



Terms of Reference (TOR)

Consultancy - Final evaluation of the Support to Aid Management and Coordination in Somalia project

PROJECT/OUTCOME INFORMATION		
Project/outcome title	Support to Aid Management & Coordination in Somalia	
Atlas ID	Award: 00116132 Output: 00113390	
Corporate outcome and output	i) a more inclusive, effective, and efficient aid architecture, providing greater coordination across the humanitarian-development nexus; ii) strengthened national ownership and capacity for aid coordination processes; iii) better coherence in the international community's support for aid coordination and effectiveness	
Country	Somalia	
Region	Mogadishu	
Date project document signed	9 DECEMBER 2018	
Project dates	Start	Planned end
	1 NOVEMBER 2018	31 DECEMBER 2021
Project budget	USD 4, 614,351.01	
Project expenditure at the time of evaluation	4,037,200 (87% delivery)	
Funding source	MPTF (1,853,537,06); DFID (1,260,813.95); USAID (1, 500, 000)	
Implementing party ¹	Aid Coordination Unit/ Office of the Prime Minister/ Federal Government of Somalia	

1. Background and context

Somalia has been in a state of conflict for close to three decades. During this period, the state collapsed resulting in a lack of a functional central government. The conflict resulted in power fragmentation, lack of effective governance structures, the halt or strong reduction of public social service delivery and economic stagnation, which severely affected the quality of life of citizenship. This resulted in a massive migration of Somali population within the country and abroad. Little to

¹ This is the entity that has overall responsibility for implementation of the project (award), effective use of resources and delivery of outputs in the signed project document and workplan.

limited data on development indicators is available in the country, as violence and the collapse of the state impeded data collection and systematization.

The establishment of permanent political and executive institutions in 2012 through national dialogue and consensus, including a federal government, the adoption of the Provisional Federal Constitution (PFC) as well as important military offensives and security gains, has allowed Somalia to enter a new period where longer term peace and stability seem possible.

Somalia faces security, humanitarian and development challenges. The country is periodically affected by natural disasters like floods and draughts which usually cause casualties, hunger, economic loss and displacement. It is estimated that there are approximately 1.1 million of Internally Displaced Persons (IDPs) across the country.

Due to this long-lasting conflict, the government institutions have limited capacity to respond to the demanding security, developmental and humanitarian challenges. The situation in Somalia remains volatile with recurring drought, floods, locust invasions affecting agricultural production and food security, an ongoing conflict between the Federal Government of Somalia with Al-Shabaab as well as inter-clan conflicts.

The protracted civil war destroyed Somalia's productive sectors and its capacity to engage in international trade. Livestock and crops remain the main sources of economic activity, employment and exports, while the fishing industry has remained small-scale and artisanal despite the country's rich fishing grounds. The economy, historically informal and focused on primary productive sectors, is slowly diversifying and new markets are being created in fields like telecommunications, money transfer or infrastructure.

The country is highly dependent on external aid for both humanitarian and developmental needs, as well as on remittances. Over past three years, Official Development Assistance (ODA) to Somalia has increased significantly reaching almost USD 2 billion in 2019. Ensuring aid is delivered in an efficient manner and diversifying financing sources for development and reconstruction, including through improving mobilization of public and private investments, is a priority.

In what relates to aid effectiveness, Somalia adhered to the "New Deal for Engagement in Fragile States and Situations" endorsed at the High Level Forum on Development Effectiveness held in Busan in 2011, an international agreement through which development partners commit to supporting nationally-owned and led development plans and greater aid effectiveness in fragile situations, and governments of conflict-affected and post-conflict signatory states commit to inclusive development processes aimed at pursuing commonly agreed Peacebuilding and Statebuilding Goals (PSGs) in the areas of legitimate politics, justice, security, revenue and services and economic foundations. In recent years, the country has progressed in setting up mechanisms to enhance policy coherence on sustainable development, country-owned frameworks and planning tools for development, in support of the achievement of the SDGs and for the promotion of multi-stakeholder coordination.

As part of the Somali Compact -a Pact between the Federal Government of Somalia and the international community to implement the New Deal Principles during the period 2014-2016-, the Somali Development and Reconstruction Facility (SDRF) was established. The SDRF is both a coordination framework and a financing architecture for implementing the Somali Compact, with the aim of enhancing the delivery of effective assistance to all Somalis. The SDRF brings together several multi-partner trust funds (referred to as "windows" in the context of the SDRF) under common governance arrangements. The windows are being administered by three technical agencies in areas

based on their comparative advantage: The United Nations (UN), the World Bank (WB), and the African Development Bank (AfDB).

The aid architecture has been maintained with slight adjustments during the period of implementation of the 8th National Development Plan (NDP-8) in 2017-2019 and has recently been refined to adjust to the structure of the NDP 9.

UNDP Somalia has been supporting the Federal Government of Somalia to develop a better managed, more capable, and more accountable Somali aid coordination and management function that supports state building priorities and consolidates linkages between the Federal Government of Somalia (FGS) and Federal Member States (FMS). At the FGS level, the project is specifically supporting the Aid Coordination Unit (ACU) at the Office of the Prime Minister, as well as the Ministry of Planning, Investment and Economic Development (MOPIED) is the development and management of the Somali Aid Information Management System.

While support to the FGS for the aid coordination and management business has been provided over the years through various instruments this project started on 1 November 2018 and will last until December 2020.

Project Background

The “Support to Aid Management and Coordination in Somalia” project was launched in November 2018 and will run until December 2020. The project, jointly implemented by UNDP and the UN Integrated Office in Somalia, is framed to support the implementation of both international and national strategies these includes UNDP Somalia Country Program Document (CPD 2018-2020) , the New Partnership for Somalia (NPS) and the National Development Plan (NDP) through strengthening national capacities for effective aid management and coordination. The project contributes under Outcome two: Strengthening accountability and supporting institutions that protect specifically under UNDP CPD Output 2.1: Core functions of government ensure effective, efficient, transparent and accountable government management. Therefore, the project supported capacity development of the Federal Government of Somalia (FGS), Federal Member States (FMS) and Banadir region in the fields of aid coordination and effectiveness. The project supported at policy level and assured the UNDP gender strategy 2018-2021 mainstreamed through out its implementation. During the pandemic COVID-19, the implementation of the project was somehow disrupted in the fast half of 2020 specially activities that involved face to face interaction to abide the social distancing during this period. But in the second part of 2020 digital technology was applied to held meeting and workshops hence an improvement was recorded in the project implementation. The project run a budget of USD 5,327,211 funded by UK Department for International Development (DFID) now superseded by Foreign, Commonwealth and Development Office (FCDO) and United States Agency for International Development (USAID).

The following are the project outputs:

- I. Output 1: Strengthened Coordination throughout the SDRF Aid Architecture
- II. Output 2: Monitoring NPS, MAF and UCS Implementation
- III. Output 3. Joint Project Delivery and Support

The specific areas where financial, human resources and logistical support is provided include:

- Component 1. Strengthened Coordination throughout the SDRF Aid Architecture
- Component 2. Monitoring NPS Implementation

This project builds upon the support to the aid coordination architecture that was provided through the Capacity Development Programme (CDP) of the UNDP since 2013, when initial support was provided to New Deal conferences and the establishment of the Aid Coordination Unit (ACU). During 2014 and the first half of 2015, the support was continued through an interim project under the main Capacity Development Programme, the “Strengthening of Institutional Performance” (SIP) project (SIP), which started operations in mid-2015. The SIP project provided dedicated support to the Ministry of Planning (called at that time MOPIC) and ACU in the implementation of aid coordination functions. The project also provided similar support to the Government of Puntland State and, inter alia, was instrumental in supporting the establishment of the Puntland Development Forum, an aid coordination framework at the Puntland state level. Through a second project within the UNDP Capacity Development Programme, the “Support to Emerging Federal States – StEFS” project, dedicated support was provided to the new Federal Member States, including awareness raising about the New Deal and aid coordination and the participation of the states in the centralised coordination structures.

Besides the work coordinated by UNDP, the UN Integrated Office (which includes the Risk Management Unit (RMU), the Resident Coordinator’s Office (RCO) and UNSOM’s New Deal Unit) has worked extensively in supporting the ACU on SDRF-related coordination matters, such as the implementation of the Compact architecture, including through policy, technical and logistical assistance for the organization of the HLPF (High Level Partnership Forum; later named SPF – Somali Partnership Forum), SDRF and PSG Working Groups (Peacebuilding and State building Goals Working Groups; later named PWGs – Pillar Working Groups).

2. Evaluation purpose, scope and objectives

The overall objective of the end of project evaluation is to generate knowledge from the “Support to Aid Management and Coordination in Somalia” project which has been run by UNDP and the UN Integrated Office as joint partners through the Aid Coordination Unit housed under the Federal Government of Somalia’s Office of the Prime Minister. It will focus on the entire implementation period of the project (Nov 2018-Dec 2020). The key stakeholders of this evaluation are the Federal Government of Somalia, particularly the Aid Coordination Unit under the Office of the Prime Minister (OPM) and the Ministry of Planning, Investment and Economic Development, the SDRF and corresponding Pillar Working Groups and SDRF Steering Committee (particularly core groups), the international community funding the project and participating in the SDRF, as well as government partners from the Federal Member States (Hirshabelle, Jubaland, Galmudug, South West State and Puntland) and the Banadir Regional Administration.

The overall purpose of the Evaluation is to assess the processes, achievements made and bottlenecks faced to draw lessons that will inform the development of the next steps in shaping the aid coordination and management structure and arrangements in Somalia in the future. The evaluation is intended to be forward looking which will capture effectively lessons learnt and provide information on the nature, extent and where possible, the effect of the Aid Coordination project to the Federal Government of Somalia and the rest of the Federal Member States. The emphasis on learning lessons speaks to the issue of understanding what has and what has not worked as a guide for future planning.

Scope

The evaluation will particularly focus on performance indicators in accordance with the guidance from the United Nations Evaluation Group (UNEG) with an emphasis on **relevance, effectiveness, efficiency, impact, and sustainability**.

The evaluation will be conducted in a period of 30 days as illustrated in section 5 of this TORs.

A team of two consultants, one international and one national, will carry out the evaluation. The international consultant will work from home and will hold interviews with selected key informants through online means, while the national consultant will conduct field work for data collection. In some situations the national consultant will involve translations and interpretations during and after interviews.. As per the IEO Evaluation recommendation, all evaluations undertaken during Covid-19 will be done remotely.

Key informants will be relevant staff from the Federal Government of Somalia engaged in aid management and coordination functions from the Office of the Prime Minister, including the Aid Coordination Unit, and the Ministry of Planning, Investment and Economic Development, as well as representatives from line ministries engaged in Pillar Working Groups and/or the SDRF Steering Committee, as well as representatives from Federal Member States, the UN, the donor community and civil society engaged in the Somali Development and Reconstruction Facility. The locations to be visited by the national consultant (if conditions permit and -in that case- following national regulations and protocols) include the FGS in Mogadishu as well as the rest of the Federal Member States capitals. The FMS capitals include:

State	Capital
Federal Government of Somalia	Mogadishu
South West State	Baidoa
Puntland	Garowe
Jubaland	Kismayo
Hirshabelle	Jowhar
Galmudug	Dusamareb

The evaluation will look at the following areas as directed by the project document and results framework: project management, project outputs, and their contribution to the overall results defined in the project document. It will consider the contribution to improved accountability, stakeholder engagement and national leadership of the aid coordination and management function; the strengthening of partnerships amongst the Federal Government of Somalia; Federal Member States and development partners; the use of the SDRF as a mechanism to increase cost-effectiveness and alignment of aid investments to national priorities; the capacity to adjust and respond to a changing environment (i.e. emergence of the Covid-19 crisis, development of a new National Development Plan); as well as aspects related to capacity building and approach adopted.

3. Evaluation criteria and key guiding questions

a) The Evaluation Questions

The following key questions will guide the end of project evaluation:

i) Relevance/ Coherence:

- 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?
- To what extent did the project contribute to gender equality, the empowerment of women and the human rights-based approach? Specifically, the evaluation will measure if the gender marker of the project was in line with the achieved results.

- What and how much progress has been made towards achieving the overall outputs and outcomes of the project, including contributing factors and constraints?
- 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?
- At what level did the COVID-19 limit the project to achieve its objectives to the optimal level?

ii) Effectiveness

- To what extent did the project contribute to the Country Programme Document outputs and outcomes, UN Strategic Framework, the SDGs, and the national development priorities?
- Describe the management processes and their appropriateness in supporting delivery
- Was the project effective in delivering desired/planned results?
- 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?
- How did the project funding level and resource mobilisation affect project implementation?
- What are the lessons learned for future intervention strategies and issues?
- At what level was gender mainstreaming adopted in the project implementation?

iii) Efficiency

- Was the process of achieving results efficient? Specifically did the actual or expected results (outputs and outcomes) justify the costs incurred?
- Were the resources effectively utilized?
- Did project activities overlap and duplicate other similar interventions (funded nationally and/or by other donors)?
- To what extent did the project's M&E mechanism contribute to meeting project results?
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- Are there more efficient ways and means of delivering more and better results (outputs and outcomes) with the available inputs?
- Did the project remain aligned to the theory of change, if there was a deviation, how did it affect less efficiency and effectiveness Could a different approach have produced better results?
- How was the project's collaboration with the UNRCO, UNDP, the FGS, FMS, national institutions, development partners, and the SDRF Steering Committee?
- How efficient were the management and accountability structures of the project?
- What are the strengths, weaknesses, opportunities and threats of the project's implementation process?

iv. Sustainability

- To what extent are the benefits of the project likely to be sustained after the completion of this project?

- What is the likelihood of continuation and sustainability of project outcomes and benefits after completion of the project?
- How effective were the exit strategies, and approaches to phase out assistance provided by the project including contributing factors and constraints?
- 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
- How were capacities strengthened at the individual and organizational level (including contributing factors and constraints)?
- Describe the main lessons that have emerged
- What are the recommendations for similar support in the future? (NB. The recommendations should provide comprehensive proposals for future interventions based on the current evaluation findings)
- Are there some risks that may adversely limit the sustainability of the project deliverables?

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.

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4. Methodology

The "Support to Aid Management and Coordination in Somalia" Project Board 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 using a structured methodology. 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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- Considering 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 attached list of relevant institutions);
- Observations and verifications (field visits -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.

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. Travel to the country has been restricted and travel in the country is also restricted. If it is not possible to travel to or within the country for the evaluation then the evaluation team 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.

If all or part of the evaluation is to be carried out virtually then 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.

If a data collection/field mission is not possible then remote interviews may be undertaken through telephone or online (skype, zoom etc.). No stakeholders, consultants or UNDP staff should be put in harm's way and safety is the key priority.

5. Evaluation products (key deliverables)

The following deliverables are expected:

Deliverable	Content	Timing	Responsibilities
Inception Report	An inception report, outlining the key scope of the work and intended work plan of the analysis, and evaluation questions, shall be submitted (10- 15 pages)	5 days	International consultant in collaboration with the local consultant Reviewed by the Evaluation Steering Committee
Data Collection and analysis	All interviews, recordings and analysis will be delivered to UNDP and remain the property of UNDP	15 days	International consultant in collaboration with the local consultant
Draft Final Report	A draft comprehensive report that will inform all key stakeholders including representatives of the FGS and FMS, UN RCO, UNDP, in-country representatives from multilateral and bilateral	10 days	International consultant in collaboration with the local consultant

	development partner agencies, and civil society (A length of 40 to 60 pages including executive summary)		Reviewed by the Evaluation Steering Committee
Final Report	<p>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, 2019 and should include the following:</p> <ol style="list-style-type: none"> 1. Title and opening pages should provide the following basic information: Name of the evaluation intervention. Time frame of the evaluation and date of the report. Countries of the evaluation intervention. Names and organizations of evaluators. Name of the organization commissioning the evaluation. Acknowledgements. - Project and evaluation information details 2. Table of contents, including boxes, figures, tables and annexes with page references. 3. List of acronyms and abbreviations. 4. Executive summary (4 pages maximum)) 5. Introduction (2-3 pages) 6. Findings (4-5 pages) 7. Conclusions (1-2) 8. Recommendations (1-3) pages) 9. Lessons learned (1-2 pages) 10. Report annexes.: charts, terms of reference, 	15days	<p>International consultant in collaboration with the local consultant</p> <p>Reviewed by the Evaluation Steering Committee.</p> <p>Approved by the evaluation commissioner</p>

Standard templates for the inception report and the evaluation report 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.

6. Evaluation team composition and required competencies

The evaluation will be carried out by two experts – one international and one local consultant. The international expert will be the lead evaluator responsible and accountable for all the deliverables as well as supervising the local expert. The two experts will be expected to work together harmoniously with the local expert getting direction from the international consultant on the data collection, verification processes as well as the submission of all relevant deliverables required to the achievement of the evaluation. In addition the local consultant is required to advise the context and as well to lead the data collection field work. Further the local may also be required to involve some translation and interpretation during the data collection specially the Key informants and The Focus Group discussion sessions.

The International Evaluator shall have the following expertise and qualifications:

- Master's degree in Public Policy, International Development, Development Economics/Planning, Economics, International Relations/ Diplomacy or any other relevant university degree;
- Extensive expertise, knowledge, and experience in the field of aid effectiveness and aid management process related issues, including the Paris, Accra and Busan agenda and its application in several countries;
- Extensive experience of project formulation, implementation and evaluation standards in development management;
- At least 10 years of experience in working in the relevant field, with international experience; experience working in the region would be an added advantage.
- Knowledge and understanding of international and country-level implementation of aid effectiveness agenda;
- Good understanding of UNDP mandate, policy, procedures, and programme management;
- 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.
- Fluent in English. Working knowledge in Somalia is an added advantage; and Excellent written and verbal communication skills in English.

The National Evaluator shall have the following expertise and qualifications:

- Bachelor's degree in Public Policy, International Development, Development Economics/Planning, Economics, International Relations/Diplomacy or any other relevant university degree;

- Certificate in Monitoring and Evaluation;
- Extensive experience in data collection, data analysis and report writing;
- Knowledge, and experience in the field of aid effectiveness and aid management process related issues will be an added advantage;
- Working knowledge of the Somali language is required and
- Excellent written and verbal communication skills in English.

7. Evaluation ethics

This evaluation will be conducted in accordance with the principles outlined in the UNEG ‘Ethical Guidelines for Evaluation’. The consultants 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 consultants 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 Steering Committee composed of one Federal Government of Somalia and two UNDP representatives. The members of the Steering Committee shall not be a direct recipient of the project support as well as those that manage the project directly to ensure objectivity. The UNDP Monitoring and Evaluation Specialist will provide technical guidance and ensure the independence of the evaluation process, and that policy is followed and will be the evaluation manager while the Aid Coordination project manager and his team will be the evaluation commissioner.

the Evaluation Steering Committee will review the inception report and the evaluation report. The detailed comments will be provided by the evaluation manager to the evaluation team within the agreed timeframe in the audit trail. The evaluator needs to show how he/she addressed the comments.

The evaluation team 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. If it is not possible for the national consultant to travel to the project locations due to COVID-19 restrictions, a methodology that considers the conduct of the evaluation virtually and remotely should be developed. This should be detailed in the inception report and agreed with the evaluation steering committee and the evaluation manager. An updated stakeholder list with contact details (phone and email) will be provided by the country office to the evaluators.

The final report will be approved by the evaluation commissioner.

UNDP with support of relevant stakeholders will develop a management response to the evaluation within 2 weeks of report finalization.

9. Time frame for the evaluation process

The evaluation is expected to start in October 2020 for an estimated duration of 45 working days. This will include desk reviews, field work - interviews, and report writing.

10. Submission process and basis for selection

Interested and qualified consultants who wish to apply are required to submit the following documents:

- a) Letter of confirmation of interest and availability
- b) Personal CV or P11, indicating all past experiences from similar projects, as well as the contact details (email and telephone number) of the Candidate and at least three (3) professional references;
- c) Brief description of why the individual considers him/herself as the most suitable for the assignment;
- d) Financial Proposal that indicates all-inclusive professional fees.

11. Payment Tranches

Assignment	Percentage to be paid
Inception report	20%
Draft report	30%
Final report	50%

12. TOR annexes. These provide links to supporting background documents and more detailed guidelines on evaluation in UNDP:

- (a) Intervention results framework and theory of change.
- (b) Key stakeholders and partners.
- (c) Documents to be reviewed and consulted.
- (d) Evaluation matrix template.
- (e) Outline of the evaluation report format.
- (f) Code of conduct forms.
- (g) Inception report standard template
- (h) Dispute and wrongdoing resolution process and contact details (annex 3)
- (i) 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:

Project Documents:

- Project Document for Support to Aid Management and Coordination in Somalia
- MPTF Progress reports since November 2018 – annual and half year reports
- Quarterly project progress reports
- Aid Flow Reports
- Results of 2019 Aid Coordination survey
- Other reports of workshops, meetings and consultations
- UNDP Evaluation Guidelines 2019

- Report of HACT (Harmonized Approach to Cash Transfer) Financial Audit carried out to the Aid Coordination Unit

List of stakeholders

- FGS: ACU, OPM (including OPM Pillar leads), MOPIED, some line ministries, possibly MOF
- FMS and Banadir Regional Administration
- UN: UNDP, UN RCO, UNSOM.
- CS: NGO Consortium
- Donors: USAID, Switzerland, DFID, Norway, possibly some more

Documents produced by donors and counterparts:

- DFID annual review
- Third Party Monitoring Verification Report by LAMPS

Federal Government of Somalia

- Somali National Development Plan (2017 – 2019)
- Somalia National Development Plan (2020 – 2024)
- New Partnership for Somalia – Mutual Accountability Framework
- Minutes of PWG and SDRF Steering Committee meetings
- Somali Partnership Forum Communique (Oct 2019)
- Refined Aid Architecture

UN System:

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

International

- Rome and Paris Declarations, Accra Agenda for Action (AAA),
- Busan Partnership Document for Effective Development Cooperation
- New Deal for Engagement of International Cooperation in Fragile States and Situations
- Addis Ababa Agenda for Action Agenda on Financing for Development