UNITED NATIONS DEVELOPMENT PROGRAMME
UNDP Somalia

Terms of Reference (ToRs)
Consultancy – End-line Evaluation

Supporting Reconciliation and State-Building Processes

PROJECT/OUTCOME INFORMATION	
Project/outcome title	Supporting Reconciliation and State-Building Processes
Atlas ID	Award: 00116524 Output: 00113636
Corporate outcome and output	The project contributes to the UN Strategic Framework Priorities: • SP2: Supporting institutions to improve Peace, Security, Justice, the Rule of Law and Safety of Somalis; and • SP3: Strengthening accountability and supporting institutions that protect.
Country	Somalia
Region	FGS and FMSs (Five regional member states)
Date project document signed	12 Dec 2018
Project dates	**Start** / **Planned end** 01 Jan 2019 / 28 Feb 2021
Project budget	**2,598,173**
Project expenditure at the time of evaluation	**2,593,669**
Funding source	**PBSO (Peace-building support office)**
Implementing party [1]	**UNDP**

1. Background and Context:

Three decades of war and state collapse have destroyed the social fabric in Somalia. While Somalia is making great strides on its peacebuilding and State-building agenda, the past years have seen several serious challenges to the positive trajectory of the country as unresolved contentious issues come to the fore. So far, each of these challenges have been resolved through political dialogue without any major outbreak of violence – a sign of the growing political maturity of Somalia's embryonic institutions and the yearning for peace of the Somali population.

The ongoing State-building efforts and re-establishment of state institutions (political, judiciary and executive) is a deeply political process in which the delicate balance between stakeholders must be

maintained. While Somalia's Provisional Constitution of 2012 refers to a federal system, an agreement is yet to be reached on the kind of federalism Somalia is pursuing.

Somalia is continuing to rebuild economic governance institutions amid challenging circumstances. Continuous reform implementation enabled Somalia to reach the first milestone in obtaining debt relief and fully reengage with the international community in March 2020. However, an incomplete political settlement, vulnerability to shocks (such as climate related disasters, locust's infestation and floods) are jeopardizing the recovery from fragility.

Somalia also has several opportunities. Rapid urbanization, growing use of digital technologies, planned investments in sectors such as energy, ports, education and health can support economic growth and job creation. Following a prolonged drought, growth was estimated at 2.9% in 2019. A projected growth rate of 3.2% in 2020 was interrupted by a triple crisis of COVID-19 (coronavirus), locust's infestation and floods which caused the economy to contract by 1.5%.

The government is also committed to institutional reforms and reengagement with the region, including opportunities to rebuild human capital and chart a pathway toward economic resilience and growth.

Al-Shabaab remains the largest threat to Somalia's peaceful development and stands outside the political structures established over the past decade. Ensuring that military planning is accompanied by civilian components that provide tangible peace dividends for the Somali population is crucial for the legitimacy of the Somali state and the long-term peaceful development of the country. The UN is supporting these political processes through its 'good offices' functions, as well as through the facilitation of the Somali-led dialogue process. Reconciliation is a top priority for the Federal Government of Somalia and Somalia's commitment to inclusive political dialogue and reconciliation has been acknowledged by the Security Council, which in its resolution 2408 (2018) underscored the importance of UNSOM's support to these processes.

Against this backdrop, Supporting Reconciliation and State building project was envisaged to have following three components:

1. Provide structured support to mediation and reconciliation initiatives in Somalia in a strategic and catalytic manner, complementary to other ongoing or planned efforts. This would include, for example, capacity building support to the Ministry of Interior, Federal Affairs and Reconciliation and other national and local actors (both authorities and civil society), support to the National Reconciliation Framework and facilitation of dialogue on contentious issues linked to Somalia's peacebuilding and State-building agenda.
2. Provide the UN in Somalia, as part of UNSOM's good offices functions, with a flexible funding facility for urgent conflict prevention interventions, including mediation, dialogue and reconciliation between levels of government and in areas known to be prone to conflict and political tension as well as hitherto unknown situations that may arise.
3. Support towards strengthening the capacity of state structures to engage citizens in reconciliation efforts, through establishment of mechanisms and tools such as public accountability fora and citizen report cards.

Project Background

The project has been developed in response to and in alignment with the highest priorities of the National Development Plan (NDP). The project contributes to the Inclusive Politics goal, i.e. to "[a]chieve a stable and peaceful federal Somalia through inclusive political processes and effective decentralization". The Government's inclusive politics agenda comprises democratisation, finalising the constitution, and decentralization, and implementing the federation process. The NDP seeks to reach political agreement on the principles that underlie the distribution of roles and responsibilities over the three tiers of government and to translate these political agreements into executive arrangements throughout the government structures. The project concurrently supports the priorities identified in the NDP Pillar Working Groups and the recently drafted Political Roadmap for Inclusive Politics.

The project supports Sustainable Development Goal (SDG) 16, recognising the centrality of governance-informed development to ensure that societies' aspirations for higher access and quality of public services are achieved through core government functions that are effective, responsive and inclusive. The project has multiple donors including UN Peace Building Fund, United Nations Development Pro, MDTFO Somalia UN Stream and UNDP Funding Windows. The project has a total budget of 9,673,736.410 of which 5,374,850.410 is the funds utilized previous years and 4,298,886.000 is the current year budget. The project also collaborated the following agencies for implementation: Ministry of Interior, Federal Affairs and Reconciliation MoIFAR; Office of the Prime Minister Federal Government of Somalia(OPM); Office of Boundaries and Federalism Commission (BFC); The Office of Presidents of Hirshabele and South West states; Ministry of Constitution Affairs- Jubaland; Ministry of Interior, Federalism and Democratization- Puntland; Ministry of Reconciliation and Federal Affairs- Galmudug and several Civil Society Organizations.

The project adopted the UNDP 2018-2021 gender strategy in all its implementation process with the spirit of integrating gender equality all aspects of UNDP,s work in order to build resilience and peace in the communities. The project mainly covered southern part of the country which prone to violence. During the COVID-19 the project implementation was slightly disrupted specially the first six months of 2020 when the Country Office suspended activities involved face to face interaction such as training and workshops for social distancing purpose. But there was some resilience in the second half of 2020 and available technologies were utilized to bridge the gap where meeting and training were conducted on ZOOM.

Furthermore, the project's objectives align with the FGS's priorities in finalising and implementing the National Reconciliation Framework, promoting conflict resolution and advancing State-building as articulated in several documents, including the Wajadir Framework for Local Governance, the National Stabilization Strategy, the New Partnership for Somalia, and the Political Roadmap for Inclusive Politics. Also, the project links itself to the development of a National Reconciliation Framework under the auspices of the Federal Government of Somalia and the Ministry of Interior, Federal Affairs and Reconciliation MoIFAR which will be the guiding document for the national reconciliation process in Somalia. This process also requires the resolution of on-going active conflicts as well as long-term peacebuilding measures. The project facilitates the development of a culture of reconciliation in Somalia by providing capacity building in mediation, reconciliation and peacebuilding efforts. True to the principles of Delivering as One, the project harnesses system-wide capacity to support Somali-led processes based on inclusive and participatory practices. Finally, the project builds on the longstanding support provided by the UN and other key actors, such as the Intergovernmental Authority on Development (IGAD), to promote reconciliation in Somalia and the peaceful resolution of conflict.

Project Outputs: The project has following three Outputs:

Output 1.1:   An agreed framework and standing capacity to prevent conflict and promote reconciliation in Somalia is established
Output 1.2:   Strengthened capacity of the UN capacity to provide good offices in support of peaceful resolution of conflict and improved relations between the FGS and FMS
Output 1.3: Capacity and willingness of the state towards citizen engagement in reconciliation and State-building efforts are strengthened

The project was originally planned for 20 months with start date January 1st, 2019, however, in view of pandemic the no-cost-extension   was granted ending on 28th February 2021.

2.   Evaluation Purpose, scope and objectives

The purpose of this evaluation is to assess the extent of the results at outcome and impact levels of project interventions for which the project had a direct contribution attributed to the target audience, including clan elders, religious and youth leaders, other Civil society members
and institutions across all level of government in all five states in Southern part of the country and Banadir region.   This is also aimed to assess the performance of the project and capture project achievements, challenges, and best practices to inform future similar programming. The end-line evaluation will have following three key objectives:

(i)   Evaluate to what extent the PBF project has delivered effective, efficient, relevant and timely activities to beneficiaries as set in the project results framework.

(ii)   Assess whether the collaboration between stakeholders and project partners has added value, to the interventions with a positive effect on beneficiaries and other stakeholders. What has contributed to this added value and what has not?

(iii)   Identify and assess key lessons learned, challenges and draw recommendation for future programming on reconciliation and state building in Somalia. The end line evaluation should at least include one lesson learned and recommendation per evaluation category, i.e. effectiveness, efficiency, relevance etc.

The results of the evaluation will draw lessons that will inform the Somali counterparts at FGS and FMS levels, UNDP, UNSOM/PAMG and PBF as the key stakeholders of this evaluation. It will also propose actionable recommendations for future programming related to reconciliation and state building.

Scope

The final evaluation will determine the extent to which the PBF-supported project results have contributed to changes in the reconciliation and statebuilding processes creating an enabling environment thereof, through assessing outcomes.

It will examine the project's implementation process in line with the national window modality drawing upon the project's results framework as well as other monitoring data collected on the project outputs and outcomes. It will assess the effectiveness of the implementation strategy and the results.

In addition, it will examine the roles and responsibilities, coordination mechanisms, partnership arrangements, institutional strengthening, beneficiary participation, and sustainability of the programme. It will also recommend areas for improvement and learning.

The evaluation will be conducted at Federal, FMS and community levels (focusing on the processes and outcomes of communal reconciliations). It will include a review of the project design and assumptions made at the beginning of the project development process. It will assess the project management including the implementation strategies; and the project activities; the extent to which the project results have been achieved, partnerships established, capacities built, and cross cutting issues of mainstreaming gender, human rights and south-south cooperation have been addressed.

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, disability and other cross-cutting issues addressed during project planning and implementation.
- Assess the quality of partnerships, national/regional ownership, and sustainability vis-à-vis the strategy in the project document, identify gaps and document lessons 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 and interventions.
- 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 to projects with the same nature.

3. Evaluation criteria and key guiding questions

The evaluation questions are based on the OECD DAC evaluation criteria as well as PBF specific evaluation criteria, which have been adapted to the context. The following key questions will guide the end of project evaluation:

i) Relevance/ coherence
- How relevant were the objectives and activities, implemented by the project, in addressing issues related to state building and peacebuilding such as National Reconciliation Framework (NRF, National Development Plan (NDP) in Somalia and UN strategic frameworks including UNDP CPD 2018-2020 and UN SDGs.
- To what extent have the peacebuilding and state-building strategies, adopted during implementation, been aligned with and responded to the projects conflict analysis rationale.
- How do the stakeholders perceive the relevance of the project and how have the activities implemented improved the peacebuilding environment?
- Are there any stories of change? Provide detailed analysis connect to higher level contextual changes if possible.
- How has the collaboration between UNSOM-PAMG/UNDP/PBF, national/regional counterparts, local

partners, CSOs and line ministries contributed to appropriate response of specific needs and priorities of the stakeholders?

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- To what extent did the project achieve its overall objectives? Did the project provide the necessary support to the target government institutions as outlined in the project document? And how does the pandemic COVID-19 limit the project in achieving its objectives?
- To what extent did the project contribute to gender equality, the empowerment of women and the human rights-based approach and the inclusion of vulnerable groups and people with disability? Specifically, the evaluation will measure if the gender marker of the project was in line with the achieved results and if the project adopted gender-sensitive, human rights-based and conflict-sensitive approaches?
- Were the inputs and strategies identified appropriate and adequate to achieve the results? Were they realistic? Was the project relevant in terms of addressing identified needs?

ii) **Effectiveness**

Assess the effectiveness of reconciliation / mediation process established towards state building process (Outcome 1.1 Indicator). Verify the number and assess the effectiveness of peaceful reconciliations of inter-clan conflicts achieved through the project (Outcome 1.2 Indicator).
- Identify and assess the effectiveness of the peacebuilding strategies adopted during the implementation of the project.
- Assess the extent to which inclusive reconciliation processes were achieved including the empowerment of women and youth.
- To what extent have targets in the log frame of the project, been achieved per indicator, disaggregated by gender and age?
- To what extent have the project activities contributed to the strategic level outcomes and to any contextual peacebuilding changes in target areas.
- Was the project effective in increasing requisite skills of the partners, counterparts and participants to contribute towards reconciliation, peacebuilding in state building in Somalia?
- What were the major contextual cultural, religious and political factors influencing the achievement of the objectives of the project?
- What opportunities for collaboration have been utilized and how have these contributed to increased effectiveness? or otherwise? Have proper accountability and risk management framework(s) been in place to minimize risks on program implementation?
- Verify the levels of government administrations capacitated to manage and implement reconciliation and stabilization efforts (Outcome 1 indicator) (did the project achieve original targets?) and assess their effectiveness.
- Assess the extent to which project results improved social cohesion and increased trust through beneficiary perception surveys (Outcome 2 Indicator).
- The level of standing capacity of project partners to prevent conflict and promote reconciliation in Somalia is established (Output 1).
- Verify the UN capacity to provide good offices in support of peaceful resolution of conflict and improved relations between the FGS and FMS (Output 2).
- Verify the level of engagement and willingness of the state towards citizen engagement in reconciliation and State-building efforts are strengthened (Output 3).
- How effective were the strategies and tools used in the implementation of the project?
- How effective has the project been in responding to the needs of the beneficiaries, and what results

were achieved?

- What are the lessons learned for future intervention strategies and issues?
  - • • What have been the key results and changes attained for men, women and vulnerable groups?
    - • To what extent have triangular and South-South cooperation and knowledge management contributed to the results attained?

iii) Efficiency

- How efficient was the delivery of project in terms of expenditure and implementation of activities?
- Was the project activity implementation (modality) cost-efficient, while not compromising quality?
- Were there opportunities within the project to reach more beneficiaries with the available budget or to reduce costs while reaching at least the same number of beneficiaries without compromising quality?
- How efficient was the overall staffing, planning and coordination within the project and external partners?
- How efficient and successful was the project's implementation approach?
- How efficiently did the project engage the Project Board?
- How well did the project collect and use data to monitor results? How effectively was updated data used to manage the project?
- How well did the project team communicate with implementing partners, stakeholders, and project beneficiaries on its progress?
- Overall, did the PBF- project provide value for money? Have resources been used efficiently?
- Did project activities overlap and duplicate other similar interventions (funded nationally and/or by other donors)?
- Are there more efficient ways and means of delivering more and better results (outputs and outcomes) with the available inputs?
- Could a different approach have produced better results?
- How efficient were the management and accountability structures of the project?

 To what extent do the M&E systems utilized by UNDP ensure effective and efficient project management?

iv) Sustainability and Ownership

- Will the changes caused by this program continue beyond the life of the project?
- What, mechanisms have, UNDP, and partners put in place to sustain the key program Outputs and Outcomes?
- How has the program worked with local partners to increase their capacity in a sustainable way?
- What motivations /mechanisms exist for partners to continue playing these roles?
- What are the risks facing sustainability of program Outputs and Outcomes?
- Which of the interventions, approaches, and modalities/strategies have been most effective according to the project partners?
  - Who benefited from shared learning experiences? How did the different actors learn from these experiences?
  - Assess the extent to which the results are likely to continue with specific focus on national capacity and ownership over the process.
  - To what extent do stakeholders support the project's long-term objectives?

- Did the intervention design include an appropriate sustainability and exit strategy (including promoting national/local ownership, use of national capacity etc.) to support positive changes in peacebuilding after the end of the project?
- How strong is the commitment of the Government counterparts and other stakeholders to sustaining the results of PBF support and continuing initiatives?
- How has the project enhanced and contributed to the development of national capacity to ensure suitability of efforts and benefits?
- What is the likelihood of continuation and sustainability of project outcomes and benefits after completion of the project?
- What knowledge transfer took place during the project implementation that will guarantee government institutions will play their role when the project is closed?
- Describe key factors that will require attention in order to improve prospects of sustainability of project outcomes and the potential for replication of the approach.
- Describe the main lessons that have emerged. What are the recommendations for similar support in the future? (The recommendations should provide comprehensive proposals for future interventions based on the current evaluation findings).

v) Impact

- Evaluate the extent to which the project generated positive or negative, intended, and unintended effects on its wider peacebuilding and state building environment and its contribution towards the wider objectives outlined in the project document.
- To what extent has the project promoted positive changes in gender equality and the empowerment of women? Did any unintended effects emerge for women, men or vulnerable groups

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

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.)

The evaluation of Supporting Reconciliation and State-building Processes project will be conducted by a team of independent evaluators- an international and national procured by UNDP under a consultancy contract. The Project Evaluation Commission including project stakeholders (executive, supplier, and beneficiary) (males and females) 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 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 (see annexed list of relevant institutions). 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
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- Observations and verifications (virtual field consultations -when/if possible- using checklist) to be conducted by local consultant with all Covid-19 and security protocols issued by the Government being observed.
- **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.

As per the evaluation guidelines, the evaluator should use a gender-sensitive methodology and tools and ensure that gender equality and women's empowerment, as well as other cross-cutting issues and the SDGs, are integrated into the final evaluation report.

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.

5. Evaluation products (deliverables)

The following deliverables are expected:

- **Evaluation design:** stakeholder and beneficiary mapping, methodology, refining of scope and

evaluation questions, implementation plan.

- **Briefing**: the evaluator will brief UNDP project staff, UNSOM/PAMG, donors, FGS and FMS counterparts and the UN partners, other relevant stakeholders at the Federal Member States on the evaluation design.

- **Inception report (10-15 pages)**: a brief plan reflecting any specific needs indicated by the UN Team or the Government counterparts or concerns by partners on the scope of work of this assignment, evaluation design scheduling as agreed upon in the Briefing session.

- **Debriefing**: at the end of the evaluation, the evaluator will provide a debriefing to the same stakeholders, focusing on the main results and recommendations of the evaluation.

- **Draft report** (40- 60 pages including executive summary is suggested): the evaluator will send a draft evaluation report with quantitative data to the UN Team and to MoIFAR focal person. This report will be shared with all donors, partners and selected stakeholders, and consolidated written comments will be provided to the evaluator within one week in an audit trail form. The report will define the specific result areas under the overall outcomes and outputs of the project and analyze those in depth in terms of relevance, efficiency, effectiveness, impact, and sustainability; provide lessons learned and best practice

- **Final Report**: the evaluator will send the final evaluation report with quantitative (including gender-disaggregated) data to the Evaluation Manager after having received the consolidated comments on the draft report. 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. The international consultant will be overall responsible for the preparation of the final report.

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.

Deliverables

The evaluators will need to deliver the following reports and analysis. The key deliverables are summarized in the table below:

Deliverables	Content	Estimated Duration to Complete (days)	Target Due dates	Review and approvals Required	% of total professional fee
Inception Report	Maximum 10 pages based on an understanding of the TOR and a desk review of the relevant documentation outlining proposed evaluation steps and detailed description of the envisaged methodology, assumptions, and explanation as to why this is the most appropriate way forward and a brief plan on the scope of work of this assignment, evaluation questions and design, and scheduling as agreed upon in the briefing session as set forth in the next section. It will specifically include a proposed schedule of tasks, activities, and deliverables, designating a team member with the lead responsibility for each task or product, the documents reviewed and to be reviewed and an indicative list of key stakeholders to be consulted.	10	==21 August==	Evaluation Commission	20
Data Collection and Analysis	Field data collection at FGS, FMSes and community levels.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.	20	15 September	Evaluation Commission	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	20 October	Evaluation Commission	20
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	5	10 November	Evaluation Commission	30

	evaluation, and will meet the requirements of the UNDP Evaluation Guidelines, 2021. The structure of the report shall be as follows: (1) 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; (vii) project and evaluation information details. Table of contents, including boxes, figures, tables, and annexes with page references. (1) List of acronyms and abbreviations.(2) Executive summary (4 pages maximum); (3) Introduction (2-3 pages); (4) Findings (4-5 pages); (5) Conclusions (1-2); (6) Recommendations (1-3 pages); (7) Lessons learned (1-2 pages); (8) Report annexes: charts, Terms of Reference, case studies (the template is attached in the annex section)				
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6. Evaluation team composition and required competencies

The evaluation will be carried out by a team comprising of international and national experts who will be responsible and accountable for all the deliverables.

7. Evaluation ethics

Evaluation consultants 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'. [1] 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/Team will report to the Evaluation Commission composed of the United Nations Development Program (UNDP), UNSOM/PAMG, the Ministry of Interior, Federal Affairs and Reconciliation and the line-ministries at the Federal Member States. The evaluation commission will give comments and direction at key stages in the evaluation process, including: review the inception report and the evaluation report. The evaluation commission ensures transparency in the evaluation process and strengthens the credibility of the evaluation results. Detailed comments will be provided to the evaluator in an audit trail within the agreed timeframe. The evaluator needs to show how he/she addressed the comments.

The evaluators 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 members of the Evaluation Commission shall not be a direct recipient of the project support as well as those that manage the projectdirectly to ensure objectivity. The UNDP Monitoring and Evaluation Specialist in UNDP Programme Oversight and Quality Assurance (POQA) 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

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

The evaluation is expected to start in April 2021 for an estimated duration of 45 working days over xxx months. During this period the consultants will carry out desk reviews, field work including focus group discussions, interviews, consultations, and report writing.

Duty Station

This will be home based work.

10.   Application submission process and criteria for selection

Master's degree in governance, political science, international relations, international development, development economics, social sciences, or other related field combined with capacity building work and institutional needs assessment. The consultant is are expected to submit his/her CV with traceable referees. Please note that UNDP has the right to ask for pervious work sample if needed in the recruitment process. The consultant report to the evaluation team leader (international consultant) and his/her role will include facilitation of data collection with different respondents of the evaluation. The national consultants will also be included translations and interpretations during and after interviews. On the other hand the international consultant will own the whole process of the evaluation.

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.
- 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.
- Fluent in English. Working knowledge in Somalia is an added advantage, and Excellent written and verbal communication skills in English.

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:

- Ability to work under pressure in a stressful environment and adapt to a rapidly changing and challenging work environment.
- 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.
- ❖ Outline of the evaluation report format.
- ❖ Inception report template
- ❖ Code of conduct forms.
- ❖ UNDP Evaluation Guidelines
- ❖ Evaluation Report Quality Criteria Checklist (section 6 of the evaluation guidelines- checklist page 8 to 12)
- ❖ UNEG, Integrating Gender Equality and Human Rights in Evaluation - UN-SWAP Guidance, Analysis and Good Practices

Pledge of ethical conduct in evaluation.

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

Project Documents

- ❖ Project Document for Supporting Reconciliation and State-Building Processes
- ❖ PPF Progress reports since January 2019 – annual and half year reports.

❖ UNDP Evaluation Guidelines 2019.
❖ Report of HACT (Harmonized Approach to Cash Transfer) Financial Audit.

List of stakeholders and relevant institutions

❖ United Nations Development Program (UNDP).
❖ United Nations Assistance Mission Somalia (UNSOM) / Pollical Affairs and Mediation Group (PAMG)
❖ Ministry of Interior, Federal Affairs and Reconciliation of the Federal Government of Somalia (MoIFAR-FGS)
❖ Office of the Prime Minster of the Federal Government of Somalia (OPM-FGS)
❖ Independent commission for Boundaries and Federalism (ICBF)Minister of Interior, Federal Affairs and Reconciliation "
❖ Office of the President South West State of Somalia (OOP- SWS)
❖ Ministry of Constitution and Federal Affairs Jubaland State of Somalia (MoCFA-JSS)
❖ Office of the President Hirshabelle State of Somalia (OOP-HSS)
❖ Ministry of Interior Federalism and Democratization Puntland State of Somalia (MoIFAD-PLSS)
❖ Ministry of Interior, Federal Affairs and Reconciliation Galmudug State of Somalia (MoIFAR-GSS)
❖ Peace Building Fund
❖ Simad University
❖ Galkayo University
❖ African Network for Prevention and Protection Against Child Abuse and Neglect – Somalia Chapter (ANPPCAN-SOM)
❖ Mogadishu University
❖ Creative Alternative Now (CAN)
❖ Somali Youth Vison (SYV)

Documents produced by donors and counterparts

Federal Government of Somalia:
❖ The National Reconciliation Framework (NRF) and National Reconciliation Process (NRP)
❖ Somali National Development Plan (2017 – 2019)
❖ Somalia National Development Plan (2020 – 2024)
❖ Any other relevant documents

UN System:

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