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| ***Capacity Development Program, UNDP Somalia*** | *Empowered Lives**Resilient Nations* |
| **TOR Joint Evaluation of the Strengthening Institutional Performance (SIP) project and the Support to Emerging Federal Member States (StEFS) project within the Capacity Development Portfolio, UNDP Somalia** |
| **TOR - Civil Service Management specialist** |

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| 1. **General Information**
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| **Title of Consultancy:**  | Joint Evaluation of the Strengthening Institutional Performance (SIP) project and the Support to Emerging Federal Member States (StEFS) project within the Capacity Development Portfolio, UNDP Somalia |
| **Type of Contract:**  | International Consultant – Civil Service Management specialist |
| **Duration of the assignment:** | 33 working days (5 days/week, in various missions across Somalia)  |
| **Duty station:** | Mogadishu, Somalia |
| **Expected places of travel:** | Nairobi and Federal Member State capitals |
| **Supervisor:**  | Capacity Development – Programme Manager, in close coordination with the Team Leaders - Strengthening Institutional Performance Project and the Team Leader -States Formation Project. |
| **Anticipated presence at UNDP premises:**  | Part time, a significant part of the assignment is to be implemented at partner premises. Initial travel schedule:Day 1 – Arrival MogadishuDay 9 - travel to Garowe (three days)Day 15 – travel to Baidoa (one day)Day 18 – travel to Adaado (one day)Day 21 – travel to Kismayo (one day)Day 23 – travel to Beletwene (one day) |
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| **II. Background** |
| The UNDP Capacity Development Program’s main goal is to build the strength and capacities of the Federal Government of Somalia and Federal Member States through various means of support. The CD program consists of two main projects (*i) Strengthening Institutional Performance (SIP)* and the (ii) *Support to Emerging Federal States Project (StEFS).* Whereas the SIP project works with core of government institutions in the Federal Government of Somalia as well Puntland, the STEFS project works with institutions in the FGS and the new Federal Member States: ISWA; IJA; HirShabelle, and Galmudug, focusing on both initial establishment of the institutions and core of government functions.The SIP project started on 1 July 2015 and will end on 31 December 2017. The StEFS started on 1 April 2016 and will end on 31 March 2018. The total budget for the SIP project is $15 Million, while the budget for StEFS is around USD $14 Million. The project budgets evolved over time, while the main funding came through the UN Multi Partner Trust Fund, both project equally received bilateral funding from different donors.The objective of the SIP Project is to enable the governments to fill critical capacity gaps in the civil service and to strengthen the capacity of key ministries and agencies to perform core government functions. The expected project outcomes are strengthened systems, processes and capabilities of the Governments to deliver on New Deal Compact.The objective of the StEFS Project implemented by UNDP in conjunction with UNSOM, and the Federal Ministry of Interior and Federal Affairs as the lead facilitator and partner. This project contributes to the Peacebuilding and State Building Goals (PSG) laid out in the Somali Compact– particularly on PSG 1 “focused on inclusive politics”, while equally addressing PSG 5.A team of consultants will be engaged to implement the evaluation under the leadership of the Team Leader. The evaluation team consist of:* The **Team-leader**, who is responsible for the overall management of the team and will focus on the following technical areas: Planning, Aid Coordination, M&E and statistics
* The **Civil Service Management specialist**, who will focus on functional alignment, HR management, Good governance, performance management;
* The **State Building specialist**, who will focus on federalism, reconciliation, conflict resolution and state formation.

Based on the evaluation findings, the team leader will subsequently draft a set of recommendations concerning the future capacity development programme structure. During this process, the team leader will be assisted by an expert in core of government functions from the UNDP. |
| **III. Objectives of the assignment** |
| The **overall objective** of this evaluation is to assess how UNDP’s project results contributed, together with the assistance of partners, to a change in development conditions. The purpose of the evaluation is to measure UNDP’s contribution with a view to improve on the current and new UNDP Capacity Development programme, providing the most optimal portfolio balance and structure for the next programming cycle (2018-2020). The period covered by the present evaluation is as follows:* The SIP project from 1 July 2015 till the 31 March 2017
* The StEFS project from 1 April 2016 till 31 March 2017.

The evaluation should determine the relevance, efficiency and effectiveness of the project. The findings and recommendations of the evaluation offer analytical insight in why results are or are not being achieved and the role UNDP has played. It is also intended to clarify underlying factors affecting the development situation, identify unintended consequences (positive and negative), generate lessons learned and recommend actions to improve performance in future programming and partnership development. In addition to evaluating the project implementation status, recommendations should be made in support of improving project implementation and sustainability. The evaluation will pave way for improving project execution for the remaining duration of the project and possible re-design of the Capacity Development portfolio.The evaluation will be guided by the following criteria.**Relevance**Assess the appropriateness of the project activities and inputs in addressing the different needs of the different governments supported by the two projects. Determine whether the project objectives as outlined in the project document are still relevant, clear and feasible.**Effectiveness**Assess whether the two projects (SIP and StEFS) are being implemented per plan and the degree of achievement of the intended results; Identify the factors (internal/external) which may have facilitated/impeded the implementation of activities and the achievement of results thus far.**Efficiency**Determine whether the institutional structures at UNDP level are still adequate to support the implementation and coordination of the project activities timely and efficiently; Assess the efficiency of the project management and supervision of activities; Determine whether funds are being utilized per the agreed financial plan. **Networks / Partnerships**Evaluate stakeholder participation in project implementation; Evaluate the communication and information dissemination to stakeholders; Evaluate the extent at which the government partners are involved in the project.**Sustainability and impact**Assess whether the project will facilitate sustainability beyond the life span of the project. The sustainability assessment should consider, financial sustainability, socio-economic and political risks, stakeholder ownership and governance; Assess the sustainability of project interventions.Evaluators must provide, after a detailed narrative, a summary Quality Rating on the following categories along the following scale: Evaluations Rating Scale: Highly Satisfactory (HS), Satisfactory (S), Moderately Satisfactory (MS), Moderately Unsatisfactory (MU), Unsatisfactory (U) and Highly Unsatisfactory (HU)

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| **Overall Rating** | **Relevance** | **Effectiveness** | **Efficiency** | **Impact** | **Sustainability** | **Gender Sensitive**  |
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| **IV. Scope of work – Civil Service Management specialist** |
| The **Civil Service Management specialist**, under the leadership of the Team Leader, will focus on functional alignment, HR management, Good governance, performance management.**While a detailed description of the implementation process of the present assignment is to be developed in the inception report, a rough outline is presented below:** 1. Desk reviews of relevant documentation – Project documents; LOAs; TORs of local advisors and international consultants as well as project reports
2. Review of the local advisors and international consultants’ contracts, work plans and deliverables
3. Interviews with stakeholders especially relevant government officials on the work carried out by local advisors and international consultants
4. Presentation of initial and final reports with a prominent section on key findings and recommendations as well as any challenges encountered or established from the assignment
5. Interviews with relevant FGS and regional government officials on federalism and capacity building interventions to measure progress/satisfaction.

**Methodology**The evaluation will be conducted using different evaluation methodologies, a detailed evaluation plan will be developed during the inception period in close consultation with the UNDP and partner staff. The evaluation will begin with a meeting with project staff at the UNDP Offices in Mogadishu and will end with debriefing of the same. The information will be collected from various sources including the government officials in various government institutions supported by the two projects. Findings will be based on appropriate quality and quantitative methods including: Desk review of project documents, monitoring reports, narrative and financial reports, statistics and minutes; Interviews or focus group discussions with key stakeholders in the project including management, staff and clients attending the various institutions, CD Program Manager, SIP Team leaders, StEFS Project Managers, field visits to the different regional member states. Other methods that are appropriate to evaluate the project and to answer the evaluation questions.The Team Leader, supported by a Staff Member from the UNDP Head Quarters in the field of core of government functions, will based on the evaluation report and recommendations, develop an outline for the future Capacity Development Programme for UNDP Somalia. |
| **V. Final product/Deliverables** |
| **Deliverables:** * Inception report defining the approach, methodology and timelines for the execution of this assignment concerning **Civil Service Management, integrated in the overall inception report**– after 3 working days from start of assignment.
* Desk review report **Civil Service Management, integrated in the overall Desk Review Report**- after 5 working days from the inception report.
* Draft report **Civil Service Management, integrated in the overall Draft report** – after 20 working days from the inception report, submitted to UNDP and the national partners, validated in a workshop setting.
* Final report, including a set of recommendations **Civil Service Management, integrated in the overall Final Report** – after 5 working days from the submission of the draft report.
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| **VI: Qualifications and Competencies** |
| The Team leader will – next to the overall management of the evaluation process – lead the evaluation in the following fields: State Formation/state building and reconciliation, functional alignment / functional review and performance management support.1. Academic Qualifications:

Master degree in the line of work mentioned above. Key areas include Public Administration, Human Resource Management, Social Sciences or any other related discipline.1. Years of Experience:
* At least 10 years’ experience working with national and or sub-national governments;
* Demonstrated experience in implementing an evaluation of a sizable project (minimum USD 10 Million annual turnover), focusing on civil service management
* Institutional Development, preferably in a post-conflict setting;
* Solid document drafting skills;
* Sound organizational skills to support the organization of extensive outreach/consultation efforts, preferably in a post-conflict setting.

III. Competencies:**Corporate Competencies:*** Demonstrates commitment to UNDP’s mission, vision and values.
* Displays cultural, gender, religion, race, nationality and age sensitivity and adaptability

**Functional Competencies:** **Accountability** * Mature and responsible; ability to operate in compliance with organizational rules and regulations;

**Planning and organizing*** Effective organizational and problem-solving skills and ability to manage a large volume of work in an efficient and timely manner;
* Ability to establish priorities and to plan, coordinate and monitor (own) work;
* Ability to work under pressure, with conflicting deadlines, and handle multiple concurrent activities

**Teamwork and respect for diversity** * Ability to operate effectively across organizational boundaries;
* Ability to establish and maintain effective partnerships and harmonious working relations in a multi-cultural, multi-ethnic environment with sensitivity and respect for diversity and gender;

**Leadership and Self-Management*** Focuses on results for the client and responds positively to feedback
* Consistently approaches work with energy and a positive, constructive attitude
* Remains calm, in control and good humored even under pressure
* Demonstrates openness to change and ability to manage complexities

IV. Language requirements:* English is the working language for this assignment.
* Knowledge of Somali is an added advantage.
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| **VII. Other Information** |
| * The total number of working days foreseen for this assignment is a maximum of 33 working days over the period May - July 2017.
* The assignment is contingent on the security situation, the security situation is volatile and last-minute adaptations to the programme may emerge.

**Evaluation report format**The reports are written in English. The format of the report will be in compliance with UNDP evaluation standards, and will follow: Executive summary; Introduction, scope and background; Objectives and Methodology; Project performance; Conclusion and rating of project performance; Lesson Learnt; Recommendations**Payment Plan*** 25% upon submission of desk review report.
* 25% upon successful presentation of the draft report in the validation workshop elaborated above.
* 50% on approval of final report that incorporates comments and contributions from UNDP and other stakeholders.
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