

Terms of Reference: Emergency Mine Action Project – Yemen Phase Five Terminal Evaluation

1. Consultancy Information:

Service:	International Consultant for Project Terminal Evaluation
Project Title:	Emergency Mine Action Project – Yemen, Phase Five
Contract Type:	Individual Contract (IC)
Duty Station:	Home-based, with possible travel to Yemen
Expected Duration:	Approximately 30 working days within the period of March/April 2021

2. Background and Context

Yemen is widely considered to be the worst humanitarian and development crisis in the world. The conflict, which escalated in March 2015, has caused major loss of life, internal displacement, and destroyed critical infrastructure, government fragmentation, poor public service delivery, weakened population and institutional resilience and food insecurity verging on famine. Major roads and bridges across the country have been destroyed, power lines have been severely damaged, and oil and gas production are totally disrupted. An estimated 24.1 million people - equivalent to more than 80 % of the population need humanitarian or protection assistance, including 14.3 million in acute need.

The socio-economic situation deteriorated further due to economic effects of COVID-19 including the reduction of remittances, business closures and livelihood losses; lower oil revenues due to reduced global oil prices and conflict-related disruption in oil production and exports; and reduced foreign aid – only 40% of the 2020 Humanitarian Response Plan was funded by September 2020. Many aid agencies scaled down humanitarian operations due to funding shortfalls, access constraints posed by the conflict, COVID-19 and bureaucratic impediments. As a result, pockets of the population are exposed to famine-like conditions for the first time in two years. More than 20 million people are food insecure.

The escalation of conflict in Yemen has seen large tracts of land being contaminated with unexploded ordnance (UXO) in areas of direct and indirect land warfare. The aerial campaign added new threats of unexploded aircraft bombs, particularly cluster-type munitions in the middle and northern regions of the country. Existence of explosive remnants of war (ERW) and mines have worsened the living conditions of the already conflict-affected and famine prone populations by challenging humanitarian, and recovery activities such as waste and debris management, access to natural or other resources, access to rescue and social services, and the recovery of business activities.

Consistent with the United Nations Development Programme (UNDP) strategy for assistance to the mine action sector in Yemen, one of the primary goals of the UN is to ensure the most efficient and effective response to the impact of landmines, unexploded ordnance (UXO) and other explosive remnants of war (ERW, including cluster- munitions and IEDs). According to the UN Policy on Mine Action and Effective Coordination, the primary responsibility for addressing the threats faced by the population from contamination remains with the affected state. To promote national ownership, responsibility, leadership and effective coordination, the UNDP is mandated by the General Assembly

to assist the national authorities in their efforts to review and strengthen existing coordination mechanisms and further develop a national mine action programme.

The UNDP's Emergency Mine Action Project contributes to a wide spectrum of mine action activities in Yemen through supporting the National Mine Action Committee (NMAC) and the Yemeni Executive Mine Action Centre (YEMAC). UNDP acts in an advisory role covering technical implementation and methodologies, policy issues at the central level, planning processes through the full project cycle and resource mobilisation. The project addresses the physical and socio-economic impacts of explosive remnants of war and mines on people and communities by a) preventing the situation from worsening; b) relieving communities from the impact of current contamination and c) addressing the longer-term issues of convention obligations. Project outputs are:

- Mine and UXO contamination is mapped and impact assessed nationwide using primary and secondary resources.
- Mines and UXO are cleared in identified priority areas.
- The awareness of threats posed by mines and UXO is increased in affected communities.
- Survivors of ERW are more effectively supported and rehabilitated socio-economically.

Since its inception in July 2017, the project reached 6.7 million demining and Mine Risk Education (MRE) beneficiaries across the country covering 17 governorates and 217 districts. The field teams cleared over twenty million square meters of land from which they cleared almost 580 thousand different pieces of explosive ordnance, mines, other Explosive Remnants of War (ERW) and Abandoned Explosive Ordnance (AXO). The project has a budget of US\$48 million funded by the following donors: UK FCO, US DoS, Netherlands, Germany, UK DfID, UK FCDO, Canada, European Union, and Italy. The project contributes to the UNDP Yemen Country programme Document Outcome 3: Yemenis contribute to and benefit from peacebuilding processes, Sustainable Development 16: Peace, Justice and Strong Institutions.

3. Purpose of the evaluation

The Emergency Mine Action Project (V) ends on 30 Jun 2021. This terminal evaluation is commissioned to assess the project's progress towards restoration of services and access to key infrastructure, reducing injuries and fatalities, and normalisation of economic activity in targeted areas.

The terminal project evaluation serves as an important learning and accountability tool, providing the donors, UNDP, key national stakeholders, and authorities in the targeted governorates and districts with an impartial assessment of the results generated, including gender equality measures and women's empowerment. The evaluation will assess the project's relevance, effectiveness, efficiency, impact, and sustainability, identify and document lessons learned, and provide recommendations to inform future project phases. The findings and recommendations of the evaluation will guide the key stakeholders, relevant Yemen institutions and authorities, project donors, UNDP, UN agencies, civil society organisations in implementation of related projects and support inclusion and leaving no one behind.

4. Objectives

Specific terminal evaluation objectives are to:

1. Assess the relevance and strategic positioning of the Emergency Mine Action (V) project and whether the initial assumptions are still relevant.
2. Assess a) the progress made towards project results and whether there were any unintended results; b) what can be captured in terms of lessons learned for future Emergency Mine Action projects.
3. Assess whether the project management arrangements, country office support, approaches and strategies, including monitoring strategies and risk management approaches, were well-conceived and efficient in delivering the project.
4. Assess the overall contribution of the projects towards humanitarian-peace-development nexus and whether there are indications of sustaining the project's results after the end of the project.
5. Analyse the extent to which the project enhanced application of a rights-based approaches, gender equality and women's empowerment, social and environmental standards, and participation of other socially vulnerable groups such as children and the disabled.

5. Scope

The Project Evaluation will cover the period 1 July 2017 to 30 June 2021 covering the project locations – Abyan, Aden, Hajjah, Sa'ada, Amran, Sana'a, Taizz, Hadramaut, Hodeidah and Al Jawf . The evaluation will cover programme conceptualisation, design, implementation, monitoring, reporting and evaluation of results. The evaluation will engage all project stakeholders - benefitting communities/institutions, authorities in the governorates and districts covered by the project, funding partners, UNDP, UN agencies and partnering CSOs.

The evaluation will assess progress made on key indicators agreed with all project stakeholders. In addition to assessing the relevance, effectiveness, efficiency of the project, the evaluation will a) explore the key factors that have contributed to the achieving or not achieving of the intended results; and b) determine the extent to which the project contributed towards restoration of services and access to key infrastructure, reducing injuries and fatalities, and normalisation of economic activity in targeted areas; addressing crosscutting issues of gender equality and women's empowerment and human rights; and forging partnership at different levels, including with government institutions, donors, UN agencies, and communities; c) assess potential sustainability of the project for continued realisation of results; and d) draw lessons learned and best practices and make recommendations for future mine action projects.

6. Terminal evaluation questions

Referencing and adopting from Organization for Economic Cooperation and Development (OECD) Development Assistance Committee (DAC) evaluation criteria, the evaluation will answer the following questions:

Relevance:

1. Was the project relevant in addressing the impacts of UXO and ERW in the targeted areas?

2. To what extent was the project in line with United Nations Development Programme (UNDP) strategy for assistance to the mine action, national priorities, priorities of the targeted governorates, the country programme's outputs and outcomes and the SDGs?
3. Was the project relevant to the needs and priorities of the target groups/beneficiaries including women and men? Were they consulted during design and implementation of the project?
4. Did the project address gender issues and help women overcome challenges or limitations?

Efficiency:

5. Were the programme's resources efficiently utilised? Are there more efficient ways of delivering the same or better results with the available inputs?
6. How efficient were the management and accountability structures of the project? (programme cycle, staffing, M&E processes, selection of implementing partners...)
7. To what extent have the M&E systems utilized by UNDP enabled effective and efficient project management?
8. To what extent gender equality results are achieved at reasonable cost?

Effectiveness/impact:

9. To what extent has the project contributed to the country programme outcomes and outputs, the SDGs, the UNDP Strategic Plan and mine action priorities?
10. To what extent did the project achieve its intended outputs?
11. To what extent has the project contributed towards its intended outcome?
12. What was the impact of the project on developing the institutional capacity of the Yemeni mine action bodies?
13. What factors have contributed to achieving or not achieving intended project outputs and outcomes? What could be done to maximise project impact?
14. To what extent has the project contributed to gender equality, the empowerment of women and the realization of human rights?
15. To what extent did COVID-19 impact positively and negatively to the project implementation?

Sustainability:

16. To what extent will financial and economic resources be available to sustain the benefits achieved by the project?
17. Are there any social or political risks that may jeopardize sustainability of project outputs and the project's contributions to country programme outputs and outcomes?
18. To what extent have relevant government ministries or institutions integrated project outcomes into ongoing policies and practices?
19. To what extent are lessons learned being documented by the project team on a continual basis and shared with appropriate parties who could learn from the project?
20. To what extent the interventions have well-designed and well-planned exit strategies?

Human rights

21. To what extent have poor, indigenous and physically challenged, women and other disadvantaged and marginalized groups included in helping design and prioritize the work of the project in the spirit of broad societal inclusion. To what extent have they benefited from the work of the project?
22. To what extent are the planned project interventions relevant to the overall strategy of inclusivity and empowerment?

23. Was conflict sensitivity mainstreamed and included as an approach throughout project implementation?

Gender equality and empowerment

24. To what extent have gender equality and the empowerment of women been addressed in the design, implementation, and monitoring of the project?

25. To what extent has the project promoted positive changes in gender equality and the empowerment of women? Were there any unintended effects?

Guiding evaluation questions will be further refined by the consultant and agreed with UNDP evaluation stakeholders.

7. Terminal evaluation methodology

This terminal evaluation will adhere to the United Nations Evaluation Group's Norms and Ethical Standards, OECD/DAC evaluation principles and guidelines and DAC Evaluation Quality Standards, UNDP Evaluation Guidelines and UNDP Evaluation Policy.

As of 11 March 2020, the World Health Organization (WHO) declared COVID-19 a global pandemic as the new coronavirus rapidly spread to all regions of the world. Travel to and in the country is constrained by a combination of COVID-19 and the ongoing conflict. If it is not possible to travel to or within the country for the evaluation then the consultant should develop a methodology that takes this into account the conduct of evaluation virtually and remotely, including the use of remote interview methods and extended desk reviews, data analysis, survey and evaluation questionnaires. This should be detailed in the inception report and agreed with the Evaluation Manager.

Since the evaluation is to be carried out virtually, consideration should be taken for stakeholder availability, ability, or willingness to be interviewed remotely. In addition, their accessibility to the internet/computer may be an issue as many government and national counterparts may be working from home. These limitations and any others must be reflected in the evaluation report.

It is expected that the evaluation will employ a combination of both qualitative and quantitative evaluation methods. The evaluators should propose their own methodology, which may include:

- 1. Document review of all relevant documentation.** This would include a review of inter alia; project documents; theory of change and results framework; programme and project quality assurance reports; annual workplans; consolidated progress reports; results-oriented monitoring report; highlights of project board meetings; and technical/financial monitoring reports.
- 2. Semi-structured interviews with key female and male stakeholders.** This would include national authorities, YMACC, YEMAC, project implementing agencies, representatives of key civil society organizations, UNCT members.
 - Evaluation questions will be tailored to the different needs and participation of various stakeholders.
 - All interviews will be undertaken in full confidence and anonymity. Prior to engaging in interviews or focus group discussions, the consultant must obtain informed consent from all stakeholders, but especially those from vulnerable categories. The final evaluation report

should not assign specific comments to individuals but indicate patterns according to categories of respondents.

3. **Validation of results.** The consultant is expected to follow a participatory and inclusive consultative approach that ensures close engagement with the evaluation managers, implementing agencies and direct male and female beneficiaries.
4. Other methods such as outcome mapping, observational visits, group discussions, etc.
5. Data review and analysis of monitoring and other data sources and methods.

All analysis must be based on observed facts, evidence, and data. Findings should be specific, concise and supported by quantitative and/or qualitative information that is reliable, valid and generalizable. The broad range of data provides strong opportunities for triangulation. This process is essential to ensure a comprehensive and coherent understanding of the data sets, which will be generated by the evaluation. Gender and Human rights need to be incorporated in the evaluation report sections as per the UNDP evaluation guidelines and UNEG Guidance.

The final methodological approach including interview schedule, field visits and data to be used in the evaluation should be clearly outlined in the inception report and be fully discussed and agreed between UNDP, stakeholders, and the evaluators.

8. Evaluation Ethics

Evaluations in the UN are conducted in accordance with the principles outlined in the UNEG 'Ethical Guidelines for Evaluation.' The consultant must safeguard the rights and confidentiality of information providers, interviewees and stakeholders through measures to ensure compliance with legal and other relevant codes governing collection of data and reporting on data. The consultant must also ensure security of collected information before and after the evaluation and protocols to ensure anonymity and confidentiality of sources of information where that is expected. The information knowledge and data gathered in the evaluation process must also be solely used for the evaluation and not for other uses with the express authorization of UNDP and partners.

is required to read the guidelines and ensure a strict adherence, including establishing protocols to safeguard confidentiality of information obtained during the evaluation. Upon signing the contract, the consultant will also sign this guideline which may be made available as an attachment to the evaluation report.

9. Expected Deliverables

The consultant will be expected to deliver the following:

- a) **Evaluation inception report (10-15 pages).** The inception report should be carried out following and based on preliminary discussions with UNDP after the desk review. It should be produced and approved before the evaluation starts (before any formal evaluation interviews, survey distribution or field visits) and prior to the country visit in the case of the international consultant.
- b) **Evaluation** debriefings. Immediately following an evaluation, UNDP will ask for a preliminary debriefing of findings.

- c) **Draft evaluation report (max 40 pages).** Donors, UNDP and stakeholders will review the draft evaluation report and provide an amalgamated set of comments to the evaluator within 10 days, addressing the content required (as agreed in the inception report) and quality criteria as outlined in the UNDP evaluation guidelines.
- d) **Evaluation report audit trail.** Comments and changes by the evaluator in response to the draft report should be retained by the evaluator to show how they have addressed comments.
- e) **Final evaluation report.** The final report should address comments, questions and clarification. The final report should also contain a stand-alone executive summary of no more than five pages.

Standard templates that need to be followed are provided in the Annexes section. It is expected that the evaluator will follow the UNDP evaluation guidelines and UNEG quality check list and ensure all the quality criteria are met in the evaluation report.

In line with UNDP's financial regulations, when determined by the Country Office and/or the consultant that a deliverable or service cannot be satisfactorily completed due to impact of COVID-19 and limitations to the evaluation, that deliverable or service will not be paid. Due to the current COVID-19 situation and its implications, a partial payment may be considered if the consultant invested time towards the deliverable but was unable to complete due to circumstances beyond his/her/their control.

10. Required qualifications:

The project evaluation will be conducted by an independent consultant. The consultant must have extensive experience in strategic programming of development assistance in active conflict setting countries within the broader areas of mine action. The consultant must also have substantial knowledge and experience of gender and monitoring and evaluation of similar initiatives in volatile environments.

Education:

- Advanced university degree (i.e. master's degree or equivalent) in the field of social science or other relevant fields of study with a minimum of eight years of relevant experience.
Or
First Level University Degree (bachelor's degree or equivalent) with a minimum of 15 years of relevant experience.
Or
- Military Experience (or relevant Police Experience) at the Officer level with a minimum of 15 years of relevant experience.

Experience:

- At least eight years of practical experience in a similar professional role (i.e. implementation, consultancy support and/or Evaluation for the projects (inter alia in local economic development, rural development, community led development and other related areas)
- At least 10 years of programme/project management and policy formulation experience in mine action and/or related field.
- Proven record of leading complex programmatic evaluations, including Mine Action/UXO programmes or related field.

- Demonstrable in-depth understanding of results-based management, gender equality, human rights, capacity building and strategic planning.
- Demonstrated experience with UNDP and/or other multilateral/bilateral development assistance agencies in similar assignments is an advantage.
- Fluency in English is a requirement. Knowledge of Arabic would be an asset.

11. Implementation arrangements

The UNDP Yemen Country Office will select the consultant through a transparent process. UNDP will be responsible for the management of the consultant and will in this regard designate an evaluation manager and focal point. The Emergency Mine Action Project staff will assist in facilitating the process (e.g., providing relevant documentation, arranging visits/interviews with key informants, reviewing evaluations deliverables).

The evaluation manager will convene an evaluation reference group comprising of technical experts from UNDP, donors and implementing partners. This reference group will review the inception report and the draft review report to provide detailed comments related to the quality of methodology, evidence collected, analysis and reporting. The reference group will also advise on the conformity of processes to the UNDP and UNEG standards.

The consultant will take responsibility, with assistance from the project team, for setting up meetings and conducting the review, subject to advanced approval of the methodology submitted in the inception report. Project staff will not participate in meetings between consultant and evaluation participants.

The consultant will report directly to the designated evaluation manager and focal point and work closely with the project team. The consultant will work full time and may be required to travel to the targeted areas for the purpose the evaluation. If it is not possible for the consultant to travel to Yemen or project locations due to security or COVID-19 restrictions, they should develop a methodology that considers the conduct of the evaluation virtually and remotely. This should be detailed in the Inception Report and agreed with the Evaluation Reference Group and the Evaluation Manager.

Support during the implementation of remote/ virtual meetings will be provided by evaluation manager and focal point. An updated stakeholder list with contact details (phone and email) will need to be provided by the country office to the consultant. UNDP with support of relevant stakeholders will develop a management response to the evaluation within 2 weeks of report finalization.

12. Timeframe for the evaluation process

The selected consultant will be expected to deliver the following outputs according to the following tentative schedule:

Deliverable	Time Allocation	Documents to be submitted	% of payment	Approving Officer
Deliverable 1: Evaluation inception report (10-15 pages) describing initial findings based on the comprehensive	8 days	A comprehensive inception report	25%	Team Leader, MSU

documentation review - work plan and evaluation matrix prepared. Presentation of inception report to UNDP				
Deliverable 2: Draft evaluation report (max 40 pages) should be prepared based on collected data and information following the UNDP templates	15 days	Draft evaluation report	40%	Team Leader, MSU
Deliverable 3: Final Terminal Review Report integrating feedback on draft evaluation report provided by the ERG, UNDP and other stakeholders, Audit trail	7 days	Final evaluation report, audit trail	35%	Team Leader, MSU
Deliverable 4: Presentation(s) delivered to key stakeholders	1 day	PowerPoint Presentation		

The consultancy is expected to take a period of 30 working days starting in March 2021. The 30 working days will be spread over a period of two months to provide for delays and the need for additional time that may be required for implementing evaluations virtually recognising possible delays in accessing stakeholder groups due to COVID-19. The consultant will inform the evaluation manager if additional time is needed to complete the evaluation.

13. Application process

Interested qualified and experienced individual consultants must submit the following documents/information to demonstrate their qualifications and interest: (i) Letter of Confirmation of interest and availability using the template provided by UNDP; (ii) Most Updated Personal detailed CV including past experience in similar assignment and at least 3 references; (iii) UN P11 Form ("CV Form"); (iv) A detailed methodology on how the candidate will approach and conduct the work and (v) links to at least two samples of evaluation work done/authored within the past two years.

Submitted proposals will be assessed using Cumulative Analysis Method. The proposals will be weighed according to the technical proposal (carrying 70%) and financial proposal (carrying 30%). Technical proposals should obtain a minimum of 70 points to qualify and to be considered. Financial proposals will be opened only for those application that obtained 70 or above in the technical proposal. Below are the criteria and points for technical and financial proposals.

A) Technical proposals (total score: 70 points)

Criteria	Max score	Weight
General adherence to the Term of Reference (ToR)	5	7%
Proposed methodology, approach, and workplan (relevance, logic, rigor, practicality, creativity, realism of work plan etc). <ul style="list-style-type: none"> - Clarity and relevance of the proposed methodology, to the local context and to achieve the deliverables of the ToR. - Realistic and complete work plan which reflects clear and comprehensive understanding of the scope of work in the ToR. - Clarity about how gender considerations will be factored into the evaluation. - Clarity on the quality assurance process that will be in place for this assignment 	35	50%
Quality of plan to ensure ethics of conducting evaluation with human subjects (methodological component that will be accorded special attention given the	10	14%

project engagement of women, juvenile children, and other targeted groups).		
Technical capacity of the applicant: qualifications, competencies, experience and skills as per the ToR (also assessed against sample of evaluation work done)	20	29%
Total	70	100%

B) Financial Proposal (total score: 30 points)

The financial proposal will specify a total lump sum amount and payment terms shall be in line with those that are mentioned in the deliverable table. Financial proposal will be assessed based on the completeness, clarity and appropriateness. The maximum number of points shall be allotted to the lowest Financial Proposal that is opened /evaluated and compared among those technical qualified candidates who have obtained a minimum **70 points** in the technical evaluation. Other Financial Proposals will receive points in inverse proportion to the lowest price applying the formula:

$$\text{Marks Obtained} = \text{Lowest Priced Offer (Amount)} / \text{Offer being considered (Amount)} \times 30 \text{ (Full Marks)}$$

14. Payments

Fee payments will be made upon acceptance and approval by UNDP planned deliverables, based on the following payment schedule:

Milestone for payment	Percentage
Inception report	25%
Draft Evaluation Report & presentation of findings	40%
Final Evaluation Report, audit trail and presentation of findings to stakeholders	35%

Other relevant documents will be shared with the successful candidate at the start of the assignment include:

Standard templates and documents to be provided by UNDP to successful candidates

1. [Inception report](#)
2. [Evaluation report](#)
3. [Audit trail](#)
4. [UNEG Code of Conduct for Evaluation in the UN system](#)
5. [Integrating Gender Equality and Human Rights in Evaluation - UN-SWAP Guidance, Analysis and Good Practices](#)
6. [UNDP Evaluation Guidelines](#)
7. [Evaluation Quality Assessment](#)
8. [UNEG Quality Checklist for Evaluation Reports](#)
9. [List of project stakeholders and partners](#)
10. [Documents to be reviewed.](#)
11. [Evaluation matrix](#)

This TOR is approved by:

Signature _____

Name and Designation _____ Date of Signing: _____