

# Annex 1. TERMS OF REFERENCE

## 1. INTRODUCTION

The Independent Evaluation Office (IEO) of the United Nations Development Programme (UNDP) conducts country evaluations called “Independent Country Programme Evaluations (ICPEs)” to capture and demonstrate evaluative evidence of UNDP’s contributions to development results at the country level, as well as the effectiveness of UNDP’s strategy in facilitating and leveraging national efforts for achieving development results. The purpose of an ICPE is to:

- Support the development of the next UNDP Country Programme Document
- Strengthen accountability of UNDP to national stakeholders
- Strengthen accountability of UNDP to the Executive Board

ICPEs are independent evaluations carried out within the overall provisions contained in the UNDP Evaluation Policy.<sup>1</sup> The IEO is independent of UNDP management and is headed by a Director who reports to the UNDP Executive Board. The responsibility of the IEO is two-fold: (a) provide the Executive Board with valid and credible information from evaluations for corporate accountability, decision-making and improvement; and (b) enhance the independence, credibility and utility of the evaluation function, and its coherence, harmonization and alignment in support of United Nations reform and national ownership.

Based on the principle of national ownership, IEO seeks to conduct ICPEs in collaboration with the national authorities where the country programme is implemented.

UNDP Somalia has been selected for an ICPE since its country programme will end in 2020. This is the third independent country evaluation of UNDP programmes in Somalia conducted by IEO, with the last one dating 2015. The ICPE will be conducted in 2019 to feed into the development of the new country programme. The ICPE will be conducted in close collaboration with the Government of Somalia, Federal Member States and Somaliland, based on the UNDP programmatic delivery, UNDP Somalia country office, and UNDP Regional Bureau for the Arab States.

## 2. NATIONAL CONTEXT

The Federal Republic of Somalia is located in the horn of Africa. It is bordered by Ethiopia to the west, Djibouti to the northwest, Kenya to the southwest, the Gulf of Aden to the north, the Guardafui Channel and the Indian Ocean to the east. Somalia is a country from the Least Developed Country (LDC) and fragile state category, with a population estimated at 14.7 million in 2017<sup>2</sup>, with more than half of the population (52 percent) estimated to be living below the \$1.9 per day poverty line. The highest incidence of poverty is found among the households located in internally displaced persons (IDP) settlements (75.6 percent) and the country’s capital Mogadishu (73.7 percent)<sup>3</sup>. More than half of Somali households are headed by women, while 2 out of 3 households in Mogadishu and IDP Settlements are headed by men.

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<sup>1</sup> See UNDP Evaluation Policy: [www.undp.org/eo/documents/Evaluation-Policy.pdf](http://www.undp.org/eo/documents/Evaluation-Policy.pdf). The ICPE is conducted in adherence to the Norms and the Standards and the ethical Code of Conduct established by the United Nations Evaluation Group ([www.uneval.org](http://www.uneval.org)).

<sup>2</sup> World Development Indicators, World Bank data 2018

<sup>3</sup> World Bank data, Somalia Poverty and Vulnerability report 2018: <http://microdata.worldbank.org/index.php/catalog/3181>

From 1991, the country experienced about two decades of civil war with a devastating impact on its socio-economic infrastructure and institutions, leaving Somalia without a stable central government. This period was marked by the secession of two of the countries' region<sup>4</sup>; and the return to customary and religious law in most regions. Between 2000-2012, the country underwent a long transition period where several transitional governments succeeded one after another in attempting to federalize the country. However, the absence of a central authority in the country for about a decade have led to the emergence of important factions and groups challenging the authority of the transitional authorities and posing extreme security threats hindering state building progress, and regional security. Since 2007, a regional peacekeeping mission operated by the African Union (AMISOM)<sup>5</sup> has been deployed to support the security, peace and state-building process.

In 2012 the country ended its transition through the approval of provisional constitution and the election of parliament. In 2012, a Federal Government was re-established. The Puntland state was joined by Jubbaland, South-West, Galmudug, and Hirshabelle to form the federal member states. However, the issue of Somaliland's status remains unresolved<sup>6</sup>. In 2013, with the implementation of the New Deal Compact, a partnership framework between the federal government and the international community was signed, paving the way for a new state building process. For the first time in two decades, the 9th Parliament successfully served a full-term and in 2016 indirect elections were held<sup>7</sup>. In December 2016 the Federal government presented, for the first time in over 30 years (since 1986), a 'national owned – nationally led' National Development Plan (NDP) covering the fiscal period of 2017 to 2019.

Built on the foundations laid by the New Deal Compact, the NDP aims at accelerating socio-economic transformation to achieve the objectives of reducing poverty, strengthening governance and political inclusion, addressing environmental vulnerability (cyclical droughts and natural disasters), promoting economic and societal transformation including gender equality. The Plan emphasises reviving Somalia's traditional economic sectors, such as agriculture, livestock, and fishing utilizing the strengths of the private sector<sup>8</sup>. In parallel to the development path drawn by the NDP for the member states, Somaliland runs its own national development strategy , the second since 2007<sup>9</sup> focusing on easing poverty, creating labour opportunities, especially for young people, promoting trade and international investments, bolstering productive sectors, countering droughts and adapting to climate change, developing infrastructure and public amenities, stepping up accountability, ensuring good governance and respecting human rights.

Notwithstanding progress achieved in the area of statebuilding, the two decades of conflicts have had significant effects on human development. The humanitarian crisis in Somalia is among the most complex and longstanding emergencies. Continued conflict and subsequent displacement have continuously disrupted livelihoods and access to key sources of food and income. While there are reports indicating that food security continues to improve and livestock production has increased substantially, large populations are still suffering Crisis (IPC Phase 3) and Emergency (IPC Phase 4) levels of food insecurity across the country.

Development indicators in Somalia remain among the lowest in the world. Life expectancy at birth in Somalia (56 years in 2016) is below the average in Sub-Saharan Africa (60 years in 2016)<sup>10</sup>. Under-five mortality rate

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<sup>4</sup> Somaliland in 1991 followed by Puntland in 1998

<sup>5</sup> <https://amisom-au.org/amisom-mandate/>

<sup>6</sup> <http://www.so.undp.org/content/somalia/en/home/countryinfo.html>

<sup>7</sup> <http://www.so.undp.org/content/somalia/en/home/countryinfo.html>

<sup>8</sup> The Somalia National Development Plan 2017-2019, Federal Government of Somalia, Final version, October 2016

<sup>9</sup> Somaliland National Development Plan II 2017-2021.

<sup>10</sup> World Development Indicators, World Bank Data 2018

remains high (131.5 per 1,000 live births)<sup>11</sup>, and malnutrition is the underlying cause in over a third of child deaths under the age of five. Over 47 percent of the population does not have access to safe drinking water, and more than half of the children are out of school. Inequality is also high, with the top 20 percent consuming six times more than the bottom 20 percent<sup>12</sup>. Employment rate remains very low (only 26% of working adults are employed in urban area and 32.7 percent in rural area)<sup>13</sup> and vulnerable (72% of vulnerable employment) with a significant gender disparity (only 19% of female ages 15 -64 participates in the labour force in 2017 with 87.5% of vulnerable employment)<sup>14</sup>. The country remains disproportionately dependent on remittances which represented five times foreign direct investment in Somalia in 2016<sup>15</sup>. The economic sector relies on agriculture and livestock which remain underdeveloped and highly vulnerable to the persistent external shocks.

Due to the El Nino phenomenon, the country experienced a prolonged drought period that brought it to the brink of famine in 2017; followed by record level of rainfalls between late March and June 2018 of rain over much of the country, all of which had a devastating humanitarian impact in most regions of the country and aggravated the needs of an already highly vulnerable population and productive capacities.

To respond to the economic slowdown and the humanitarian and food crisis following the 2016 drought, the government has strengthened the implementation of national policies including fiscal policy and large-scale famine program with remarkable support of the donors (donor grants almost doubled between 2016 and 2017 going from 55.3 million to 103.6 million)<sup>16</sup>. However, the real Gross Domestic Product (GDP) growth in Somalia has decreased by 2.1 percent in 2017 from 4.4 percent in 2016<sup>17</sup>. It was estimated that natural disasters caused 800,000 new displacements<sup>18</sup> in 2017. As of February 2018, the number of displaced populations estimated to be 3.45 million, with about 75 % of them being internally displaced persons, and about 800 thousand being refugees and asylum seekers in neighbouring countries.

Other challenges facing the country include marginalization, forced evictions, discrimination against vulnerable groups and minorities, gender-based violence (GBV), and insecurity and armed violence which continue to exacerbate vulnerabilities within Somalia. Between January 2016 to October 2017, UNSOM documented a total of 2,078 civilian deaths and 2,507 injuries; with more than half the casualties (60 per cent) attributed to Al Shabaab militants<sup>19</sup>. Recruitment by armed groups and forces is sometimes considered by children and youth and their families to be a source of income and a means of escaping poverty. Child forced marriage is also noted to be a source of economic gains for the families, depriving young girls of the opportunity to develop their potential and contribute to wider society.

The federal government continues to face a number of major challenges, such as the political crisis resulting from a no-confidence motion against the Speaker of the House of the People (lower house).

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<sup>11</sup> Ibid

<sup>12</sup> Consumption Quintiles per capita based on total imputed consumption is 0.469 for the first quintile (bottom 20 percent) while it is 2.674 for the fifth quintile (top 20 percent) according to the World Bank data.

<sup>13</sup> Data from the National Development Plan II 2017-2020

<sup>14</sup> World Development Indicators, World Bank data 2018

<sup>15</sup> 19.6 million for remittances and 4.9 million for FDI. See <https://www.imf.org/en/News/Articles/2018/02/23/pr1866-imf-executive-board-concludes-2017-article-iv-consultation-with-somalia>

<sup>16</sup> <https://www.worldbank.org/en/country/somalia/overview>

<sup>17</sup> <https://www.worldbank.org/en/country/somalia/overview>

<sup>18</sup> <http://www.internal-displacement.org/countries/somalia>

<sup>19</sup> Protection of Civilians: Building the Foundation for Peace, Security and Human Rights in Somalia," the report by the UN Human Rights Office and the UN Assistance Mission in Somalia (UNSOM)

### 3. UNDP PROGRAMME STRATEGY IN SOMALIA

The first cooperation agreement between the Government of Somalia and UNDP was signed in 1977<sup>20</sup>. In the last decade, UNDP's partnership with the Federal Government of Somalia has been formalized through 3 country programme documents<sup>21</sup>. The UNDP Somalia programme has been developed within the broader framework of UN system wide country plans for Somalia, which have progressively evolved to include establishing a structurally integrated presence since 2014 and developing a number of integrated teams and joint programming among UN entities in areas of common work.

Following the endorsement of Somalia's first national development plan in 30 years, the expiry of the New Deal Compact and the UN's Integrated Strategic Framework for Somalia 2014-2016, the UN system in Somalia developed a strategic framework for the period 2017-2020 to continue to guide and articulate its collective strategy and contribution in support of the Somali Government's development priorities and in achieving the Sustainable Development Goals. The UNSF 2017-2020 is focused on five interlinked and mutually reinforcing Strategic Priorities:

1. 'Deepening federalism and state-building, supporting conflict resolution and reconciliation, and preparing for universal elections'
2. 'Supporting institutions to improve Peace, Security, Justice, the Rule of Law and safety of Somalis'
3. 'Strengthening accountability and supporting institutions that protect'
4. 'Strengthening resilience of Somali institutions, society and population'
5. 'Supporting socio-economic opportunities for Somalis, leading to meaningful poverty reduction, access to basic social services and sustainable, inclusive and equitable development'

The implementation strategy of the UNSF puts emphasis on a one UN approach with joint programming modalities as a preferred means of implementation, including through joint funding mechanisms operated under the Somalia Development and Reconstruction Facility (SDRF)<sup>22</sup>. UNDP is identified among the UN implementing agencies in all five strategic priorities of UNSF but is expected to play a lead role in rule of law, resilience, inclusive politics and institutional strengthening. Accordingly, UNDP programmes for the period 2018-2020 is focused on three development priorities:

1. Inclusive and responsive political processes
2. Extending accountable and transparent service delivery in a secure environment
3. Progress from protracted socioeconomic and environmental fragility and recurrent humanitarian crises

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<sup>20</sup> Agreement between the Government of the Somali Democratic Republic and the United Nations Development Programme', 31 May 1977.

<sup>21</sup> Previous CPD covered the periods (i) 2008-2010; and (ii) 2011-2015; (iii) and the current CPD for the period- 2018-2020. Gaps between the different CPD timeframes correspond to CPD extension approved by UNDP Executive Board

<sup>22</sup> The Somalia Development and Reconstruction Facility (SDRF) serves as both a coordination framework and a financing architecture for implementing the Somalia National Development Plan (NDP), in line with the principles of the New Partnership for Somalia for Peace, Stability and Prosperity (NPS). This aid architecture builds on and reinforces the mechanisms that were set up for the implementation of the Somali Compact, with minor changes aimed at improving its effectiveness

**Table 1. UNSF goals and UNDP outcomes (2015-2018)**

UNSF goals (2017-2020)	UNDP outcome	UNDP Outputs (Areas of Contribution)	Budget* (US\$ million)	Utilization* (US\$ million)
Goal 1: Deepening federalism and state-building, supporting conflict resolution and reconciliation, and preparing for universal elections/ UNDP development priority 1	Citizen expectations for voice, development, the rule of law and accountability are met by stronger systems of democratic governance (outcome 5)	1.1: National agreement reached on a Somali-led process to deepen federalism and state building 1.2: Somali government institutions enabled to carry out their legislative functions in a transparent and inclusive manner 1.3: Somali institutions are enabled to run independent, impartial, transparent and inclusive elections 1.4: Somali women's representation and participation in politics and public-sector institutions enhanced	88.5	74.2
Goal 2: Supporting institutions to improve peace, security, justice, the rule of law and safety of Somalis; and strategic plan, Goal 3: Strengthening accountability and supporting institutions that protect	Countries have strengthened institutions to progressively deliver universal access to basic services (outcome 6)	2.1: Core functions of government ensure effective, efficient, transparent and accountable government management. 2.2: National and subnational governments have the capacity to manage service delivery arrangements in an inclusive and transparent manner, building on Wadajir framework <sup>23</sup> 2.3: Rule of law institutions enabled and communities empowered for increased security and improved access to justice. 2.4: Legal and policy frameworks in place to promote gender equality.	126.6	98.1
Goal 4: Strengthening resilience of Somali institutions, society and population; and UNSF Goal 5: Supporting socioeconomic opportunities for Somalis, leading to meaningful poverty reduction, access to basic social services and sustainable, inclusive and equitable development.	Early recovery and rapid return to sustainable development pathways are achieved in post-conflict and post-disaster settings (outcome 7)	3.1: Access to affordable energy and sustainable jobs increased especially for women and vulnerable groups. 3.2: Improved measures in place for environmental governance, resilience to climatic shocks and the management of natural resources. 3.3: 'Durable solutions' implemented for the reintegration of refugees and IDPs, especially for women and other vulnerable groups in urban and rural areas 3.4: Structural barriers to women's economic empowerment reduced.	52.5	39.1
<b>Total</b>			<b>267.6</b>	<b>211.4</b>

Source: UNDP Somalia Country Programme Document 2018-2020 (DP/DCP/SOM/3)

\*Financial figures extracted from UNDP Atlas/PowerBi tool as of April 2019

<sup>23</sup> Wadajir National Framework for Local Governance to support community recovery and grassroots reconciliation processes, launched in 2016

## 4. SCOPE OF THE EVALUATION

ICPEs are conducted in the penultimate year of the ongoing UNDP country programme in order to feed into the process of developing the new country programme. The last independent country programme evaluation was conducted in 2015 covering the last CPD for the period 2011-2015. In this regard, the ICPE will cover the period 2015-2018, covering the extended programme implementation of the last CPD and the current programme cycle 2018-2020. The ICPE will focus on the results UNDP intended to achieve in support of the implementation of the UNSF, as approved by the Executive Board. The evaluation will also include a follow up on the implementation of the recommendations from last country programme evaluation conducted by IEO in 2015.

As the country-level evaluation of UNDP, this ICPE will focus on the formal UNDP country programmes. The country programme is defined in the Country Programme Document (CPD). The scope of the ICPE includes the entirety of UNDP's activities in the country and therefore covers interventions funded by all sources, including core UNDP resources, donor funds, government funds. This evaluation will cover the period 2015-2018 as several interventions span over more than one CPD cycle. As several interventions in Somalia run over a different time frame and in several cases are a follow up to older phases, this ICPE will consider the entire programmatic portfolio which overlaps, even if partially, with the period 2015-2020.<sup>24</sup> Initiatives stemming from regional and global programmes as relevant will also be included in the scope of the ICPE.

Special efforts will be made to capture the role and contribution of UNV and UNCDF through undertaking joint work with UNDP, for example through the implementation of the Joint UN Programme on Local Governance and Decentralized Service Delivery (JP-LGDSD). This information will be used for synthesis in order to provide corporate level evaluative evidence of performance of the associated fund and programme.

## 5. METHODOLOGY

The evaluation methodology will adhere to the United Nations Evaluation Group (UNEG) Norms & Standards.<sup>25</sup> The ICPE will address the following three key evaluation questions.<sup>26</sup> These questions will also guide the presentation of the evaluation findings in the report.

1. What did the UNDP country programme intend to achieve during the period under review?
2. To what extent has the programme achieved (or is likely to achieve) its intended objectives?
3. What factors contributed to or hindered UNDP's performance and eventually, the sustainability of results?

The ICPE is conducted at the outcome level. To address question 1, a Theory of Change (ToC) approach will be used in consultation with stakeholders, as appropriate. Discussions of the ToC will focus on mapping the assumptions behind the programme's desired change(s) and the causal linkages between the intervention(s) and the intended country programme outcomes. As part of this analysis, the CPD's progression over the review period will also be examined. In assessing the CPD's evolution, UNDP's capacity to adapt to the changing context and respond to national development needs and priorities will also be looked at. The effectiveness of UNDP's country programme will be analysed under evaluation question 2. This will include an assessment of the

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<sup>24</sup> Based on an initial data extraction from Atlas, out of the 124 outputs with a budget forming the Somalia portfolio over the period 2015 (last Assessment of Development Results Report)-2023 (based on active projects end dates), only four are scheduled to run from 2018 to 2020 (current CPD cycle), of these, one is a report preparation output.

<sup>25</sup> <http://www.uneval.org/document/detail/1914>

<sup>26</sup> The ICPEs have adopted a streamlined methodology, which differs from the previous ADRs that were structured according to the four standard OECD DAC criteria.

achieved outputs and the extent to which these outputs have contributed to the intended CPD outcomes. In this process, both positive and negative, direct and indirect unintended outcomes will also be identified.

To better understand UNDP's performance, the specific factors that influenced - positively or negatively - UNDP's performance and eventually, the sustainability of results in the country will be examined under evaluation question 3. The utilization of resources to deliver results (including managerial practices), the extent to which the CO fostered partnerships and synergies with other actors (including through south-south and triangular cooperation), and the integration of gender equality and women's empowerment in design and implementation of the CPD are some of the aspects that will be assessed under this question.

Given that 80% of the Somalia Country Programme is jointly implemented with other agencies, the evaluation will pay attention to the effectiveness of this structure and the extent to which it is delivering results in line with the UNSF. The evaluation will also focus on innovative practices implemented by the Programme and assess their contribution to the delivery of results.

## 6. DATA COLLECTION

**Assessment of data collection constraints and existing data.** An assessment was carried for each outcome to ascertain the available information, identify data constraints, to determine the data collection needs and method. The assessment outlined the level of evaluable data that is available.

The assessment indicates that a total of six decentralized evaluations of projects were carried out by the country office since the last Assessment of Development Results was conducted in 2015, four of which were conducted in 2018 during the current program cycle under review. These evaluations include five final project evaluations (in the areas of youth employment, rule of law, Gender equality and women empowerment, state institutional capacity development, support to parliament; and a mid-term review in climate change resilience) covering about 60% of programmatic expenditure across the three outcome areas of the CPD between 2015-2018. Coverage of programmatic expenditures by decentralized evaluations has been higher in the areas of inclusive and responsive political processes and extending accountable (outcome1-35% of programmatic expenditure) and transparent service delivery in a secure environment (outcome2-49% of programmatic expenditure), than in the area of early recovery (outcome 3- 17% of programmatic expenditure covered). While the quality of final project evaluations was assessed in most cases as moderately satisfactory by IEO quality assessment of decentralized evaluations, they provide a good basis of evaluative information that the ICPE will be able to draw from.

With respect to indicators, the CPD, UNDP Results-Oriented Annual Report (ROAR) and the corporate planning system associated with it also provide baselines, indicators, targets, as well as annual data on the status of the indicators.

The prevailing volatile security situation in Somalia will constitute an important challenge to the data collection for this evaluation. As of April 2019, UNDSS rates 11 of the 12 security areas in the country with security levels ranging from high to substantial with important risks (extreme, high, substantial) particularly in terms of armed conflict, terrorism, and crimes. The areas of Awdal, Woqooyi Galbeed and Togdheer region (security Area 1) is rated with a moderate security level but with substantial risks of crimes, civil unrest, and hazards. Most notably, security threats levels are among the highest in the capital Mogadishu. Thus, the security situation will pose an important constraint for the ability of the evaluation team to reach key stakeholders and project sites. In addition, all inter-city travels within the country, and some intra city travels, require to be accompanied by security escorts, which will have financial resource implication for the conduct of the evaluation. The evaluation team will maintain continuous consultations with the country office and UNDSS for the preparation of the in-

country mission and monitor the evolving security situation to determine the feasibility of accessing project sites and meetings key stakeholders during the data collection phase in Somalia.

**Data collection methods.** The evaluation will use data from primary and secondary sources, including desk review of documentation, and interviews with key stakeholders, including beneficiaries, partners and managers. The data collection phase of the evaluation will include an in-country mission to Somalia, and a mission to Nairobi, Kenya, where many of the agencies and donors operating in Somalia have established their main presence and support offices. The evaluation questions mentioned above and the data collection method will be further detailed and outlined in the outcome analysis. A multi-stakeholder approach will be followed and interviews will include government representatives, civil-society organizations, private-sector representatives, UN agencies, multilateral organizations, bilateral donors, and beneficiaries of the programme. Focus groups will be used to consult some groups of beneficiaries as appropriate.

The criteria for selecting projects for field visits include:

- Programme coverage (projects covering the various components and cross-cutting areas, new and long-standing projects);
- Financial expenditure (projects of all sizes, both large and smaller pilot projects);
- Geographic coverage (not only national level and urban-based ones, but also in the various regions);
- Maturity (covering both completed and active projects);
- Programme cycle (coverage of projects/activities from the past and mainly the current cycles);
- Degree of “success” (coverage of successful projects, projects where lessons can be learned, etc.).
- Coverage of new partnerships and established cooperation mechanisms.
- Ability to access projects based on security situation in the country and regions of projects implementations

The IEO and the CO will identify an initial list of background and programme-related documents and post it on an ICPE SharePoint website. The following secondary data and others will be reviewed: background documents on the national context, documents prepared by international partners and other UN agencies during the period under review; programmatic documents such as workplans and frameworks; progress reports; monitoring self-assessments such as the yearly UNDP Results Oriented Annual Reports (ROARs); and evaluations conducted by the country office and partners, including the quality assurance reports.

All information and data collected from multiple sources will be triangulated to ensure its validity. The evaluation matrix will be used to organize the available evidence by key evaluation question. This will also facilitate the analysis process and will support the evaluation team in drawing well substantiated conclusions and recommendations.

In line with UNDP’s gender mainstreaming strategy, the ICPE will examine the level of gender mainstreaming across all of UNDP Somalia programmes and operations. Gender disaggregated data will be collected, where available, and assessed against its programme outcomes. This information will be used to provide corporate level evidence on the performance of the associated fund and programme.

**Stakeholder involvement:** a participatory and transparent process will be followed to engage with multiple stakeholders at all stages of the evaluation process. During the initial phase a stakeholder analysis will be conducted to identify all relevant UNDP partners, including those that may have not worked with UNDP but play a key role in the outcomes to which UNDP contributes. This stakeholder analysis will serve to identify key informants for interviews during the main data collection phase of the evaluation, and to examine any potential partnerships that could further improve UNDP’s contribution to the country.



## 7. MANAGEMENT ARRANGEMENTS

**Independent Evaluation Office of UNDP:** The UNDP IEO will conduct the ICPE in consultation with the UNDP Somalia country office, the Regional Bureau for Arab States and the Federal Government of Somalia, as well as the Federal Member States and stakeholders in Somaliland, as appropriate, based on UNDP programmatic engagement in the different regions. The IEO lead evaluator will lead the evaluation and coordinate the evaluation team. The IEO will meet all costs directly related to the conduct of the ICPE.

**UNDP Country Office in Somalia:** The country office will support the evaluation team to liaise with key partners and other stakeholders, make available to the team all necessary information regarding UNDP's programmes, projects and activities in the country, and provide factual verifications of the draft report on a timely basis. The country office will provide the evaluation team support in kind in the preparation and conduct of country level data collection missions (e.g. arranging meetings with project staff, stakeholders and beneficiaries; and assistance for the project site visits, including providing all necessary security related information in liaison with local UNDSS officers). To ensure the anonymity of the views expressed in interviews with stakeholders for data collection purposes, CO staff will not participate. The country office will jointly organize the final stakeholder debriefing, ensuring participation of key government counterparts, through a video conference with the IEO, where findings and results of the evaluation will be presented. Additionally, the country office will prepare a management response in consultation with the regional bureau and will support the use and dissemination of the final outputs of the ICPE process.

**UNDP Regional Bureau for Arab States:** The UNDP Regional Bureau will support the evaluation through information sharing and participate in discussing emerging conclusions and recommendations.

**Evaluation Team:** The IEO will constitute an evaluation team to undertake the ICPE. The IEO will ensure gender balance in the team which will include the following members:

- **Lead Evaluator (LE):** IEO staff member with overall responsibility for developing the evaluation design and terms of reference; managing the conduct of the ICPE, preparing/ finalizing the final report; and organizing the stakeholder workshop, as appropriate, with the country office.
- **Associate Lead Evaluator (ALE):** IEO staff member with the general responsibility to support the LE, including in the preparation of terms of reference, data collection and analysis and the final report. Together with the LE, he will help backstop the work of other team members.
- **Consultants:** 1 or 2 external thematic consultants (preferably national/regional but international consultants will also be considered, as needed) will be recruited to collect data and help assess the programme and/or the specific outcome areas 5 and 6. Under the guidance of LE, they will conduct preliminary research and data collection activities, prepare outcome analysis, and contribute to the preparation of the final ICPE report. The consultants will support the data collection process in Mogadishu and the Northern Regions of the country (Somaliland and Puntland).
- **Research Assistant (RA):** A research assistant based in the IEO will support the background research.

The roles of the different members of the evaluation team can be summarised in Table 2.

Table 2: Data collection responsibilities by outcome		
Outcome	Report	Data collection
Outcome 5	LE	LE and governance consultant
Outcome 6	ALE	ALE and governance consultant
Outcome 7	Consultant	LE and ALE
Gender mainstreaming and women's empowerment	All	All
Strategic positioning issues	LE	LE, ALE and governance consultant
Operations and management issues	LE	LE and ALE

## 8. EVALUATION PROCESS

The ICPE will be conducted according to the approved IEO process<sup>27</sup>. The following represents a summary of the five key phases of the process, which constitute framework for conducting the evaluation.

**Phase 1: Preparatory work.** The IEO prepares the TOR, evaluation design and recruits external evaluation team members, comprising international and/or national development professionals. They are recruited once the TOR is approved. The IEO start collecting data and documentation internally first and then filling data gaps with help from the UNDP country office, and external resources through various methods.

**Phase 2: Desk analysis.** Further in-depth data collection is conducted, by administering an “advance questionnaire” and interviews (via phone, Skype etc.) with key stakeholders, including country office staff. Based on these the key evaluation questions will guide the evaluation matrix containing detailed questions and means of data collection and verification to guide data collection based on an overall evaluation matrix for the ICPEs. Evaluation team members conduct desk reviews of reference material, prepare a summary of context and other evaluative evidence, and identify the outcome theory of change, specific evaluation questions, gaps and issues that will require validation during the field-based phase of data collection.

**Phase 3: Field data collection.** The data collection will be divided in two phases. The first phase of data collection will be conducted during the weeks of 13-27 May 2019 in Nairobi, Kenya, where most of the donors and management of UN agencies and partners operating in Somalia are based. This will be followed by an in-country mission in Somalia in July 2019 to engage in data collection activities. The estimated duration of the in-country mission is up to 2-3 calendar weeks. Data will be collected according to the approach outlined in Section 6 with responsibilities outlined in Section 8. The evaluation team will liaise with CO staff and management, key government stakeholders and other partners and beneficiaries. At the end of the mission, the evaluation team holds a formal debrief presentation of the key preliminary findings at the country office.

**Phase 4: Analysis, report writing, quality review and debrief.** Based on the analysis of data collected and triangulated, the LE will undertake a synthesis process to write the ICPE report. The first draft (“zero draft”) of the ICPE report will be subject to peer review by IEO and the Evaluation Advisory Panel (EAP). Once the first draft is quality cleared, it will be circulated to the country office and the UNDP Regional Bureau for Arab States for factual corrections. The second draft, which takes into account any factual corrections, will be shared with national stakeholders for further comments. Any necessary additional corrections will be made and the UNDP Somalia country office will prepare the management response to the ICPE, under the overall oversight of the regional bureau. The report will then be shared at a final debriefing where the results of the evaluation are presented to key national stakeholders. Ways forward will be discussed with a view to creating greater ownership by national stakeholders in taking forward the recommendations and strengthening national

<sup>27</sup> The evaluation will be conducted according to the [ICPE Process Manual](#) and the [ICPE Methodology Manual](#)

accountability of UNDP. Taking into account the discussion at the stakeholder event, the evaluation report will be finalized.

**Phase 5: Publication and dissemination.** The ICPE report and brief summary will be widely distributed in hard and electronic versions. The evaluation report will be made available to UNDP Executive Board by the time of approving a new Country Programme Document. It will be distributed by the IEO within UNDP as well as to the evaluation units of other international organisations, evaluation societies/networks and research institutions in the region. The Somalia country office and the Government of Somalia will disseminate the report to stakeholders in the country. The report and the management response will be published on the UNDP website<sup>28</sup> as well as in the Evaluation Resource Centre (ERC). The regional bureau will be responsible for monitoring and overseeing the implementation of follow-up actions in the ERC.<sup>29</sup>

## 9. TIMEFRAME FOR THE ICPE PROCESS

The timeframe and responsibilities for the evaluation process are tentatively<sup>30</sup> as follows in Table 3:

<b>Table 3: Timeframe for the ICPE process going to the Board in September 2020</b>		
<b>Activity</b>	<b>Responsible party</b>	<b>Proposed timeframe</b>
<b>Phase 1: Preparatory work</b>		
TOR – approval by the Independent Evaluation Office	LE	April 2019
Selection of other evaluation team members	LE	May-June 2019
<b>Phase 2: Desk analysis</b>		
Preliminary analysis of available data and context analysis	Evaluation team	April-June 2019
<b>Phase 3: Data Collection</b>		
Data collection - Kenya	Evaluation team	May 2019
Data collection and preliminary findings - Somalia	Evaluation team	July 2019
<b>Phase 4: Analysis, report writing, quality review and debrief</b>		
Analysis and Synthesis	LE	August-September 2019
Zero draft ICPE for clearance by IEO and EAP	LE	September 2019
First draft ICPE for CO/RB review	CO/RB	October 2019
Second draft ICPE shared with GOV	CO/GOV	November 2019
Draft management response	CO/RB	December 2019
Final debriefing with national stakeholders	CO/LE	December 2019- January 2020
<b>Phase 5: Production and Follow-up</b>		
Editing and formatting	IEO	January 2020
Final report and Evaluation Brief	IEO	February 2020
Dissemination of the final report	IEO/CO	March 2020

<sup>28</sup> [web.undp.org/evaluation](http://web.undp.org/evaluation)

<sup>29</sup> [erc.undp.org](http://erc.undp.org)

<sup>30</sup> The timeframe, indicative of process and deadlines, does not imply full-time engagement of evaluation team during the period.