

ANNEX I



Empowered lives.
Resilient nations.

ETHIOPIA

TERM OF REFERENCE (ToR) FOR THE RECRUITMENT OF INDIVIDUAL CONTRACTOR (IC)

GENERAL INFORMATION

Services/Work Description:	Recruitment of Individual Consultant for Project Terminal Evaluation
Project/Program Title:	Cross-border cooperation between Ethiopia and Kenya for Conflict Prevention and Peacebuilding in Marsabit-Moyale Cluster
Post Title:	International Consultant (IC)
Consultant Level:	Level C (Senior Specialist)
Duty Station:	Virtual
Duration:	25 working days distributed over two months
Expected Start Date:	Immediately after Signing the Contract

I. BACKGROUND / PROJECT DESCRIPTION

CROSS-BORDER CONTEXT

Conflict and fragility have become the major challenges in the cross-border areas of most African countries, including in the cross-border areas of Ethiopia and Kenya. This vast and fragile cross-border area has been a herd of instability: remote from the respective centres (Nairobi and Addis Ababa); and it is characterized by a poorly developed physical infrastructure, human and armed trafficking, low literacy and high poverty levels. All the development indices in this cross-border area are significantly lower than the national averages of Ethiopia and Kenya, respectively. Access to basic services such as clean water, adequate health facilities and electricity remains a challenge. Pastoralism is the dominant economic activity and the main source of livelihood for most of the population in this cross-border area. Violent conflict, marginalization and poverty have been the hallmark of this cross-border area.

The impact of these challenges is immense since it significantly affects forced migration, fragility and long-term stability and thereby complicating the humanitarian and development challenges. Therefore, there is a need for a comprehensive, multi-dimensional and integrated approach to the challenges of the cross-border area. The Ethiopia-Kenya Cross-Border area-based and integrated Programme just does that.

Kenya and Ethiopia share a large porous border straddling a length of 861 kilometres that traverse Marsabit, Turkana and Wajir Counties on the Kenyan side, and Borana, Dawa & South Omo zones on the Ethiopian side. On the Kenyan side, Marsabit County shares a longer bit of the border with

Ethiopia, with Borana zone also sharing a long border with Kenya compared to Dawa and Omo zones. Nomadic pastoralist communities, the Borana, Gabra, & Garre, among others, live on both sides of the border. These communities are primarily pastoralists whose livelihood is mainly based on livestock production. During dry seasons, these communities move with their livestock within the region as well as across the Ethiopia-Kenya border as pastoralists often do not recognize official and international boundaries. These inter-regional and cross-border movements oftentimes lead to conflicts over scarce water and pasture. International cross-border inter-community conflict is very prevalent in Marsabit. Cattle raids are also a source of conflict, but in this case, the conflicts cross-international borders. Political conflicts across international borders have also destabilized large sections of the population, forcing them to seek refuge in relatively safe areas.

In these border regions, many households have been displaced from their original settlements due to conflicts that arise from conflict over scarce resources (pasture & water); and inter-communal and boundary disputes. Like any other border regions, both the Marsabit County and the Borana/Dawa Zones of Ethiopia are relatively underdeveloped compared to other regions in their respective countries.

BACKGROUND OF THE PROJECT

To address the problem of underdevelopment, poverty, conflict, regional and social inequalities, Ethiopia and Kenya embarked on a devolved system of governance that is expected to provide equal opportunities to all citizens by creating conditions to encourage their input in their respective countries' governance. The UN Country Teams, IGAD and the Governments of Ethiopia and Kenya have also come together to jointly lead a cross-border and area-based programme/initiative for Marsabit County and Borana/Dawa Zones of Ethiopia aimed at reducing conflict, strengthening social cohesion and bringing sustainable peace and development to the region.

The overall goal of the programme is to transform the region into a prosperous, peaceful and resilient community through the prevention of conflict, capacity building programmes and the creation of alternative livelihoods as well as cross-border trade aimed at reducing poverty, inequality, low education levels and health facilities, and unemployment, especially among the youth; and sustainable and effective utilization of the resources of the region.

The United Nation Development Programme (UNDP), in collaboration with the Governments of Ethiopia and Kenya, and the Intergovernmental Authority on Development (IGAD), started the implementation of this Cross-border cooperation project between Ethiopia and Kenya for conflict prevention and peacebuilding in Marsabit-Moyale cluster. In Kenya, the objectives of the project are in line with the Government of Kenya's policy under the Third Medium-Term Plan (2018-2022) of the Sector Working group of Security, Peace Building and Conflict Resolution that emphasizes the importance of addressing cross-border conflicts and regional instabilities as well as strengthening early warning systems. In Ethiopia, the objectives of the project are well-aligned with Growth and Transformation Plan II and other subsequent national and sectoral plans.

The three-year project is a response to the Memorandum of Understanding (MoU) signed by the Governments of Ethiopia and Kenya to promote sustainable peace and socio-economic development in the border region of both countries. It would focus on supporting the implementation of peacebuilding and prevention of violent conflict initiatives aimed at reducing vulnerability and increasing the resilience of

communities affected by the conflict in the border areas of Marsabit County, Kenya and the Borana and Dawa Zones, Ethiopia. This project is part of the Cross-Border Integrated Programme for Sustainable Peace and Socio-economic Transformation: Marsabit County, Kenya; and Borana and Dawa Zones, Ethiopia. The project is well linked to the Regional Project: Support for Effective Cooperation and Coordination of Cross-border Initiatives (SECCCI Project) implemented and undertaken by the UNDP-Regional Service Center for Africa.

The key result areas of the project include:

1. Improved capacity of local governments for preventing conflict and promoting sustainable peace;
2. Enhanced peace and strengthen community resilience to prevent conflict and withstand shocks
3. Efficiency and effective delivery of outputs and activities on conflict prevention and peacebuilding enhanced.

This Terms of Reference (ToR) is prepared to solicit technical and financial proposals for the final evaluation of the project titled “Cross border cooperation between Ethiopia and Kenya for Conflict Prevention and Peacebuilding in Marsabit-Moyale Cluster” implemented in close collaboration with Ministry of Devolution and County Government of Marsabit and the Ministry of Peace, Oromia and Somali Regional Governments of the Federal Democratic Republic of Ethiopia. The project which is in its final year of implementation started in February 2018. This ToR sets out the expectations for this final evaluation of the project.

THEORY OF CHANGE (ToC)

The project focused on supporting the implementation of peacebuilding and prevention of violent conflict initiatives aimed at reducing vulnerability and increasing the resilience of communities affected by the conflict in the border areas of Marsabit County, Kenya and the Borana and Dawa Zones, Ethiopia.

The overall objective of the project is conflict prevention and peacebuilding thereby reducing vulnerability, forced displacement, irregular migration and increasing resilience of communities living in the border regions of Marsabit County, Borana and Dawa Zones of Ethiopia. More specifically, the project aims to address factors that inhibit development, including violent and protracted conflicts; climate risks and environmental degradation; poor governance; political and economic marginalization evidenced by persistent poverty, discrimination along with gender and ethnic lines, protracted displacement, and, increasingly, insecurity associated with the operation of transnational organized crime and terrorist groups.

The objectives of the project are in line with the Government of Kenya’s (GOK) strategy under the MTP III 2018-2022 of the Sector Working group on Security, Peace Building and Conflict Resolution that emphasizes the importance of addressing cross-border conflicts and regional instabilities as well as strengthening early warning systems. The objectives of the project are also well aligned with Growth and Transformation Plan II and other subsequent national and regional plans of Ethiopia. The project is also meant to foster peaceful coexistence, environmental protection and livelihood improvements, trade and development in the border regions, to address the root causes of the recurrent conflicts and socio-economic development gaps observed in the regions. The programme also aims at building cross-border sustainable peace and bolster socio-economic development that will transform the border regions and stabilize the current tension caused by resource-based conflict on Kenya-Ethiopia borderline.

Goal: A cross border region of Kenya and Ethiopia transformed into a peaceful area with a resilient community.

Outcome 1: *Improved capacity of local governments for preventing conflict and promoting sustainable peace.*

- Output 1.1. The capacity of local institutions for conflict prevention assessed.
- Output 1.2. Delivery of policy development framework and planning for cross border peace initiatives conducted.

Outcome 2: *Enhanced peace and strengthened community resilience to prevent conflict and withstand shocks.*

- Output 2.1. Local government officials and /community members are trained on conflict prevention, peacebuilding and small arms control.
- Output 2.2. Community members trained on citizen participation in peacebuilding and social cohesion.
- Output 2.3. Peace Committee members in Marsabit County, Borana and Dawa Zones trained and mobilized to function on their roles in peace initiatives.
- Output 2.4. Local communities (with a focus on youth and women) trained in environmental management and on conflict early warning systems (EWS) and attend annual policy dialogues for conflict prevention.
- Output 2.5: IGAD's Conflict Early Warning and Response Mechanism strengthened for conflict prevention.
- Output 2.6 Tangible peace dividends (such as haymaking and equipping milk coolers) are delivered to local communities with a focus on effective natural resource management.

Outcome 3. *Efficiency and effective delivery of outputs and activities on conflict and peacebuilding enhanced.*

- Output 3.1.: Project management unit established
- Output 3.2. Monitoring, Evaluation and Reporting

GEOGRAPHIC AND BENEFICIARY TARGETING

The activities under all the Outcomes focused on the local level whereas at the same time focusing on the Ministry of Peace, Regional Governments/County to promote security and social cohesion in the conflict-prone region of Marsabit, Borana and Dawa in Oromia and Somali regions in Ethiopia and Marsabit Country in Kenya. The project targeted local governments, community representatives/leaders and elders as well as other community actors including women, youth at the community level.

IMPELEMENTING PARTNERS

At the national level, the project operated based on signed formal partnership agreements between the UNDP Ethiopia and the Ministry of Peace, which is the key governmental partner, for the implementation of this project. On the Kenyan side, UNDP Kenya signed a project document with Ministry of DEVOLUTION and ASSALS. Other state stakeholders including Borana, Dawa Zonal Administrations, Marsabit County, CSOs and the University of Bule Hora partnered with UNDP in implementing the project. At Oromia and Somali

regional level, the project was engaged with Regional Presidents Offices, Regional Security and Administration Bureau, Women, Children and Youth Affairs Bureaus, and traditional and youth leaders as well as religious leaders.

PROJECT INFORMATION

Contributing Outcome (UNDAF/CPD, RPD or GPD):	By 2021 Kenya and Ethiopia are peaceful, secure and inclusive	
Indicative Output(s):	a) Government and non-state actors have the technical and financial capacity to promote reconciliation, social cohesion and integration through dialogue, mediation/alternative dispute resolution (ADR); b) Government institutions have capacities for formulation and implementation of gender and human rights responsive strategies and action plans on Prevention and Countering of Violent Extremism (P/CVE).	
Total resources required:	USD 2,037,238	
	Kenya 974,682	USD
	Ethiopia 1,633,649	USD
	UNDP TRAC:	
	EU:	USD 4,455,750

OBJECTIVES OF THE FINAL EVALUATION

The main objective of the evaluation is to assess and review “the Cross – border cooperation between Ethiopia and Kenya for Conflict Prevention and Peacebuilding in Marsabit-Moyale Cluster” and find out whether the objectives of the project have been met. The evaluation will assess the impact of the conflict prevention programmes as well as the livelihood projects implemented in collaboration with partner agencies to improve the socio-economic conditions of communities on both sides of the border.

The main users of the evaluation will be the Governments of Ethiopia and Kenya, relevant UN agencies; the donor (EUTF) and the county government of Marsabit as well as the Oromia and Somali Regional Governments of Ethiopia. The evaluation exercise will inform all partners about the overall impact of the project and if the stated objectives, outputs and activities achieved and implemented according to the stated plans. Non-Governmental Organizations (NGOs) which deal with cross border issues will also benefit from the evaluation report’s recommendations. The evaluation would also be beneficial to the cross-border communities as they would have an opportunity to explain the benefits of the project and perhaps clarify what else would benefit them for future consideration. The evaluation is being undertaken to achieve the following specific objectives:

- a) To review the project and its implementation concerning the following critical aspects:
 - efficiency in terms of delivery of outputs and the use of inputs;
 - effectiveness in terms of achievement of the objectives;
 - results and impact of the project in terms of enabling local government and communities the skills and knowledge as regards peacebuilding, conflict prevention; management; peace dividends and livelihood creation programmes;

- the relevance of the project in bringing about peace and tranquillity among the cross-border communities;
 - sustainability in terms of the likelihood of the continuation of project gains- initiated activities and/or the benefits of the project beyond the project life;
- b) To identify good practices in project implementation and advance suggestions and recommendation to improve the quality and impact of future similar capacity building and livelihood creation project
 - c) To review activities that were not implemented and provide recommendations for future such endeavours; and
 - d) To assess the needs, if any, and suggest workable recommendations for the future similar cross-border project.

II. DETAILED SCOPE OF THE FINAL EVALUATION

EVALUATION CRITERIA AND KEY GUIDING QUESTIONS

The evaluation will examine the overall contribution of the project to the building and consolidation of peace efforts at the cross-border region between Ethiop and Kenya (Oromia and Somali). Particularly the evaluation will focus on the project contribution in building the national, regional and local state capacity to institutionalizing and strengthening efforts towards peacebuilding and conflict management system, to facilitate community dialogue on peace, strengthening national, regional and inter-regional cooperation, establish and strengthen the national and regional CEWARN Facilities, and conflict resolution mechanisms by engaging and putting women and youth at the core its activities. The comprehensive questions to be answered are based on the OECD DAC evaluation criteria and the UN Evaluation Group standards (including those on gender mainstreaming), which have been adapted to the context at hand as follows:

RELEVANCE:

1. Project Strategy

Project design:

- Review the problem addressed by the project and the underlying assumptions. Review the effect of any incorrect assumptions and give recommendations to the context on the achievement of the project results as outlined in the Project Document.
- Review the relevance of the project strategy and assess whether it provides the most effective route towards expected/intended results. Were lessons and best practices from other relevant projects properly incorporated into the project design?
- Review how the project addresses Country/County and regional governments' priorities. Was the project concept in line with the national sector development priorities and plans and County priorities as outlined in the County Integrated Development Plan?
- Review decision-making processes: were perspectives of those who would be affected by project decisions, those who could affect the outcomes, and those who could contribute information or other resources to the process, considered during project design processes?
- Review the extent to which relevant gender issues are included in the project design and implementation.
- If there are major areas of concern, recommend areas for improvement.
- Was the design process consultative?
- What are the key lessons and best practices that are worth taking forward?
- What are the major areas of concern/issues or challenges in terms of implementations?

- What recommendations can be made for similar projects concerning focus, relevance/ value-adding, strategy, policies, approaches etc.?

EFFECTIVENESS/ IMPACT:

Results Framework/Log frame:

- Undertake a critical analysis of the project's logframe indicators and targets, assess how "SMART" the end-of-project targets are (Specific, Measurable, Attainable, Relevant, Time-bound), and suggest specific recommendations to the targets and indicators as necessary.
- Are the project's objectives and outcomes or components clear, practical, and feasible within its time frame?
- Examine if the project has led to beneficial development effects (i.e. income generation, gender equality and women's empowerment, improved governance etc...) that should be included in the future project results framework.
- Analyse whether broader development and gender aspects of the project have been achieved. If not, recommend SMART 'development' indicators, including sex-disaggregated indicators and indicators that capture development benefits.

EFFICIENCY:

2. Project Implementation and Management Arrangements

Management Arrangements:

- Review the overall project management structure as outlined in the Project Document. Are responsibilities and reporting lines clear? Is decision-making transparent and undertaken on time?
- Review the coordination mechanism among the two UNDP Cos in implementing the project and recommend areas of improvement.
- Review the quality of execution of the Project Management Unit/UNDP and recommend areas for improvement.
- Review the quality of administrative/operational support provided by UNDP and recommend areas for improvement.

Work Plan:

- Review any delays in project start-up and implementation, identify the causes and examine if they have been resolved.
- Are work-planning processes results-based? If not, suggest ways to re-orientate work planning to focus on results?
- Is the sequencing of the action the most effective one to reach the intended project objectives?

Finance and co-finance:

- Consider the financial management of the project, with specific reference to the cost-effectiveness of interventions.
- Review the changes to fund allocations as a result of budget revisions suggested by the EU and assess the appropriateness and relevance of such revisions.
- Does the project have the appropriate financial controls, including reporting and planning, that allow management to make informed decisions regarding the budget and allow for timely flow of funds?

SUSTAINABILITY & OWNERSHIP

Stakeholder Engagement:

- Project management: Has the project developed and leveraged the necessary and appropriate partnerships with direct and tangential stakeholders?
- Participation and country-driven processes: Did local and national government stakeholders support the objectives of the project?
- Participation and public awareness: To what extent has stakeholder involvement and public awareness contributed to the progress towards the achievement of project objectives?
- Coordination: is there enough coordination among the different actors and stakeholders involved in the project to maximize positive project results, including whether there are enough awareness and capacity among the various stakeholder groups for them to benefit as intended
- To what extent stakeholders were consulted as beneficiaries during the design and implementation stages of the project?
- To what extent did engage with local non-state actors including CSOs help to advance the project implementation efforts on the ground?
- What was the role of these actors in the project?
- Did the project seek to promote and build capacities of local actors and how?

Reporting:

- Assess how adaptive management changes have been reported by the project management and shared with the Project Board.
- Assess how well the Project Team and partners undertook and fulfilled reporting requirements?
- Assess how lessons derived from the adaptive management process have been documented, shared with key partners and internalized by partners.

Communications:

- Review internal project communication with stakeholders: Is communication regular and effective? Are key stakeholders left out of communication? Did communication with stakeholders contribute to raising their awareness of project outcomes and activities and investment in the sustainability of project results?
- Review external project communication: Are proper means of communication established or being established to express the project progress and intended impact to the public (is there a web presence, for example? Or did the project implement appropriate outreach and public awareness campaigns?)
- How were the project activities monitored (reporting, physical supervision, meetings, discussion with target community)?
 - a. Was there a monitoring framework developed and agreed upon at the beginning of the project?
 - b. Was there any deviation from what has been planned?
 - c. Did the monitoring tools use to provide the necessary information?
 - d. Were sufficient resources allocated to monitoring and evaluation?
 - e. How effectively was monitoring project progress and data used to manage the project?
 - f. Were these supported revising some of the project activities?

3. SUSTAINABILITY & OWNERSHIP

Sustainability

- Validate whether the risks identified in the Project Document are appropriate and up to date. If not, explain why.

Also, assess the following risks to sustainability:

Financial risks to sustainability:

- Are the financial and economic resources likely to be available once the funding ends (consider potential resources from multiple sources, such as the public and private sectors, income-generating activities, and other funding that is likely to be available for sustaining project's outcomes)?

Socio-economic risks to sustainability:

- Are there any social or political risks that may jeopardize the sustainability of project outcomes? What is the risk that the level of stakeholder ownership (including ownership by governments and other key stakeholders) will be insufficient to allow for the project outcomes/benefits to be sustained? Do the various key stakeholders see that it is in their interest that the project benefits continue to flow? Is there enough public/stakeholder awareness in support of the long-term objectives of the project?

Institutional Framework and Governance risks to sustainability:

- Do the legal frameworks, policies, governance structures and processes pose risks that may jeopardize sustenance of project benefits? While assessing this parameter, also consider if the required systems/ mechanisms for accountability, transparency, and technical knowledge transfer are in place.
- How strong are the commitment of the Government and other stakeholders to sustaining the results of the project support and continuing initiatives?
- How likely will the government support and continue women's participation in decision-making processes, supported under the project?
- Overall, to what extent has the project enhanced and contributed to the development of the national capacity to ensure the suitability of efforts and benefits?
- Are there any financial and economic resources likely to be available once the funding ends?
- Are there potential resources from multiple sources, such as the public and private sectors, income-generating activities?
- Is there other funding that is likely to be available for sustaining project's outcomes?
- Are there any social or political risks that may jeopardize the sustainability of project outcomes?
- Is there sufficient public/stakeholder awareness in support of the long-term objectives of the project?
- Have exit strategies been developed and discussed with the beneficiaries? Are these implemented? Which ones and how?
- Are lessons learned documented by the Project Team continually?
- Are these shared/ transferred to appropriate parties who could learn from the project and potentially replicate and/or scale it in the future?

CATALYTIC

1. Was the project financially and/or programmatically catalytic? How?
 - a. To what extent were the project related activities catalytic in shaping UN's support?
2. Has the project funding been used to scale-up other peacebuilding work?
 - a. Has it helped to create broader platforms for peacebuilding?

GENDER EQUALITY

3. To what extent are relevant to gender issues included in the project design and implementation?
 - a. Are the gender aspects of the project being monitored effectively?
4. Is the gender marker data assigned to this project representative of reality?
5. To what extent has the project promoted positive changes in women participation in the peacebuilding process?
 - a. Were there any unintended effects?

HUMAN RIGHTS

To what extent have disadvantaged and marginalized groups benefited from the project?

COORDINATION:

To what extent the project has been work in coordination with IGAD, SECCCI and other EUTF supported projects in the region?

METHODOLOGY

The final evaluation must provide evidence-based information that is credible, reliable and useful. The consultant will review all relevant sources of information including documents prepared during the project period, project reports, Mid-Term Review Report; activity reports and any other materials that he/she considers useful for this evidence-based review. The consultant will review the result and Logframe framework which were developed during the project phase and give a realistic assessment of these documents.

The final evaluation report will provide an opportunity for the donor and other stakeholders to examine and understand as systematically and objectively as possible, the relevance, effectiveness, efficiency, appropriateness and sustainability of the Cross Border Project in supporting the implementation of peacebuilding and prevention of violent conflict initiatives and in reducing vulnerability and increasing the resilience of the targeted communities.

While undertaking this exercise, the consultant is expected to follow a collaborative and participatory approach¹ ensuring close engagement with the Project Team, government counterparts (Ministry of Devolution and ASALs, County Government of Marsabit in Kenya, and Ministry of Peace and Regional Governments of Oromia/Somalia) in Ethiopia, the UNDP Country Offices, and project key stakeholders.

¹ For ideas on innovative and participatory Monitoring and Evaluation strategies and techniques, see [UNDP Discussion Paper: Innovations in Monitoring & Evaluating Results](#), 05 Nov 2013.

Engagement of stakeholders is vital to a successful evaluation exercise. Stakeholder involvement should include interviews with stakeholders who have project responsibilities, including but not limited to the national/local governments, key experts in the subject area, Project Team, project stakeholders, academia, local government and CSOs, etc. Additionally, the consultant is expected to conduct a virtual interview with representatives of the County of the government of Marsabit of Kenya as well as the regional governments of Oromia, Somali and Borana and Dawa Zones of Ethiopia.

The final evaluation report should describe the full approach taken and the rationale for the approach, making explicit the underlying assumptions, challenges, strengths and weaknesses about the methods and approach of the review. The end of Project evaluation will be carried out following UNDP Evaluation guideline, Evaluation Norms².

The evaluation must follow a participatory approach whereby discussions with and surveys of key stakeholders provide/ verify the substance of the findings. The Evaluators should review the project theory of change and other relevant project documentation to understand the programming logic and the changes that the project intended to contribute to. The evaluation team should propose, where necessary, suggestions for improvement or strengthening existing theories of change or the identification of theories of change where they are absent. Proposals should be clear on the specific role each of the various methodological approaches in helping to address each of the evaluation questions. Based on the current country situation travel restrictions was lifted and the consultant is expected to visit the field sites, however, there is still a possibility of travel restrictions in some of the project sites, thus the consultant is expected to proposed methods include creative options for virtual/online participation and data collection. The methodologies for data collection may include but not necessarily be limited to:

- **Document review of all relevant documentation:** Theory of change and results framework, Annual work plans, biannual and annual reports, monitoring reports and technical project team meeting minutes.
- **Interviews** with key stakeholders including key government counterparts, community members, and representatives of key civil society organizations (CSOs). Key informant interviews and focus group discussions, as appropriate, with major stakeholders, UN agencies and beneficiaries
- **A systematic review** of monitoring data from key sources of data;
- On-site field visits and interviews of project beneficiaries, where possible. Beneficiaries should represent diverse groups, including women from different ethnic groups. Proposals should indicate how interview and focus group discussion data will be captured, coded and analyzed.

III. EXPECTED OUTPUTS AND DELIVERABLES

The evaluator is expected to deliver an inception report (10-15 pages) which details the evaluator's understanding of the evaluation and how the evaluation questions will be addressed. This is to ensure that evaluators and the stakeholders have a shared understanding of the evaluation. The inception report must include the evaluation matrix summarizing the evaluation design, methodology, evaluation questions, data sources and collection analysis tool for each data source and the measure by which each question will be evaluated.

The inception report should include the following key elements:

- Overall approach and methodology

² <http://web.undp.org/evaluation/guideline/index.shtml>

- Evaluation Matrix – summarizes and visualize the evaluation design and methodology for discussion with stakeholders. It details evaluation questions that the evaluation will answer, data sources, data collection, analysis tools or methods appropriate for each data source, and the standard or measure by which each question will be evaluated. Sample evaluation matrix
- Key lines of inquiry & interview protocol
- Data collection tools and mechanisms
- A proposed list of interviewees in collaboration with implementing partners
- A work plan and timelines to be agreed with relevant project focal points relevant evaluation criteria
Key questions Specific sub-questions Data sources Data collection methods/tools Indicators/ success standard Methods for data analysis

The Inception report will be reviewed and approved by both COs before the commencement of data collection in the field.

- **Presentation/validation of preliminary findings** to relevant in-country stakeholders. Immediately following an evaluation, the evaluator is expected to provide preliminary debriefing and findings before sharing the draft report.
- **Draft evaluation report** (30 – 50 pages including annexes). The draft evaluation report will be submitted to the UNDP for review and comments. UNDP will distribute it to stakeholders and the evaluation reference group for review and comments. Comments from the stakeholders will be provided within 10 days after the reception of the Draft Report. The report will be reviewed to ensure that the evaluation meets the required quality criteria. The report expected to provide options for strategy and policy as well as recommendations.
- **Final evaluation report.** The final report (30 to 50 pages): This will be submitted 10 days and will include comments from the programme stakeholders. The content and the structure of the final analytical report with finding, recommendations and lessons learnt covering the scope of the evaluation should meet the requirements of the UNDP evaluation guideline. The final report will be approved by the project team.
- **Presentations of the evaluation** key findings and lesson learned to stakeholders and/or the other relevant project partners

Key requirements:

- Preparation of a comprehensive evaluation report to the satisfaction of the UNDP;
- The report should be completed and submitted according to the work plan indicated in the TOR;
- The consultant should also carry out the activities and tasks as clearly indicated in the TOR
- Adhere to the timelines indicated in the TOR.
- The consultant will be paid upon satisfactory completion of the assignment and submission of all the deliverables.

TIME FRAME FOR THE EVALUATION PROCESS

The schedule of the evaluation is expected to be as follows:

No.	Deliverables / Outputs	Deliverable	Time allocated	Review and Approvals Required
1	Desk review, briefings of evaluators, Finalizing the evaluation design and methods and preparing the detailed inception report	Inception report	10 Working days	UNDP Kenya, UNDP Ethiopia/DGPB Unit, RCO-Kenya
2	Data collection and analysis (visits to the field, interviews, questionnaires), sharing preliminary findings and Preparing the draft report	Draft Report	10 Working days	UNDP Kenya, UNDP Ethiopia/DGPB Unit, RCO-Kenya
3	Validation workshop – the draft report will be reviewed (for quality assurance) and comments will be incorporated in the final evaluation report	Final Report	5 Working days	UNDP Kenya, UNDP Ethiopia/DGPB Unit, RCO-Kenya

IV. LOGISTICS AND ADMINISTRATIVE SUPPORT TO PROSPECT IC (if any)

The consultant is expected to submit all-inclusive Financial Proposal.

V. DURATION OF THE WORK³

The contract will start as soon as it is signed. The evaluation is expected to be completed in 25 working days. The consultant will submit to UNDP the draft evaluation report within 15 days of completion of the desk review/relevant interviews. UNDP will circulate the draft among stakeholders for comments to be submitted within one week. The report will be finalized within two-weeks after UNDP has obtained comments from key stakeholders of the project.

VII. QUALIFICATIONS OF THE SUCCESSFUL INDIVIDUAL CONTRACTOR (IC)

Education:

- Master's degree in a relevant area including social sciences, international development, Project Management, Applied social research (Research methods), Peace and Security Studies, conflict studies, law, or public administration;

³ The IC modality is expected to be used only for short-term consultancy engagements. If the duration of the IC for the same TOR exceeds twelve (12) months, the duration must be justified and be subjected to the approval of the Director of the Regional Bureau, or a different contract modality must be considered. This policy applies regardless of the delegated procurement authority of the Head of the Business Unit.

- Eight to ten years of evaluation experience, including the use of mixed methods, and evaluation experience within post-conflict countries and peacebuilding programmes

Experience:

- have more than 10 years' experience in evaluating development projects and/or programmes;
- have operational knowledge and skills in the field of development studies with evident capabilities to address issues of social/economic development, conflict, human security, and sustainable livelihood.
- have experience and knowledge of conflict issues
- have work experience in developing countries, preferably in East Africa;

Language:

- Excellent knowledge of written and spoken English, including the ability to set out a coherent argument in presentations and group interactions;
- Capacity to communicate fluently with different stakeholders (civil society, government authorities, local communities, project staff)

Functional Competencies:

- Special skills/experience and other qualifications such as analytical skills, communications abilities, teamwork ... which will prove to be advantageous and vital to the success of the work implementation, especially if the assignment's setting/situation is unique or has peculiarities (e.g., experience in working with indigenous people, familiarity with the key issues confronting a certain region, understanding of and ability to relate with a specific culture/religion, knowledge of a local dialect, etc.)
- Computer skills: full command of Microsoft applications (word, excel, PowerPoint) and common internet applications will be required.

Core Competencies:

- Demonstrates integrity by modelling the UN's values and ethical standards
- Promotes the vision, mission, and strategic goals of UNDP;
- Displays cultural, gender, religion, race, nationality and age sensitivity and adaptability
- Treats all people fairly without favouritism;
- Fulfils all obligations to gender sensitivity and zero tolerance for sexual harassment.

Important Note:

The consultant is required to have the above mentioned professional and technical qualifications. **Only the applicants who hold these qualifications** will be shortlisted and contacted.

VIII. CRITERIA FOR SELECTING THE BEST OFFER

Upon the advertisement of the Procurement Notice, qualified Individual Consultant is expected to submit both the Technical and Financial Proposals. Accordingly; the Individual consultant will be evaluated based on Cumulative Analysis as per the following scenario:

- Responsive/compliant/acceptable, and
- Having received the highest score out of a pre-determined set of weighted technical and financial criteria specific to the solicitation. In this regard, the respective weight of the proposals are:
 - a. Technical Criteria weight is **70%**
 - b. Financial Criteria weight is **30%**

Criteria	Weight	Max. Point
Technical Competence (based on CV, Proposal and interview (if required))	70%	100
<ul style="list-style-type: none"> ▪ Criteria a. Understanding the Scope of Work (SoW); comprehensiveness of the methodology/approach; and organization & completeness of the proposal 		50 pts*
<ul style="list-style-type: none"> ▪ Criteria b. Advanced degree and above in Peace and security studies, Law, Gender studies, Human Rights, political science, sociology and other relevant social science. 		5 pts**
<ul style="list-style-type: none"> ▪ Criteria c. Eight to ten years of evaluation experience, including the use of mixed methods. Ideally, 10 pts experience within post-conflict countries and peacebuilding programmes; 		10 pts **
<ul style="list-style-type: none"> ▪ Criteria d. [Extensive knowledge and understanding of evaluation methodologies, data analysis issues in peacebuilding, conflict transformation and the role of women and youth in peacebuilding and conflict resolutions] 		5 pts**
Financial (Lower Offer/Offer*100)	30%	30
Total Score	Technical Score * 70% + Financial Score * 30%	

* It is mandatory criteria and shall have a minimum of 50%

IX. PAYMENT MILESTONES AND AUTHORITY

Instalment of Payment/ Period	Deliverables or Documents to be Delivered	Approval should be obtained	Percentage of Payment
1 st Instalment	Inception Report	The payment will be made to the consultant upon approval and acceptance of the Inception report	20%
2 nd Instalment	Draft Report	The payment will be made to the consultant upon approval and acceptance of the Draft Report	40 %
3 rd Instalment	Final Report	The payment will be made to the consultant upon approval and acceptance of the Final Report	40%

X. CONFIDENTIALITY AND PROPRIETARY INTERESTS

The Individual Consultant shall not either during the term or after the termination of the assignment, disclose any proprietary or confidential information related to the consultancy service without prior written consent. Proprietary interests on all materials and documents prepared by the consultant under the assignment shall become and remain properties of UNDP. No data, reports or other materials obtained or produced during the evaluation mission are to be distributed without the approval of UNDP.

XI. EVALUATION ETHICS

This evaluation will be conducted following the principles outlined in the UNEG 'Ethical Guidelines for Evaluation'. The evaluators must safeguard the rights and confidentiality of information providers, interviewees and stakeholders through measures to ensure compliance with legal and other relevant codes governing the collection of data and reporting on data. The evaluator must also ensure the 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.

This TOR is approved by:

Name: Cleophas Torori

Designation: DRR- P and Resident Representative a.i.

Signature: Cleophas Torori

Date Signed: 13-Jan-2021

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