UNITED NATIONS DEVELOPMENT PROGRAMME
Somalia

Terms of Reference (TORs)

Evaluation Consultant

A. Project Title: Joint Programme for Support to Universal Suffrage Elections in the Federal Republic of Somalia

1. **Background and context**

While a multiple-year horizon is envisaged to assist the Federal Republic of Somalia with the preparation of the first universal nation-wide multi-party parliamentary elections since 1969, the "Joint Programme for Support to Universal Suffrage Elections in the Federal Republic of Somalia" has focused on the crucial electoral preparatory steps to be taken in 2018-21, in particular the development of the Electoral Law, the capacity building and institutional development of the National Independent Electoral Commission (NIEC), and support to pre-election operations such as preparations for voter registration, public awareness, political party registration, assessment of voting catchment areas, (sub-)national stakeholder engagement and outreach, as well as the development of electoral procedures and regulations. In February 2020, the Somalia Federal Parliament adopted the national electoral bill, which was signed into Law by the President of the Federal Republic of Somalia. The current legislative term for both houses of parliament expired in December 2020.

In the run-up to the planned 2020/21 elections, the Integrated Electoral Support Group (IESG) provided the National Independent Electoral Commission (NIEC) with capacity building and training on electoral management for the Board of Commissioners and Secretariat on information technology, logistics, operations, administration & finance, public outreach as well as the provision of technical support to the Political Parties Registrar Office. IESG and NIEC legal teams collaborated on reviewing the electoral legislation including supporting the Joint Parliamentary Ad Hoc Committees on the Electoral Law.

However, on 17 September, the leaders of the Federal Government of Somalia (FGS) and all five Federal Member States (FMS) agreed on an indirect electoral model for the country's upcoming polls. Building on a series of discussions in Dhusamareb in July and August, the model has since been approved by parliament.
An electoral college of 101 delegates—an increase from 51 in 2016—will be used to vote for each of the 275 seats in the House of the People. This represents a doubling of participants compared with the process in 2016 - 17. Twenty-seven thousand, seven-hundred and seventy-five people will now participate directly in the selection of the national leadership. Delegates will be from the clan (or sub-clan) that the seat is allocated to in parliament with at least 30 per cent being women. On the other hand the upper house members will be elected by state assemblies in their respective Federal Member States.

.The UN and donor principals have consistently engaged with the Somali leaders throughout the evolution of the electoral process on the need for a more participatory and inclusive electoral process and that the consensual commitments made in the Mogadishu agreement are kept.

The UNSOM/ UNDP 'Joint Programme for Support to Universal Suffrage Elections in the Federal Republic of Somalia' (2018-2021) is funded by EU, UK (FCDO), Germany, Norway, Sweden (SIDA), USA

(USAID) and UNDP with a budget of 37,136,551

The primary implementing agency of this project Somalia National Independent Election Commission (NIEC) and will end in December 2021. The project is aligned to both national priorities and UN Strategic Frameworks (UNSF) that existed during the development of the project. The project specifically contributes to outcome two: Deepening federalism and state-building, supporting conflict resolution and reconciliation, and preparing for universal elections of UNDP UNDP Country Program Document (CPD). The project covered across all Federal Member States and Federal Government of Somalia.

The Project's outputs are defined as:

> Output 1: The institutional capacity of the NIEC is strengthened.
> Output 2: NIEC supported to enhance public awareness of electoral processes, including promotion of women's participation;
> Output 3: Support to the NIEC's operational planning & management functions;
> Output 4 : Establishment of permanent NIEC office facilities;
> Output 5: Development of an enabling electoral legal framework supported;
> Output 6: Project Management Support.

The project adopted UNDP gender strategy 2018-2021 on its implementation approaches to make sure that gender equality is mainstreamed. More emphasize was also given to the marginalized communities including Internally Displace Persons and Minority Communities on their to register and vote in elections.

UNDP intends to hire an individual international consultant to undertake a terminal evaluation of the project. The objective of the evaluation is to assess the impact of the project so far (results, achievements, constraints), to provide information on the effectiveness, relevance and value added of the support provided to NIEC since 2018, and to receive recommendations for the design of a follow up project for the period 2022-2025. The evaluation will also provide project donors with an assessment of the use of their resources.

2. Evaluation purpose, scope, and objectives

The evaluation consultant will conduct an independent terminal evaluation exercise of the "Joint Programme for Support to Universal Suffrage Elections in the Federal Republic of Somalia" with regard to its support to the NIEC in collaboration with the key stakeholders (UNDP, NIEC, UNSOM and donors).

The project has been implemented from January 2018 to the present across the nation and the evaluation will focus on the entire implementation period and coverage areas including all Federal member States and Banadir region where the main office NIEC is located.

UNDP commissions evaluations to capture and demonstrate evaluative evidence of its contributions to development results. This evaluation is carried out under the UNDP Evaluation Policy[1] and the UNDP evaluation guidelines[2]. The purpose of the evaluation is to provide UNDP, project partners and stakeholders with an overall independent assessment of the performance of the electoral support project. This will provide evaluative evidence of the relevance, effectiveness, efficiency and sustainability of current programme, which can be used by UNDP and its partners to strengthen existing programmes and to set the stage for new initiatives. The evaluation serves an important accountability function, providing national stakeholders and partners in Somalia with an impartial assessment of the results of UNDP governance support in line with national priorities, corporate strategies and UN electoral assistance policies.

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[1] http://web.undp.org/evaluation/policy.shtml
[2] https://www.undp.org/accountability/evaluation

In assessing the degree to which the project met its intended outcomes and results, the evaluation will provide key lessons about successful implementation approaches and operational practices, as well as highlight areas where the project performed less effectively than anticipated.

The results of the evaluation will draw lessons that will inform the Somali Federal Government-NIEC, donors, UNDP and UNSOM as the key stakeholders of this evaluation. The evaluation will generate knowledge from the implementation of the project and reflect on challenges and lessons learnt. It will also propose actionable recommendations for future programming related to the next phase of the electoral support project.

The evaluation will specifically focus on the following:

- An in-depth review of implementation of various project outcomes and outputs outlined in the project document with a view to identifying the level of achievement as well as an analysis of factors in case the set benchmarks were not fulfilled.
- Review the extent by which the project has contributed to gender equality and women's empowerment and other cross-cutting issues addressed during project planning and implementation.
- Assess the quality of partnerships, national ownership, and sustainability vis-à-vis the strategy in the project document, identify if they were gaps and document a lesson for future referencing.
- Extent of intended and unintended changes in development (condition/outcome) between the completion of outputs and achievement of impacts
- Review the oversight, reporting and monitoring structures designed to support the project strategies
- Extract the lessons learned and best practices that can be considered in planning and design of future project phase and recommendations that can be applied projects with the same nature.

3. Evaluation criteria and key guiding questions

The evaluation questions are based on the Organisation for Economic Co-operation and Development (OECD), Development Assistance Committee's (DAC) evaluation criteria, which have been adapted to the context. The following key questions will guide the end of project evaluation:

i. Relevance

- To what extent was the project in line with the national development priorities, the country programme's outputs and outcomes, the UNDP Strategic Plan and the SDGs?
- To what extent does the project contribute to the theory of change for the relevant country programme outcome?
- To what extent were lessons learned from other relevant projects considered in the project's design?
- To what extent were perspectives of those who could affect the outcomes, and those who could contribute information or other resources to the attainment of stated results, taken into account during the project design processes?
- To what extent does the project contribute to gender equality, the empowerment of women and the human rights-based approach?
- To what extent has the project been appropriately responsive to political, legal, economic, institutional, etc., changes in the country?

ii. Coherence
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- How well does the intervention fit?
- How compatible was the project to other interventions in the country?
- To what extent did the intervention support or undermine policies?
- What synergies or interlinkages benefitted from this project within UNDP and externally? This includes complementarity, harmonization and co-ordination with others, and the extent to which the intervention is adding value while avoiding duplication of effort.

iii. Effectiveness

- What factors have contributed to achieving or not achieving intended country programme outputs and outcomes?
- To what extent has the UNDP partnership strategy been appropriate and effective? What factors contributed to effectiveness or ineffectiveness?
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- In which areas does the project have the greatest/fewest achievements? Why and what have been the supporting/ constraining factors? How can the project build on or expand these achievements?
- What, if any, alternative strategies would have been more effective in achieving the project's objectives?
- Are the projects objectives and outputs clear, practical and feasible within its frame?
- To what extent have stakeholders been involved in project implementation?
- To what extent are project management and implementation participatory and is this participation contributing towards achievement of the project objectives?
- To what extent has the project been appropriately responsive to the needs of the national constituents and changing partner priorities?
- To what extent has the project contributed to gender equality, the empowerment of women and the realization of human rights?

iv. Efficiency

- To what extent was the project management structure as outlined in the project document efficient in generating the expected results?
- To what extent have the UNDP project implementation strategy and execution been efficient and cost-effective?
- To what extent has there been an economical use of financial and human resources? Have resources (funds, human resources, time, expertise, etc.) been allocated strategically to achieve outcomes?
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- To what extent have resources been used efficiently? Have activities supporting the strategy been cost-effective?
- To what extent have project funds and activities been delivered in a timely manner?
- To what extent do the M&E systems utilized by UNDP ensure effective and efficient project management?

v. Sustainability

- Are there any financial, social or political risks that may jeopardize the sustainability of project outputs?
- To what extent will financial and economic resources be available to sustain the benefits achieved

by the project?

- Do the legal frameworks, policies and governance structures and processes within which the project operates pose risks that may jeopardize sustainability of project benefits?
- To what extent do mechanisms, procedures and policies exist to allow primary stakeholders to carry forward the results attained on gender equality, empowerment of women, human rights and human development?
- To what extent do stakeholders support the project's long-term objectives?
- 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?
- To what extent do UNDP interventions have well-designed and well-planned exit strategies?
- What could be done to strengthen exit strategies and sustainability?

vi.   Impact

- Evaluate the extent to which the project generated positive or negative, intended, and unintended effects on its wider peacebuilding and democratic governance and its contribution towards the wider objectives outlined in the project document.

I.   Disability:
  ▪ Were persons with disabilities consulted and meaningfully involved in programme planning and implementation?
  ▪ What proportion of the beneficiaries of a programme were persons with disabilities?
  ▪ What barriers did persons with disabilities face?
  ▪ Was a twin-track approach adopted?

Guiding evaluation questions will be further refined by the evaluator and agreed with UNDP evaluation stakeholders in the inception report.

4.   Methodology

The project evaluation will be conducted by an independent international evaluator procured by UNDP under an individual consultancy contract. The Project Evaluation Reference group including project stakeholders (executive, supplier, and beneficiary) shall guide and oversee the overall direction of the consultancy. The evaluator is expected to follow a participatory and consultative approach. The evaluation must provide evidence-based information that is credible, reliable, and useful. The evaluation will provide quantitative and qualitative data through but not limited to the following methods:

- Desk study and review of all relevant project documentation including project documents, annual work- plans, project progress reports, project monitoring reports (from third party monitors) annual project reports, minutes of project board meetings, reports of consultancies and events.
- In depth interviews to gather primary data from key stakeholders (men and women) using a structured methodology.
- Considering the effects of the COVID-19 pandemic, virtual focus group discussions with project beneficiaries (men and women) and other stakeholders will be conducted.
- Interviews with relevant key informants. All interviews with men and women should be undertaken in full confidence and anonymity. The final evaluation report should not assign specific comments to individuals
- **Data review and analysis** of monitoring and other data sources and methods. To ensure maximum validity, reliability of data (quality) and promote use, the evaluation team will ensure triangulation of the various data sources.

- **Gender and human rights lens**. All evaluation products need to address gender, disability, and human right issues.

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 fully discussed and agreed between UNDP, key stakeholders and the evaluators

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. As the consultancy is homebased, the evaluator should develop a methodology that takes this into account the conduct of the evaluation virtually and remotely, including the use of remote interview methods and extended desk reviews, data analysis, surveys and evaluation questionnaires. This should be detailed in the Inception report and agreed with the Evaluation Manager. 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 must be reflected in the evaluation report. Remote interviews may be undertaken through telephone or online (skype, zoom etc.).

5. Evaluation products (deliverables)

The following deliverables are expected:

1. **Evaluation inception report (10-15 pages).** The inception report should be carried out following and based on preliminary discussions with UNDP Programme Oversight and Quality Assurance Unit (POQA), Inclusive Politics Portfolio, UN IESG, UNSOM (PAMG), NIEC and donors after the desk review, and should be produced before the evaluation starts (before any formal evaluation interviews, survey distribution or field visits).
2. **Evaluation debriefings.** Immediately following an evaluation, the evaluator will provide a debriefing to the same stakeholders, focusing on the main results and recommendations of the evaluation
3. **Draft evaluation report** (40 to 60 pages including executive summary). The evaluation manager, the reference group, UNDP, UN IESG and key stakeholders in the evaluation should review the draft evaluation report and provide an amalgamated set of comments to the evaluator within one week, addressing the content required and quality criteria.
4. **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.
5. **Final evaluation report.** The evaluator will send the final evaluation report to the evaluation manager, the reference group, UNDP, UN IESG and UNSOM (PAMG) team after having received the consolidated comments on the draft report. The international consultant will be overall responsible for the preparation of the final report.
6. **Presentations to** the evaluation manager, the reference group, UNDP, UN IESG and UNSOM (PAMG), donors and other key stakeholders.

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 ensure that all the required quality assessment criteria outlined in section 6 are addressed in the evaluation report.

In line with the 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 the 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 it, due to circumstances beyond his/her control.

Evaluation Products (Deliverables)

The key deliverables are summarized in the table below:

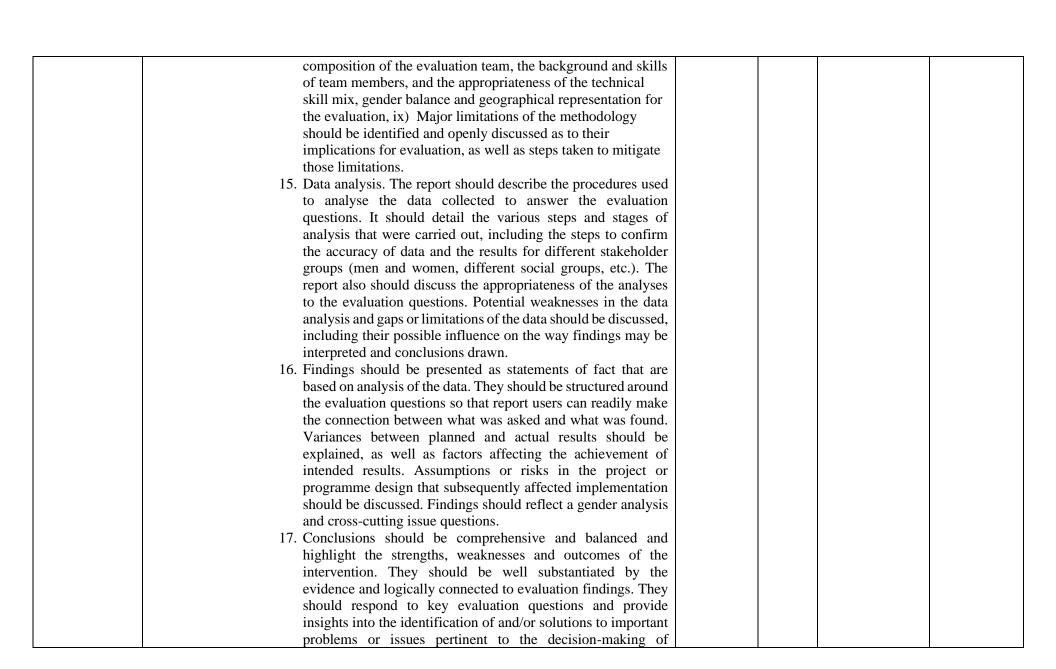| Deliverables	Content	Estimated Duration to Complete (days)	Target Due dates	Responsibilities	% of total professional fee
Inception Report	Maximum 15 pages based on an understanding of the ToRs, initial meetings with the UNDP programme unit and the desk review, evaluators should develop an inception report. Inception report should include the followings. 1. Background and context illustrating the understanding of the project/outcome to be evaluated. 2. Evaluation objective, purpose and scope. A clear statement of the objectives of the evaluation and the main aspects or elements of the initiative to be examined. 3. Evaluation criteria and questions. The criteria the evaluation will use to assess performance and rationale. The stakeholders to be met and interview questions should be included and agreed as well as a proposed schedule for field site visits. 4. Evaluability analysis. Illustrate the evaluability analysis based on formal (clear outputs, indicators, baselines, data) and substantive (identification of problem addressed, theory of change, results framework) and the implication on the proposed methodology. 5. Cross-cutting issues. Provide details of how cross-cutting issues will be evaluated, considered and analysed throughout the evaluation. The description should specify how methods for data collection and analysis will integrate gender considerations, ensure that data collected is disaggregated by sex and other relevant categories, and employ a diverse range of data sources and processes to ensure inclusion of diverse stakeholders, including the most vulnerable where appropriate. Evaluation approach and methodology, highlighting the conceptual models adopted with a description of data-collection methods,31 sources and analytical approaches to be employed, including the rationale for their selection (how they will inform the evaluation) and their limitations; data-collection tools, instruments and protocols; and	10	01 July 2021	Evaluator to submit to the evaluation manager Evaluation reference group to review	20%

	discussion of reliability and validity for the evaluation and the sampling plan, including the rationale and limitations. 7. Evaluation matrix. This identifies the key evaluation questions and how they will be answered via the methods selected. 8. A revised schedule of key milestones, deliverables and responsibilities including the evaluation phases (data collection, data analysis and reporting). 9. Detailed resource requirements tied to evaluation activities and deliverables detailed in the workplan. Include specific assistance required from UNDP such as providing arrangements for visiting particular field offices or sites 10. Outline of the draft/final report as detailed in the guidelines and ensuring quality and usability (outlined below). The agreed report outline should meet the quality goals outlined in these guidelines and also meet the quality assessment requirements outlined in section 6.				
Data Collection and Analysis	Field data collection and all interviews, recording and analysis will be delivered to UNDP and remain the property of UNDP The data from the field will be collected to the furthest extent possible through digital devices & remote surveys, virtual consultations conducted through video communication and audio conferencing and other IT collaboration tools to be used in a situation of remote work environment. Thus, UNDP will facilitate the online meetings with stakeholders.	10	31 July 2021	Home based-Evaluator to undertake remotely UNDP will facilitate the online meetings with stakeholders.	30%
A Draft Evaluation Report	A draft report informing all key stakeholders and describing the findings and recommendations for future intervention strategies, lessons learned and best practices.	10	15 August 2021	Evaluator to submit to the evaluation manager Evaluation reference group to review the draft report and provide comments	20%

				Evaluator to address the comments	
Final Evaluation Report	Final evaluation report incorporating additions and comments provided by all stakeholders. The content and structure of the final analytical report will outline findings, recommendations and lessons learnt covering the scope of the evaluation, and will meet the requirements of the UNDP Evaluation Guidelines.. The evaluation report should be complete and logically organized. It should be written clearly and be understandable to the intended audience. The report should include the following: 6. The title and opening pages should provide the following basic information: (i) name of the evaluation intervention; (ii) time frame of the evaluation and date of the report; (iii) Somalia as country of the evaluation intervention; (iv) names and organizations of evaluators; (v) name of the organization commissioning the evaluation.; (vi) acknowledgements; 7. Project and evaluation information details on second page (as one page) A: Project Information i) Project title ii) Atlas ID iii) Corporate outcome and output iv) country v) Region vi) Date project document signed vii) Project dates (start/ planned end date), viii) project budget, ix) Project expenditure at the time of evaluation x) Funding source, xi) Implementing party, xii) B: Evaluation Information xiii) Evaluation type (Project evaluation), xiv) Final/ midterm review/ other xv) Period under evaluation (start/ end), xvi) Evaluators name, xvii) Evaluator email address, xviii) Evaluation dates (start/ completion). 8. Table of contents, including boxes, figures, tables and annexes with page references. 9. List of List of acronyms and abbreviations. 10. Executive summary (four-page maximum): A stand-alone section of two to three pages that should: i) Briefly describe the intervention of the evaluation the project ii) Explain the purpose and objectives of the evaluation, including the audience for the evaluation and the intended uses, iii) Describe key aspect of the evaluation approach and methods, iv)	5	31 August 2021	Evaluator to submit to the evaluation manager Evaluation reference group to review	30%

		Summarize principle findings, conclusions and recommendations, v) Include the evaluators' quality standards and assurance ratings.			
		11. Introduction should include i) Explain why the evaluation was conducted (the purpose), why the intervention is being evaluated at this point in time, and why it addressed the questions it did, ii) Identify the primary audience or users of the evaluation, what they wanted to learn from the evaluation and why, and how they are expected to use the evaluation results, iii) Identify the intervention of the evaluation the project, iv) Acquaint the reader with the structure and contents of the report and how the information contained in the report will meet the purposes of the evaluation and satisfy the information needs of the report's intended users.			
		12. Description of the intervention should provides the basis for report users to understand the logic and assess the merits of the evaluation methodology and understand the applicability of the evaluation results. The description needs to provide sufficient detail for the report user to derive meaning from the evaluation. It should: i) Describe what is being evaluated, who seeks to benefit and the problem or issue it seeks to address, ii) Explain the expected results model or results framework, implementation strategies and the key assumptions underlying the strategy, ii) Link the intervention to national priorities, UNDAF priorities, corporate multi-year funding frameworks or Strategic Plan goals, iii) Identify the phase in the implementation of the intervention and any significant changes (e.g., plans, strategies, logical frameworks) that have occurred over time, and explain the implications of those changes for the evaluation, iv) Identify and describe the key partners involved in the implementation and their roles, v) Identify relevant cross-cutting issues addressed through the intervention, i.e., gender equality, human rights, marginalized groups and leaving no one behind, vi) Describe the scale of the intervention, such as the number of components (e.g., phases of a project) and the size of the target population for each			

component, vii) Indicate the total resources, including human resources and budgets, viii) Describe the context of the social, political, economic and institutional factors, and the geographical landscape within which the intervention operates and explain the effects (challenges and opportunities) those factors present for its implementation and outcomes, ix) Point out design weaknesses (e.g., intervention logic) or other implementation constraints (e.g., resource limitations).

13. Evaluation scope and objectives. The report should provide a clear explanation of the evaluation's scope, primary objectives and main questions, i) Evaluation scope. The report should define the parameters of the evaluation, for example, the time period, the segments of the target population included, the geographic area included, and which components, outputs or outcomes were and were not assessed, ii) Evaluation objectives. The report should spell out the types of decisions evaluation users will make, the issues they will need to consider in making those decisions and what the evaluation will need to achieve to contribute to those decisions, iii) Evaluation criteria. The report should define the evaluation criteria or performance standards used.46 The report should explain the rationale for selecting the particular criteria used in the evaluation, iv) Evaluation questions define the information that the evaluation will generate. The report should detail the main evaluation questions addressed by the evaluation and explain how the answers to these questions address the information needs of users.

14. Evaluation approach and methods. The evaluation report should describe in detail the selected methodological approaches, methods and analysis; the rationale for their selection; and how, within the constraints of time and money, the approaches and methods employed yielded data that helped answer the evaluation questions and achieved the evaluation purposes. The report should specify how gender equality, vulnerability and social inclusion were addressed in the methodology, including how data-collection and analysis

| | | methods integrated gender considerations, use of disaggregated data and outreach to diverse stakeholders' groups. The description should help the report users judge the merits of the methods used in the evaluation and the credibility of the findings, conclusions and recommendations. All aspects of the described methodology need to receive full treatment in the report. Some of the more detailed technical information may be contained in annexes to the report. The description on methodology should include discussion of i) Evaluation approach and ii) Data sources: the sources of information (documents reviewed and stakeholders) as well as the rationale for their selection and how the information obtained addressed the evaluation questions, iii) Sample and sampling frame. If a sample was used: the sample size and characteristics; the sample selection criteria (e.g., single women under age 45); the process for selecting the sample (e.g., random, purposive); if applicable, how comparison and treatment groups were assigned; and the extent to which the sample is representative of the entire target population, including discussion of the limitations of sample for generalizing results, iv) Data-collection procedures and instruments: methods or procedures used to collect data, including discussion of data-collection instruments (e.g., interview protocols), their appropriateness for the data source, and evidence of their reliability and validity, as well as gender-responsiveness, v) Performance standards:48 the standard or measure that will be used to evaluate performance relative to the evaluation questions (e.g., national or regional indicators, rating scales), vi) Stakeholder participation in the evaluation and how the level of involvement of both men and women contributed to the credibility of the evaluation and the results, vii) Ethical considerations: the measures taken to protect the rights and confidentiality of informants (see UNEG 'Ethical Guidelines for Evaluators' available at http://www.uneval.org/search/index.jsp?q=ethical+guidelines.), viii) Background information on evaluators: the | | | | |

		composition of the evaluation team, the background and skills of team members, and the appropriateness of the technical skill mix, gender balance and geographical representation for the evaluation, ix) Major limitations of the methodology should be identified and openly discussed as to their implications for evaluation, as well as steps taken to mitigate those limitations.				
		15. Data analysis. The report should describe the procedures used to analyse the data collected to answer the evaluation questions. It should detail the various steps and stages of analysis that were carried out, including the steps to confirm the accuracy of data and the results for different stakeholder groups (men and women, different social groups, etc.). The report also should discuss the appropriateness of the analyses to the evaluation questions. Potential weaknesses in the data analysis and gaps or limitations of the data should be discussed, including their possible influence on the way findings may be interpreted and conclusions drawn.				
		16. Findings should be presented as statements of fact that are based on analysis of the data. They should be structured around the evaluation questions so that report users can readily make the connection between what was asked and what was found. Variances between planned and actual results should be explained, as well as factors affecting the achievement of intended results. Assumptions or risks in the project or programme design that subsequently affected implementation should be discussed. Findings should reflect a gender analysis and cross-cutting issue questions.				
		17. Conclusions should be comprehensive and balanced and highlight the strengths, weaknesses and outcomes of the intervention. They should be well substantiated by the evidence and logically connected to evaluation findings. They should respond to key evaluation questions and provide insights into the identification of and/or solutions to important problems or issues pertinent to the decision-making of				

		intended users, including issues in relation to gender equality and women's empowerment.				
		18. Recommendations. The report should provide practical, actionable and feasible recommendations directed to the intended users of the report about what actions to take or decisions to make. Recommendations should be reasonable in number. The recommendations should be specifically supported by the evidence and linked to the findings and conclusions around key questions addressed by the evaluation. They should address sustainability of the initiative and comment on the adequacy of the project exit strategy, if applicable. Recommendations should also provide specific advice for future or similar projects or programming. Recommendations should also address any gender equality and women's empowerment issues and priorities for action to improve these aspects.				
		19. Lessons learned. The report should include discussion of lessons learned from the evaluation, that is, new knowledge gained from the particular circumstance (intervention, context outcomes, even about evaluation methods) that are applicable to a similar context. Lessons should be concise and based on specific evidence presented in the report.				
		20. Report annexes. Suggested annexes should include the following to provide the report user with supplemental background and methodological details that enhance the credibility of the report should include i) TORs for the evaluation, ii) Additional methodology-related documentation, such as the evaluation matrix and data-collection instruments (questionnaires, interview guides, observation protocols, etc.) as appropriate, iii) List of individuals or groups interviewed or consulted, and sites visited, if any, iv) List of supporting documents reviewed, v) Project or programme results model or results framework, vi) Summary tables of findings, such as tables displaying progress towards outputs, targets and goals relative to established indicators, vii) Code of conduct signed by evaluators.				

		Total	35			

6. Evaluation team composition and required competencies

The evaluation will be carried out by an international expert who will be responsible and accountable for all the deliverables.

7. Evaluation ethics

Evaluation consultant will be held to the highest ethical standards and are required to sign a code of conduct upon acceptance of the assignment. UNDP evaluations are conducted in accordance with the principles outlined in the United Nations Evaluation Group (UNEG) 'Ethical Guidelines for Evaluations'. [3] 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. The evaluators must be free and clear of perceived conflict of interest and interested consultants will not be considered if they were directly or substantively as an employee or consultant in the formulation of UNDP strategies and programmes. In this regard each of the consultant is mandatory to sign a code of conduct and an agreement before they start working with UNDP.

8. Implementation arrangements

The Evaluation Consultant will report to the Evaluation reference group composed of UN IESG, NIEC, UNSOM or member of other UNDP programme and projects who will support the evaluation and give comments and direction at key stages in the evaluation process, review the inception report and the evaluation report. An evaluation reference group ensures transparency in the evaluation process and strengthens the credibility of the evaluation results. Detailed comments will be provided to the evaluator within the agreed timeframe. The evaluator needs to show how he/she addressed the comments.
The consultant will take responsibility, with assistance from UNDP, for conducting the meetings and the review, subject to advanced approval of the methodology submitted in the inception report. Project staff will not participate in the meetings between the consultant and the evaluation participants.

The UNDP Monitoring and Evaluation Specialist in UNDP Programme Oversight and Quality Assurance (POQA) will act as Evaluation Manager. He will be responsible for the oversight of the whole evaluation process and will provide technical guidance and ensure the independence of the evaluation process, and that policy is followed.

The final report will be approved by the evaluation commissioner.

9. Time frame for the evaluation process

The evaluation is expected to start in May 2021 for an estimated duration of 35 working days. During this period the consultant will carry out desk reviews, field work including focus group discussions, interviews, consultations, and report writing.

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[3] Access at: http://www.unevaluation.org/document/detail/100

G. Duty Station

The consultancy will be home-based, and consultant shall set-up a schedule to engage with the project team through video conferencing or other remote communication tools.

Academic Qualifications:

Master's degree in governance, political science or law, legislative studies, related fields, such as conflict studies, peace building, human rights, or other related field combined with capacity building work and institutional needs assessment. Beyond educations and experiences that shouldn't have directly or indirectly involved the development and implementation. Qualified candidates are expected to submit their CV with traceable referees. Please note that UNDP has the right to ask for pervious work sample if needed in the recruitment process.

Experience:

- At least 10 years of professional experience in areas of Results-Based Programme Evaluation and Quality Assurance. A strong record in designing and leading assessments/evaluations.
- Proven experience in conducting evaluations at programme and/or outcome levels in related fields with international organizations or UNDP projects; previous experience in undertaking evaluations of government executed projects, in particular, for electoral assistance projects.
- Technical expertise, including working experience in developing countries, in the field of governance including both local and international, public administration, conflict management and peacebuilding
- Extensive conceptual and methodological skills and experience in applying qualitative and quantitative research/ evaluation methods.
- Experience in gender analysis and mainstreaming in evaluation or research activities
- Experience in other cross-cutting areas such as disability issues, rights-based approach, and capacity development.
- Excellent analytical and drafting skills; and IT literate, especially in Microsoft Package
- Experience of programme formulation, monitoring and evaluation

Corporate Competencies:
- Demonstrates integrity by modelling the UNs values and ethical standards.
- Demonstrates professional competence and is conscientious and efficient in meeting commitments, observing deadlines and achieving results.
- Promotes the vision, mission and strategic goals of the UN/UNDP
- Displays cultural, gender, religion, race, nationality and age sensitivity and adaptability with a demonstrated ability to work in a multidisciplinary team.

Functional Competencies:

- Familiarity with the UN System and mandates,
- Ability to work with minimal supervision, taking own initiative and control to implement tasks
- Knowledge of issues concerning institutional/capacity assessment and organization development,
- Thorough knowledge of results-based management and strategic planning processes.
- Excellent communication skills (written and spoken English); good presentation skills (good public speaker); Excellent interpersonal skills and the ability to communicate with policy makers and counterparts.

- Ability to deal with multi-stakeholder groups.
- Strong interpersonal and managerial skills, ability to work with people from different backgrounds and evidence of delivering good quality assessment and research products in a timely manner.

11. TOR Annexes

These provide links to supporting background documents and more detailed guidelines on evaluation in UNDP:
- Intervention results framework and theory of change.
- Key stakeholders and partners.
- Documents to be reviewed and consulted.
- Evaluation matrix template.
- Inception Report Content Outline
- Outline of the evaluation report format.
- Code of conduct forms.
- Evaluation Report Quality Criteria Checklist (will be provided by UNDP)

All relevant documentation and literature will be given to the consultants in soft copy once the evaluation begins, including the following:

Project Documents

- Initial Project Document and amendments of project document
- AWPs for year 2018, 2019, 2020 and 2021
- Annual Progress reports for year 2018, 2019 and 2020
- MPTF HQ progress reports for year 2018, 2019 and 2020\
- Project monitoring reports including TPM reports, spot checks and
- Audit Reports
- Project board and donors meeting minutes
- IESG newsletters for year 2018, 2019, 2020 and 2021
- MPTF HQ newsletters for year 2018, 2019, 2020 and 2021
- UNCT annual reports
- UNDP Evaluation Guidelines 2019.

List of stakeholders and relevant institutions with contact details will be provided
- IESG (staff to be interviewed 15 approx.)
- UNDP (staff to be interviewed 8 approx.)
- UNSOM/PAMG (staff to be interviewed 3 approx.)
- NIEC (staff to be interviewed 10 approx.)
- DONORS (staff to be interviewed 7 approx.)

Documents produced by donors and counterparts

Federal Government of Somalia:

- NIEC Strategic Plan (2017-2021)
- Somali National Development Plan (2017 – 2019)
- Any other relevant documents that is required

UN System:

- UNDP Country Programme Document 2018-2020
- United Nations Strategic Framework (UNSF) 2017-2020