Department for Foreign Affairs and Trade (DFAT), focuses on the five components capacity development, voter registration, electoral reform, civic engagement/voter awareness and women’s political participation/gender mainstreaming. SECSIP aims to develop synergies and strategic partnerships with a range of national stakeholders from government and civil society to ensure that an enabling environment for credible and inclusive elections is created. The overarching objective is to strengthen the link between the electoral cycle and other key governance processes and institutions, and contribute to social cohesion and the development of a pluralistic society.

2. OBJECTIVES

Objectives of the Evaluation

- 1) Assess the relevance and appropriateness of the Project in terms of: achieving the outputs as per the Project Document; meeting the needs of the SIEC and its contribution to the support of outcome of democratic governance and community engagement and addresses cross---cutting issues like gender mainstreaming in the Solomon Islands;
- 2) Evaluate the effectiveness and efficiency of the Project in terms of the implementation of activities that achieve outputs and outcomes and responding to electoral and political development.
- 3) Establish the impact of the Project and its contributions to the SDG, in particular SDG 16 and 5
- 4) Establish the extent to which the approach and implementation of the Project contributes to sustainable electoral management
- 5) Review the Project Design and Management structures, in terms of achieving clear objectives and strategies, the use of monitoring and evaluation, the level of coherence and complementarity with electoral assistance strategies, and the appropriateness of management structures
- 6) Make clear and focused recommendations that may be required for enhancing the relevance, effectiveness, efficiency, impact and sustainability of a future electoral assistance programme in the Solomon Islands. – As stated in the background, the Project is in a transition period. The lessons learned from this evaluation exercise will provide valuable information for the formulation of the new project document. Therefore, the recommendations should be pragmatic and forward looking.

3. SCOPE OF WORK

In assessing the Project and its alignment to the broader Project Document, the evaluation will take into consideration the following criteria:

Relevance and appropriateness

1. Was the project relevant, appropriate and strategic to SIEC goals and challenges?
2. Was the project relevant, appropriate and strategic to the mandate, strategy, functions, roles, and responsibility of the SIEC as an institution and to the key actors within that institution?
3. Was the project relevant, appropriate and strategic to the UN electoral assistance mandate and UN SDG, in particular SDG 16?
4. Was the project relevant, appropriate and strategic with respect to the national development strategy?
5. Was the project relevant in view of SRPD and UNDAF goals?

Effectiveness

1. Were the outputs achieved? Were the actions to achieve the outputs and outcomes effective?

Efficiency

2. Were the actions to achieve the outputs efficient?
3. Were the actions to achieve the outputs conducted in a timely manner? Were there any lessons learned, failures/lost opportunities? What might have been done better or differently?
4. How did the project deal with issues and risks?
5. Were the resources utilized in the best way possible?
6. Were the resources (time, funding, human resources) sufficient?

Impact Did the Project address cross cutting issues including gender?

1. Were the actions and results owned by the local partners and stakeholders?
2. Was the capacity (individuals, institution, and system) built through the actions of the project?
3. What is the level of contribution of the project management arrangements to national ownership of the set objectives, result and outputs?
4. Sustainability
5. Were the modes of deliveries of the outputs appropriate to promote national ownership and sustainability of the result achieved? Was there an explicit sustainability strategy built in the design of the project?
6. Did the Project contribute to sustainable electoral management in Solomon Islands?
7. Will the outputs/outcomes lead to benefits beyond the life of the existing project?
- 8.

Project design

9. To what extent did the design of the project help in achieving its own goals?
10. Was the context, problem, needs and priorities well analyzed while designing the project?
11. Were there clear objectives and strategy?
12. Were there clear baselines indicators and/or benchmark for performance?
13. Was the process of project design sufficiently participatory? Was there any impact of the process?
14. Was there coherence and complementarity by the project to other electoral assistance providers?
15. Was there coherence, coordination and complementarity by the project with other donor

funded activities in the field of electoral support (including that by EU and EU member states)?

Project management

16. Are the project management arrangements appropriate at the team level and project board level?
17. Was there appropriate visibility and acknowledgement of the project and donors?

Were appropriate mechanisms for monitoring and evaluation of the project?

There is no question on M&E? Evaluation must look at the quality of monitoring and results reporting.

18. This work will include reference to an [electoral cycle](#) approach at the core of the project design, and 2012 Evaluation of UNDP Contribution to Strengthening Electoral Systems and Processes recommendations) and more specifically at the project level (against SECSIP project document and SIEC needs). The Evaluation should be aligned with the principles established in UNDP's [Evaluation Policy](#) and the UN Evaluation Group's [Norms and Standards for Evaluation](#).

4. METHODOLOGY

Based on UNDP guidelines for evaluations (provide a link to the Yellow Handbook) and UNEG evaluation norms and standards, and in consultations with UNDP Country Office in Solomon Islands, the evaluation will be inclusive and participatory, involving principal stakeholders into the analysis. 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 the SIEC, other electoral assistance providers, and UNDP Senior Management and Project Staff;
- Interviews with partners and stakeholders, government officials, service providers including CSO partners and donor partners, etc.
- Briefing and debriefing sessions with the Project Board and the Technical Advisory Committee

During the implementation of the contract, the consultant will be under the general guidance of UNDP Country Manager to ensure satisfactory completion of Midterm Review deliverables. There will be close coordination with the SECSIP Chief Technical Advisor (CTA) and project team who will assist in connecting the consultant with senior management, development partners, beneficiaries and key stakeholders. In addition, the CTA will provide key project documentation prior to fieldwork, and SECSIP project staff will assist in developing a programme to facilitate consultations as necessary. UNDP will provide office space and access to standard office services as needed.

5. EXPECTED OUTPUTS AND DELIVERABLES

The consultant is expected to deliver the following outputs:

- Inception report on proposed evaluation methodology, work plan and proposed structure of the report

- A draft preliminary evaluation report and presentation with, to be presented at a debriefing meeting with the IEC and partners
- Final report, including a 2-3 pages' executive summary, including issues raised during presentation of draft.

The Implementation Arrangements and Reporting Requirements are as follows:

| | Output | Timeline | % of payment (US\$) | Target date |
|--------|--|---|----------------------------|--------------------|
| 1 | Inception report on proposed evaluation methodology, work plan and proposed structure of the report accepted by UNDP in accordance with the UNEG norms and standards | Within 5 days of contract | 30% | |
| 2 | A draft preliminary evaluation report and presentation, to be presented at a debriefing meeting with the IEC and partners | After conclusion of necessary meetings | 30% | |
| 3 | Final evaluation report as per the UNDP evaluation guidelines and UNEG norms and standards, accepted by UNDP | Within 5 working days after receipt of comments on the draft report | 40% | |
| TOTAL: | | | 100% | |

6. DURATION OF THE WORK

The detailed schedule of the evaluation and length of the assignment will be discussed with the Consultant prior to the assignment. The estimated duration of the Consultants' assignment is up to 18 working days: Desk review and inception (4 days); Field Work and Preliminary Report (10 days); Final Report (6 days).

7. QUALIFICATIONS OF THE SUCCESSFUL INDIVIDUAL CONTRACTOR

Competencies:

The candidate should be able to:

- Ability to work under pressure against strict deadlines
- Ability to think creatively and propose constructive solutions
- Ability to present complex issues persuasively and simply
- Ability to contextualize global trends in accordance with dynamics of the operating working environment
- Strong communication and interpersonal skills
- Excellent writing skills and proven ability to produce quality and analytical reports within the shortest period of time

Qualifications and Professional Experience

- Advanced university degree in public administration, law, international law, or related discipline
- Proven solid experience in leading complex programme and project evaluations particularly in the area of electoral assistance.
- 10 years of professional experience in fields relevant to public administration, electoral technical

- assistance and/or democratic governance.
- Preferably 5 years of experience in international development cooperation
- Previous experience as an expert in conducting electoral assistance evaluations
- Fluency in English, both written and spoken.
- Competent in usage of MS Office programmes (MS Word, Excel, Power point)

9.CRITERIA FOR SELECTION OF THE BEST OFFER.

The selection process will be carried out in the following manner:

- a) Qualifications and technical proposal will be weighted at 70% based on the following criteria.

| Criterion | Max points |
|---|-------------------|
| Technical expertise | 15 |
| Relevant professional experience | 20 |
| Knowledge and experience in international development | 10 |
| Previous working experience on similar assignments | 25 |

And,

- b) Financial proposal will be weighted at 30%.

IX. DOCUMENTS TO BE SUBMITTED

Interested persons are invited submit the following documents/information to be considered:

1. Offeror's letter, as per the attached form
2. Personal History Form (P-11), including 3 references
3. Technical proposal
 - i. Explaining why they are the most suitable for the work
 - ii. Providing a brief methodology (not more than 3 pages) on how they would approach and conduct the work.
4. Financial proposal in accordance with the attached schedule

Please submit above information no later than 7th April 2017 at 1400hrs Solomon Time by email to: Crystal.Saelea@undp.org with subject: "Evaluation Consultant".