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## **TERMS OF REFERENCE**

### **CONSULTANCY TO CONDUCT MID-TERM ASSESSMENT OF THE PROJECT "CONFLICT PREVENTION AND MITIGATION DURING THE ELECTORAL CYCLE IN SIERRA LEONE".**

#### **1. Background**

The United Nations Development Programme (UNDP) in Sierra Leone, in collaboration with the Office of the High Commission for Human Rights (OHCHR), are implementing a conflict prevention project, titled "Conflict prevention and mitigation during the electoral cycle", aimed at ensuring a peaceful environment before, during and after the March 2018 elections.

The Project involves the implementation of a wide range of interconnected activities across several target institutions, including the Political Parties Registration Commission, National Commission for Democracy, Judiciary, National Commission for Human Rights, Office of National Security, Sierra Leone Police, Civil Society Organizations and Media. These activities involved training of trainers on human rights, peace advocacy, non-violent response, and mediation as well as provision of support to establishing forums for dialogue both formal and informal, strengthening two situation rooms, creating a network of high level peace advocates to prevent violence and resolve disputes, developing a political parties' code of conduct, and preventing violence against women and girls, among others.

The project is being implemented in three stages:

In Phase 1: the induction phase (first three months), the project focused on the establishment of the management structure, providing support to the training of trainers, re-activating and equipping the situation rooms and the recruitment of staff and consultants.

Phase 2: being the implementation phase, focused on the full rollout of the project

Phase 3: focuses on the post-election activities and concluding stages of the project, including the mid-term and final evaluations, audit, and lessons learned.

The completion of the March 2018 elections signals the end of Phases 1 and 2 of the project. The project is currently at its third stage and UNDP and its donors have decided to conduct a mid-term assessment, whose findings will guide the implementation of phase 3 of the project.

UNDP, therefore, seeks the services of an international consultant to conduct the mid-term review with the following objectives:

## **2. Objectives of the Mid-Term Assessment**

The review will assess the performance of Phases 1 and 2 of the Project in achieving its intended results.

- (i) Identify the results achieved and assess the effectiveness of the project for phase one and two vis-à-vis the results framework;
- (ii) Assess the management structure of the project including but not limited to financial management of the project;
- (iii) Assess the risk management of the project by the project team and implementing partners;
- (iv) Has the project introduced elements of sustainability (of capacities) that could be expanded on by end of project?
- (v) Examine whether the project delivered value for money in efficiency, effectiveness and economy (reference DFID's VFM guidance);
- (vi) To what extent has the project addressed inclusiveness of special groups as women, youth and PWDs;
- (vii) Assess the project's flexibility in response to the changing socio-political situation of the 2018 elections;
- (viii) Advise how different aspects of the project can be enhanced in the next phase – with a specific focus on how results can feed into wider reform processes at national level;
- (ix) Assess to what extent the Project leverages UNDP's role in building prevention capacities at the country level;
- (x) Proffer partner-specific recommendations for the medium-term;
- (xi) Draw up recommendations based on the review of achievements, successes, and challenges;
- (xii) Identify lessons learned that could be replicated in other projects.

## **3. Scope of the Evaluation**

The Consultant will undertake the following tasks:

- (i) Consult with the Project management team on the scope of work, methodology and possible case studies to be selected;
- (ii) Draft the inception report outlining the assessment methodology as well as the work plan;
- (iii) Draw on output from lessons learnt exercises conducted by implementing partners to inform the mid-term assessment;
- (iv) Develop the research questions and interview questionnaires based on the agreed evaluation plan and methodology;
- (v) Organize multi stakeholder consultations, bilateral meetings with individual stakeholders, and field trips to generate evidence that will be analysed and used for writing the report;
- (vi) Submit the final and approved evaluation report, including a 2-3-page executive summary, with evidence based conclusions, lessons learned and key recommendations for future reference. The final report will also include: annexes, the Terms of Reference for the evaluation, methodology and list of questions used during the interviews and list of key informants.

#### **4. Expected Deliverables**

The key outputs and deliverables of the Mid-Term Evaluation are:

**Deliverable 1:** Inception report outlining the evaluation methodology and suggested report outline (Due 1 weeks of commencing the assignment)

**Deliverable 2:** Draft assessment report for the project team review (within four weeks of contract signature)

**Deliverable 3:** Final analytical report, based on feedback received from the programme team, not exceeding 50 pages, including 2-3-page executive summary (Within six weeks of contract signature)

#### **5. Management Arrangements**

The consultant will report to the Team Leader of the Governance Cluster of the UNDP during the assignment.

#### **6. Skills and Experience of the Consultant**

The Consultant shall have a minimum of a Master's degree or equivalent in Social or Political Science, Economics, Development, 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 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 assignment will be discussed with the Consultant prior to the assignment. The estimated duration of the assignment is up to 25 days and the tentative schedule is as follows:

- Desk review, inception report (5 days);
- Fieldwork, de-briefing and preparation of draft report (10 days);
- 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 qualification and experience of the consultant. Consultants are expected to explicitly indicate their daily rates when applying for this assignment. Payment will be made as per below:

- 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 assessment 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 30<sup>th</sup> May 2018. Applications should be clearly marked as follows:

### **Mid-Term Assessment – Conflict Prevention and Mitigation 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
	<b>Total</b>	<b>70</b>
7.	Financial proposal accounting for 30% based on price quoted	30
	<b>Grand Total</b>	<b>100</b>

## 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
- UNDG Result-Based Management Handbook
- Conflict Prevention and Mitigation Project document
- Progress and Field Visit Reports
- Implementing partners' reports
- Technical Committee 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: \_\_\_\_\_

**Prepared by:**

Name: Josephine Scott-Manga

Designation: Programmes Specialist

Location: UNDP Sierra Leone

Date: 24/05/2018

Signature: 

**Approved by:**

Name: Annette Nalwoga

Designation: Governance Team Leader

Location: UNDP Sierra Leone

Date: 23/05/2018

Signature: 