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Resilient nations.*

Terms of Reference

Conflict Prevention and Peace Preservation end of Project Evaluation

1. Background

The United Nations Development Programme (UNDP) support to Conflict Prevention and Peace Preservation (CPPP) effectively commenced in July 2014 following the complete closure of the United Nations Integrated Peacebuilding in Sierra Leone (UNIPSIL), UNDP continued to strengthening national and local efforts for identifying and resolving tensions and threats of potential conflict, especially over political affiliation, ethnicity, and natural resources to avoid the eruption of violence and assisting the country to achieve its long term development objectives as articulated in the country's Agenda for Prosperity (2013-2018) and United Nations Development Assistant Framework (UNDAF 2015-2018).

The project aimed to strengthen conflict resolutions mechanism in Sierra Leone by building on existing systems and to fill potential gaps in the post UNIPSIL operations. The project supported national institutions including the National Commission for Democracy (NCD), Political Parties Registration Commission (PPRC), Office of National Security (ONS), National Youth Commission (NaYCOM), and selected civil society partners like the West Africa Network for Peacebuilding (WANEP), HOPE Sierra Leone and Advocate Plus in institutionalizing systems for preserving peace through i) an early warning and response system, ii) creating a culture of dialogue with a focus on engaging with youth at risk, and iii) reintroduction of civic education in formal and informal sectors.

In addition, the project identified and trained a network of chiefdom and insider-mediators/dialogue facilitators; established an early warning and response mechanisms; and established chiefdom, district, regional and national dialogue sessions where issues of national concern were discussed across political party lines and particularly amongst high-risk groups.

2. Purpose of Evaluation

The evaluation is expected to look at all aspects of the Conflict Prevention and Peace Preservation Project from inception up to the time of the evaluation. The evaluation will also provide an important input into the formulation of future UNDP's support to Conflict Prevention and Peacebuilding initiatives, especially in the light of changes Sierra Leone has undergone in peace consolidation and national cohesion since the closure of the United Nations Integrated Peacebuilding in Sierra Leone (UNIPSIL).

The evaluation will focus on learning for improving and adjusting the support to CPPP Project design, governance and operations. The evaluation focus will also be guided by the standard evaluation criteria of relevance, efficiency, effectiveness, impact and sustainability. It will also capture leveraged and unintended support and results to Conflict Prevention and Peace Preservation development project (if any), as well as other pertinent evaluation criteria such as equity, gender equality, south-south collaboration and human rights.

The end of project evaluation is aimed at:

- Learning lessons and deepening the understanding of how the CPPP project was designed, set up, managed and delivered. The evaluation will generate useful lessons especially on the design, management and quality of results generated by the project for improving the quality of similar and future initiatives;
- Accounting for various investment in terms of the intended and unintended results; the end of project evaluation will also provide essential information on intended and unintended results to donors and partners to account for all investments to CPPP Project
- Look at peace infrastructure component and draw out potential advantages it may bring to the country as formal infrastructure for conflict resolution and prevention. Informing decisions on the way forward and possible correction measures, as well as the sustainability, scalability and replicability of the CPPP Project interventions.

Objective of the Evaluation

The main objective of this end of project evaluation is to assess the progress in terms of achieving the projects stated objectives and results. The evaluation will also assess UNDP's contribution to CPPP processes in Sierra Leone as well as to inform the design of the new project document for the Support to CPPP Project (2014– 2017). The specific objectives of the evaluation are as follows:

- Assess the performance of the project in achieving planned results and contribution to achievement of UNDP Country Programme Document (CPD), UNDP Strategic Plan and Government of Sierra Leone (GoSL) development goals and results;
- Identify and assess the strengths, weaknesses, constraints and opportunities of the CPPP Project to recommend any necessary changes or course correction measures in the implementation and design of future similar development initiatives;
- Look at peace infrastructure and draw out potential advantages it may bring to the Sierra Leone as formal infrastructure for conflict resolution and prevention, and
- Draw, based on above objectives, lessons and recommendations for sustaining the CPPP project results, and providing guidance for the future strategic direction of the CPPP in Sierra Leone.

3. Scope of the Evaluation

The evaluation will cover all activities undertaken in the project and the period from inception to the time of the evaluation. It is expected to meet International and United Nations Evaluation Group (UNEG) standards and guidelines, and at a minimum, apply the following review criteria:

- Effectiveness of the CPPP Project in achieving or likely achieving expected and unintended results;
- Relevance and coherence of CPPP Project objectives and design (including its theory of change, governance structure and delivery model) and activities towards realizing the desired results;
- Efficiency of the Support to CPPP Project in its design, institutional arrangements, and strategies used to achieve expected and unintended results;
- Sustainability of the support to CPPP Project activities and results including the focus on scalability and replicability;
- To the extent possible, the evaluation is also expected to capture and highlight initial impacts and provide recommendations to ensure the project continues its trajectory to deliver the intended impact.

Within the above criteria and as appropriate, the evaluation is also expected to cover the following;

- An assessment of whether programme's partnership strategy was adequate and effective including the range and quality of partnerships and collaboration developed with government, civil society, donors, the private sector and whether these contributed to improved programme delivery and attainment of results. The evaluation is also expected to assess how synergies were built with other state and non-state programmes/projects that contribute to CPPP.
- An assessment of how the cross-cutting themes and UN programme design attributes such as Human Rights, Equity, Gender Equality etc. were integrated in the programme design and implementation, as well as results and social effects of these interventions.
- Integrate capacity assessments of supported institutions to include but not be limited to assessment of changes in capacities for evidence based policy, legal framework, strategy and programme development, systems and in other areas.

4. Methodology of the Assignment

Based on UNDP guidelines for end of project evaluation, and in consultations with UNDP Sierra Leone, the evaluation will be inclusive and participatory, involving all principal stakeholders. The evaluation will consider the social, political and economic context which have affected the overall performance of the project considering EVD related factors. The review methods will include, but will not be limited to the

following provided they are agreed at the inception phase: During the evaluation, the consultant is expected to apply but is not limited to the following approaches for data collection and analysis:

- Key informant interviews with UNDP Senior Management and Project Staff;
- Desk review of relevant documents including policy frameworks, legal frameworks, national strategies, evaluation reports, project progress reports and any other necessary references including related reports on CPPP in Sierra Leone;
- Interviews with partners and stakeholders, government officials, service providers including CSO partners, Development Partners and/or Donors, strategic partners on CPPP;
- Field visits;
- Case studies for comprehensive examination and cross comparison of cases to obtain in-depth information.

The consultant is expected to develop a detailed evaluation plan and an evaluation design matrix showing methods of addressing key evaluation criteria and objectives as part of the inception report. He/she will submit a short inception report that will also describe:

- How he/she understood the programme theory of change in developing the evaluation plan
- The detailed evaluation plan, indicating the methods to be used and information sources to be looked at for each evaluation question.

The evaluation will be carried out in accordance with UN Evaluation Group evaluation standards which emphasize the need for: Independence, Credibility, Utility, Impartiality, Transparency, Disclosure, Ethics, and Participation

5. Management Arrangements

The presence of an international consultant would be an added advantage given the safeguard independence and impartiality of the evaluation. The consultant will have the support of the Programme Management Support Unit and Governance Cluster in the country office will provide the evaluator an overview of the project, as well as the results of preliminary data collection and analysis, which will include contextual information, project and outcome monitoring data, and relevant documents including project documents, progress reports and evaluation reports.

The Head of PMSU will be the evaluation manager. The Consultant will report to the evaluation manager and the Project Manager, CPPP Project. A reference group will be established to provide additional support and quality assurance to the evaluation, as well as working closely with the evaluation manager in reviewing the terms-of-reference, the inception report, the draft report. The reference group will be made up of the Project Manager, the Governance Team Leader, Evaluation Manager and representatives of another key stakeholder organisations.

UNDP Sierra Leone and the Consulting Team shall be responsible for setting up meetings with all key stakeholders of the project, both government and non-governmental organizations.

6. Expected Deliverables

The key deliverables of the Evaluation Consultant will include the following outputs:

- Inception report which will include a detailed evaluation plan and evaluation design matrix and its presentation (before the commencement of field work);
- Evidence set (analyzed data) used for writing the report and for the presentation – the analyzed data will be included in the technical annexes;
- Draft report and its presentation to the Evaluation Reference Group and for peer review. The evaluation report will include: the executive summary, evaluation purpose, objectives and questions, social and environmental considerations of the project, sustainability, scalability and replicability of the project, key aspects of the methodological approach and limitations, findings, conclusions, lessons and recommendations, and annexes;
- Final report including an executive summary of up to three pages and essential annexes
- Technical annexes including the methodology and its instruments and evidences.

7. Skills and Experience of the Consultant

The Consultant shall have a minimum of a Master's degree or equivalent in Social, Political Science or in Conflict Prevention, Law, Human Rights or other relevant fields;

- Excellent spoken and written communication skills in English
- At least 10 years of professional experience.
- Experience in the design and evaluation of conflict prevention and peace building programs, including an awareness regarding specific approaches and techniques for the evaluation of such initiatives;
- Experience of evaluating gender aspects of conflict prevention.
- Experience working with UN/UNDP and understanding UNDP's mandate and role in conflict prevention and peacebuilding.
- Extensive knowledge of result-based management evaluation, UNDP policies, procedures, as well as participatory monitoring and evaluation methodologies and approaches.
- Experience in working with donors;
- Strong ability in managing confidential and politically sensitive issues, in a responsible way, and in accordance with protocols.
- Exhibiting experience of working within politically sensitive environments, exhibiting a high level of diplomatic discretion when dealing with national authorities;
- Sound understanding of UN mandate and role in conflict prevention and peacebuilding more broadly, prior working/consultancy experience with UNDP/UN a strong asset;

- Strong communication skills and demonstrates openness to change and ability to manage complexities

8. Timeframe

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 assignment is up to 20 days and the tentative schedule is as follows:

- Desk review, inception report (5 days);
- Fieldwork, de-briefing and preparation of draft report (5days);
- Feedback from key stakeholders and UNDP (5 days);
- Submission of final evaluation report (5 days).

9. Remuneration

The daily rate for consultancy fees will depend on the level of education and experience of each individual evaluator. Consultants are expected to explicitly indicate their daily rates when applying for this evaluation. Payments will be made in local currency at prevailing UN exchange rates for a National Consultant. The evaluators will receive the payments in the following instalments:

- 20% upon submission of an acceptable inception report that considers the comments and suggestions from the review of the inception report.
- 40% upon submission of the draft end of evaluation report and presentation of draft Report to a stakeholder Validation Meeting; and
- 40% upon submission and acceptance of final report

10. Application Process

Interested applicants should submit their applications by 18 May, 2018. Applications should be clearly marked as follows:

Evaluation – CPPP Project

Interested consultants should also submit a proposal to UNDP Sierra Leone briefly outlining and including the following:

- A brief outline of how they would approach the assignment detailing the methodology, tools and proposed timeline (5 pages)
- CVs and certified copies of academic certificates
- A copy of recently completed evaluation report they consider to be among their best.
- An indication of the rate for the consultancy fees in US\$.

The Applications should be sent to:

The Deputy Country Director – Operations
United Nations Development Programme (UNDP)
55 Wilkinson Road
P.O. Box 1011
Freetown, Sierra Leone

Annex A: Selection and Scoring of Applicants

The selection of the consultant will be based on how his/her skills and competences sets match the criteria defined in (7) above. The proposals for the short-listed candidates will be reviewed both technically and financially. The following is the basis for scoring each technical proposal:

No	Criteria	Score
1.	Relevant knowledge and qualifications	10
2.	Language proficiency and ability to produce quality reports	10
3.	Relevant work experience particularly in the evaluation of Conflict Prevention and Peacebuilding areas including gender and human rights projects	10
4.	Knowledge of Sierra Leone Conflict Prevention and Peacebuilding initiatives including gender and human rights projects	10
5.	Proposed evaluation methodology and design matrix	20
6.	Experience in collecting qualitative and quantitative data	10
	Total	70
7.	Financial proposal accounting for 30% based on price quoted	30
	Grand Total	100

Annex B: DOCUMENTS FOR STUDY BY THE EVALUATORS

- UNDP Handbook on Planning Monitoring and Evaluation for development Results
- UNDP Guidelines for Outcome Evaluators
- Ethical Code of Conduct for Evaluation in UNDP
- UNGD Result-Based Management Handbook
- UN Transitional Joint Vision 2013-14
- UNDP CPAP 2008-2012 and 2013-14
- GoSL PRSP II, Agenda for Change, 2008-2012 and Agenda for Prosperity 2013-17
- Millennium Development Goals Reports 2011
- CPPP Project document
- Progress and Field Visit Reports
- Project Board and Programme Review Meeting Minutes

ANNEX C: UNEG Code of Conduct for Evaluators/Midterm Evaluation Consultants

Evaluators/Consultants:

1. Must present information that is complete and fair in its assessment of strengths and weaknesses so that decisions or actions taken are well founded.
2. Must disclose the full set of evaluation findings along with information on their limitations and have this accessible to all affected by the evaluation with expressed legal rights to receive results.
3. Should protect the anonymity and confidentiality of individual informants. They should provide maximum notice, minimize demands on time, and respect people's right not to engage. Evaluators must respect people's right to provide information in confidence, and must ensure that sensitive information cannot be traced to its source. Evaluators are not expected to evaluate individuals, and must balance an evaluation of management functions with this general principle.
4. Sometimes uncover evidence of wrongdoing while conducting evaluations. Such cases must be reported discreetly to the appropriate investigative body. Evaluators should consult with other relevant oversight entities when there is any doubt about if and how issues should be reported.
5. Should be sensitive to beliefs, manners and customs and act with integrity and honesty in their relations with all stakeholders. In line with the UN Universal Declaration of Human Rights, evaluators must be sensitive to and address issues of discrimination and gender equality. They should avoid offending the dignity and self-respect of those persons with whom they come in contact in the course of the evaluation. Knowing that evaluation might negatively affect the interests of some stakeholders, evaluators should conduct the evaluation and communicate its purpose and results in a way that clearly respects the stakeholders' dignity and self-worth.
6. Are responsible for their performance and their product(s). They are responsible for the clear, accurate and fair written and/or oral presentation of study limitations, findings and recommendations.
7. Should reflect sound accounting procedures and be prudent in using the resources of the evaluation.

MTE Consultant Agreement Form

Agreement to abide by the Code of Conduct for Evaluation in the UN System:

Name of Consultant: _____

Name of Consultancy Organization (where relevant):

I confirm that I have received and understood and will abide by the United Nations Code of Conduct for Evaluation.


Signed at _____ (Place) on _____
(Date)

Signature: _____

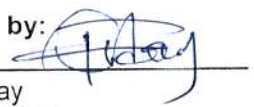
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