



Terms of Reference (TORs)

Individual Contractor **(International)** Programme Evaluation Consultant

- A. **Project Title:** UN Joint Rule of Law Programme for Somaliland
- B. **Project Description** Evaluation of the Joint Rule of Law Programme for Somaliland

Background

- Title:** UN joint Rule of Law Programme, 2021
- Timeframe for implementation:** August 2020- December 2021
- Project Total budget:** USD 5.5 million
- Expected Outcome:** Sustainable models developed for the effective delivery of rights-based, inclusive and accountable rule of law and security and being implemented across regions in Somaliland.
- NDP II Pillar 3 Framework:** Governance A society where the rights of citizens are protected by democratic, transparent, accountable and efficient public institutions. (Security and Rule of Law sub-sectors cover security, justice and human rights).
- Alignment to SDG Goal 16, SDG 5:** The programme will strengthen the linkages between Sustainable Development Goals (SDG) 16 and some indicators of SDG5, human rights and Pillar 3 (Governance) within the National Development Plan (NDP) II.
- SDG5:** ‘Achieve gender equality and empower all women and girls.
- SDG16:** ‘Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and building effective, accountable institutions at all levels.

1. Background and context

The Joint Rule of Law Programme for Somaliland commenced implementation following a first Programme Steering Committee meeting on 22 June 2020 that approved the Prioritization Plan and the 2020 Annual Workplan. The programme is implemented in partnership with the Ministry of Interior, Ministry of Justice, Ministry of Parliamentary Relations and Constitutional Affairs, Ministry of Health/ Hargeisa Group of Hospitals, Ministry of Employment, Social Affairs and Family (MESAF), the Attorney General's Office, the Supreme Court, the Police Commissioner, the Custodial Corps, the Somaliland Human Rights Commission, and the Universities of Hargeisa, Burao and Amoud. The implementing partners from the UN include UNDP, UNSOM, UNODC and UNWOMEN.

Somaliland was part of the UN Joint Rule of Law programme (JROLP) that was implemented through Special Arrangements and completed in July 2018. Following feedback from the Somaliland stakeholders, a comprehensive new 'Joint Rule of Law Programme with elements of Security Sector for Somaliland for over 30 months has been developed by the UNDP. The Programme reflects the 'One UN' approach and is aligned with and supports the Somaliland NDP II 2017-2021. It builds upon Somaliland's development gains and actively contributes to the SDGs, as well as Somaliland's Vision for 2030, developed under the leadership of Ministry of Planning and Development (MoPD).

The UN Joint Rule of Law programme (JROLP) is focusing on achieving synergies with other donor funded programs implemented by either NGOs or the non-UN entities, as it is recognized that a number of ongoing activities are vital for access to justice, human rights protection and protection for the vulnerable groups. This includes legal aid, mobile courts, scholarships, disability legal framework and support in SGBV cases, which it is recognized must be maintained to ensure continuity of the progress achieved through the previous UN JROL Program.

The geographic focus of the Programme's activities is across Somaliland's six regional capitals (Hargeisa, Berbera, Borama, Burao, Lasanood and Arigavo), noting that institutions in Hargeisa are well-structured, with an emphasis on increasing support to the regional state judicial, human rights, security and correction structures, as well as the legal profession and NGOs/CBO in these areas. The intent of the Somaliland Government to expand state authority and services to the Regions is a positive development, with the Programme's activities coordinated from these regional capitals and expanded to the districts. Examples of ongoing decentralization effort include the higher judiciary decentralising administrative and financial powers to the Regional Appeal Courts and Attorney General's Office, while the Ministry of Interior is increasing its focus is eastern regions, where there is need for more security and rule of law. Community policing will also be expanded to 4 police stations out of Hargeisa.

The key focus areas of the Programme are:

- Expansion of justice services to the targeted regions, districts and concentrated population areas like Burao and Borama.
- Community policing, police services, internal complaint, and oversight mechanism.
- Parole and probation services and prison administration.
- Enhanced security sector governance.
- Institutional development, legal aid, SGBV data assessment and transparency and openness.
- Co-ordination of Rule of Law and Security sub-working groups activities under NDPII and providing civic space.

The programme has been implemented for 12 months making it necessary to undertake a mid- term evaluation of the programme.

The Programme Beneficiaries

The programme will target vulnerable and marginalized groups, specifically women, juveniles, members of minority clans, as well as IDPs, migrants, prisoners and pre-trial detainees in six regions of Somaliland. The programme will support legal aid, traditional justice mechanism, legal empowerment, paralegals, mobile courts in geographical areas to make them more inclusive. We estimate that GBV and SGBV victims will constitute around 40% to 50% of the beneficiaries in regions of Somaliland.

Mainstreaming of gender and disabilities rights

In order to promote gender equality within the security and justice sector in Somaliland, the programme strengthens legal reform; enhances the capacity of formal security and justice institutions and actors; grants university scholarships to female students; trains female paralegals and interns; improves community access to justice through paralegals, mobile clinics and legal aid; strengthens women's advocacy and awareness-raising groups and networks; supports S/GBV prevention and response services and works with local traditional authorities. The program promotes women representation and participation in all activities and advocates for human rights compliance of Somaliland laws and policies.

Somaliland House of Representatives (on August 25, 2020) approved the 'Rape, Fornication and Other Related Offences Bill (No 78 of 2020)', paving the way for its submission to the Upper House of Parliament for debate. If approved by the Upper House, the Bill will be sent for Presidential assent and signature as a Law. The donors, UN and the civil society have strong reservations on this Bill due to its non-compliance of human rights standards and discriminatory provisions. Analysis and recommendations from three CSOs have been consolidated under the leadership of the SLNHRC. As per the donors' request, the SLNHRC is forging together all stakeholders to strategize their inputs to advocate with the speaker of the Gurti and the relevant Ministers.

In order to address significant barriers to gender equality within Somaliland's pluralistic legal system, the project included women's rights into the security and justice sector trainings and ensured collaboration between the traditional and formal justice systems. National Traditional Dispute Resolution (TDR)/formal justice policy and guidelines are being developed following MOJ's consultative workshops held in the regions of Burco and Boroma.

The programme is supporting the Disability Department at MESAF and also coordinating with the disability umbrella Organisations on review of the Disability Policy of 2012 and help draft Disability Law.

Impact of COVID-19 on the Programme

The Covid-19 pandemic continues to afflict Somaliland, its implications for the project having brought some constraints to the work of the project – largely through the need to maintain social distancing, and constraints on travel or large gatherings. However, as all project partners have adjusted their modus operandi to the pandemic, it has acted as a brake upon project activities, rather than a complete obstacle.

The delays in adopting the AWP in 2020 as well in 2021 resulted in delays in funds receipt. The project activities set out in the LOAs and RFPs are thereby confined to quarter 2 (April, May, June), quarter 3 (July, Aug, Sept) and quarter 4 (Oct, Nov, Dec).

The start of the programme adopted the necessary changes to comply with the ongoing Covid-19 pandemic, Ramadan period (April 12- May 12 2021) and the run up to the elections held on the 31st of May 2021.

C. Scope of Work

Evaluation purpose, scope, and objectives

In 2021 the midterm report should document the progress made as cumulative progress since inception of the programme and provide in depth information on how the COVID pandemic has impacted programme delivery. The purpose of the evaluation is to provide UNODC, UN Women, UNDP and UNSOM the key programme

partners and stakeholders with an overall independent assessment of the performance of the UN Joint Rule of Law Programme for Somaliland. This will provide evidence of the relevance, effectiveness, efficiency and sustainability of current programme, which can be used to strengthen the existing programmes and to set the stage for new initiatives. Further an overall understanding of the overall development of the justice sector which includes the police, justice, human rights, corrections and security sector and how the programme has contributed towards improving security and access to justice to the communities in Hargeisa and the different regions in Somaliland.

Scope of Work

The evaluation consultant will conduct an independent evaluation exercise of the Joint Rule of law programme for Somaliland with regard to its support to the justice, human rights, judiciary and security sector in collaboration with the key government and civil society stakeholders and the UN implementing partners.

The evaluation will focus on the implementation period of the programme from August 2020 to August 2021. This evaluation is carried out under the UNDP evaluation guidelines.

The evaluation shall serve an important accountability function, providing stakeholders and partners in Somaliland with an impartial assessment of the results of UN's support in the justice, corrections, and security sector in line with Somaliland priorities in NDPII and corporate strategies. The programme evaluation shall be conducted in the context of the overall security and justice programming environment.

The results of the evaluation will draw lessons, highlight challenges and development trajectories that will inform the Somaliland rule of law, human rights, Corrections and security institutions to frame the future interventions. The evaluation will also serve as baseline for the new NDP that the Government is working on. The evaluation will generate knowledge from the implementation of the programme and reflect on challenges and lessons learnt. The evaluation will also propose actionable recommendations for future programming related to the next phase of NDP and SDGs.

The consultant should pay attention to the following criteria:

- Gender, conflict sensitivity and Human Rights-based Approaches
- Promoting women agency in shaping policies and laws and enhancing their representation in justice institutions
- Building on the gains from the previous Joint Rule of Law Program
- Integration and harmonization of activities with other relevant programmes and interventions funded by non-UN agencies and bilaterally by the UN agencies.
- Identification of linkages, complementarity, accelerators, and sequencing of activities with other activities in the area.
- Relevance of the outputs and activities to the UN Joint Rule of law to the local context.
- Efficiency: ensure programme is designed in such a way to ensure efficient implementation, high quality results, within the security and political constraints.
- Effectiveness: programme design should contribute to the effective achievement of outcomes; and
- Sustainability: programme design should ultimately aim at sustainability of results with specific focus on national human and institutional capability and ownership over the process.

Objectives of the Evaluation

1. Evaluation criteria and key questions

The evaluation questions below shall assess using the DAC criteria of relevance, effectiveness, efficiency, and sustainability.

i. Relevance

- To what extent is the project in line with the national development priorities, the country programme' s outputs and outcomes, the UNDP Strategic Plan and the SDGs ?
- To what extent does the project contribute to gender equality, the empowerment of women, disability rights and the human rights-based approach?

How has the programme addressed the overall impact on access to justice at the community level in two Regions Burao and Borama?

- To what extent has this programme contributed to transformative change in ensuring access to justice for all, expanding justice and police services?
- What is the programmes value addition in terms of coordination and reaching to the regions?
- Analyze the impact of the area-based approach of legal aid, police services, women agency and empowerment, mobile courts which have been designed and implemented in Burao and Borama.
- How has the Programme contributed to Election security?
- How effective and handy has been security and risk assessment reports to inform MOI managing the election security and wider election stakeholders.
- Has the training of judges been effective, enhance capability of the judges to handle complaints?

ii. Effectiveness

- To what extent was the programme management structure as outlined in the programme document efficient in generating the expected results.
- To what extent have the programme implementation strategy and execution been efficient and cost-effective?
- To what extent have programme funds and activities been delivered in a timely manner?
- How effective has the JROLP been in contributing to the development results of the rule of law and justice for overall Somaliland and in two regions Burao and Borama
- To what extent are the project outputs on track?
- What factors have contributed to achieving or not achieving intended project outputs and outcome?
- In which areas does the project have the greatest achievements?
- In which areas does the project have the fewest achievements?

iii. Efficiency

- To what extent has there been an economical use of financial and human resources? Have resources (funds, human resources, time, expertise, etc.) been allocated strategically to achieve results?
- What project strategies or factors contributed to project implementation efficiency and which hampered it?
- To what extent was gender equality and the empowerment of women addressed in the design, implementation and monitoring of the project?

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

iv. Sustainability

- To what extent will human, financial, and economic resources be available to sustain the benefits achieved by the programme?
- Do the legal frameworks, policies and governance structures and processes within which the project operates pose risks that may jeopardize sustainability of project benefits?
- To what extent do mechanisms, procedures and policies exist to carry forward the results attained on gender equality, empowerment of women, human rights and human development
- To what extent are lessons learned being documented by the Programme team on a continual basis and shared with appropriate parties who could learn from the programme?
- To what extent do the interventions have well-designed and well-planned exit strategies?
- To what extent are the advisors contributing to capacity and capability of the institutions and human assets?
- Evaluate the extent to which the programme generated positive or negative, intended, and unintended effects on its wider peacebuilding and democratic governance and its contribution towards the wider objectives outlined in the programme document.
- How has programme contributed to capacity of the institution to reach the Regions?
- Have the advisors placed in the implementing partners contributed toward capacity of the institutions in term of brining new skills, process and helping government staff to deliver results?
- Have the financial, reporting and procurement trainings delivered by the UNDP team been effective and improved results reporting and financial documentations?
- Do the government institutions have plan to assimilate and recruit the advisors?
- Are the scholarships, internship plan and paralegals enhancing gender representation in the justice and rule of law institutions?

1. How has the programme contributed to women’s legal empowerment and women’s access to justice services at the community level?

- How has gender mainstreaming and gender-based programming impacted the overall results in the programme delivery?
- How effective have been the gender equality, capacity development and accountability been in this programme?
- How effective have been the transformative change activities in the programme?
- How adequate was the gender results planning and focus on budget in the programme?
- How victims of SGBV are satisfied by police and prosecutors in SGBV cases?
- Have the women in the regions increased access to justice?
- Have the police referrals to victim protection and support services in targeted locations increased?
 - 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?

Partnership and Coordination internal and external

- How has the programme been effective in sharing information with JPLG?

- How has the programme been effective in coordination of activities in Burao and Borama with Joint Programme on Local Governance and Decentralised Service Delivery, (JPLG)?
- How effectively the programme has coordinated orientation training for the new parliament with the Parliament Project?
- How has the programme been effective in coordination with UNSOM advisors and political office in Hargeisa?
- How the programme has been effective in coordination with UN Women, UNODC and other relevant UN entities?
- How the programme has been effective in coordination with non- UN implementing agencies FCDO, USAID Expanding Access to Justice (EAJ) etc.

3. 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. Travel to and in the country is constrained by a combination of COVID-19 and the ongoing conflict. If it is not possible to travel to or within the country for the

evaluation then the 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. The evaluation will employ a combination of both qualitative and quantitative evaluation methods including:

The evaluation will specifically focus on the following:

- Extract the lessons learned and best practices that can be considered in planning and design of future programme in rule of law and security and recommendations that can be applied programmes and programme with the same nature.
- Desk study and review of all relevant programme documentation including programme documents, annual work- plans, programme monthly progress reports, programme monitoring reports (from third party monitors) MPTF reports, minutes of PSC meetings, reports of other consultancies and events.
- The final methodological approach including interview schedule, field visits and data to be used in the evaluation will be clearly outlined in the inception report and be fully discussed and agreed between UNDP, stakeholders and the evaluators.

D. Expected Outputs and Deliverables

4. Evaluation products (deliverables)

The following deliverables are expected:

Evaluation inception report (10-15 pages). The inception report should be carried out following and based on preliminary discussions with UNDP Programme Oversight and Quality Assurance Unit (POQA), Rule of Law and Security Portfolio, UNSOM, UN Women, UNODC and donors after the desk review, and should be produced before the evaluation starts (before any formal evaluation interviews, survey distribution or field visits). The individual consultant shall prepare inception reports to identify the methodology, approach and timeline.

Evaluation debriefings: Immediately following an evaluation, the consultant will provide a debriefing to the same stakeholders, focusing on the main results and recommendations of the evaluation.

Draft evaluation report: (40 to 60 pages including executive summary). The evaluation manager, UNDP, UNSOM, UNODC, UN Women and key stakeholders in the evaluation should review the draft evaluation report and provide an amalgamated set of comments to the evaluator within one week, addressing the content required and quality criteria.

Evaluation report audit trail: Comments and changes by the evaluator in response to the draft report should be retained by the evaluator to show how they have addressed comments.

Final evaluation report: The evaluator will send the final evaluation report to the Evaluation manager UNDP, UNSOM, UNODC UN Women team after having received the consolidated comments on the draft report. The international consultant will be overall responsible for the preparation of the final report.

Deliverables

The key deliverables for the assignment have been provided in Annex 2.

Evaluation ethics

Evaluations in UNDP will be conducted in accordance with the principles outlined in the UNEG ‘Ethical Guidelines for Evaluation’.

Standard text includes:

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

The Consultant will deliver the following: -

Deliverables/Outputs	Estimated Duration to complete	Target Due dates	Review and approvals Required	% of total professional fee
<p><u>Inception Report</u></p> <p>Maximum 15 pages based on an understanding of the ToRs, initial meetings with the UNDP programme unit and the desk review, evaluators should develop an inception report.</p>	05	15 October 2021	Evaluation reference group	20%
<p><u>Data Collection and Analysis</u></p> <p>Field data collection and all interviews, recording and analysis will be delivered to UNDP and remain the property of UNDP</p> <p>The data from the field will be collected to the furthest extent possible through interview, 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.</p>	20	8 th Nov 2021	Evaluation reference group	30%
<p><u>A Draft Evaluation Report</u></p> <p>A draft report between 30-40 pages maximum informing all key stakeholders and describing the findings and recommendations for future intervention strategies, lessons learned and best practices. Annex 1 provides further information on the standard outline for the evaluation report.</p>	05	15 Nov 2021	Evaluation reference group	20%
<p><u>Final evaluation report</u></p> <p>Final evaluation report incorporating comments provided by all stakeholders. The content and structure of the final analytical report will outline findings, recommendations and lessons learnt covering the scope of the evaluation and will meet the requirements of the UNDP Evaluation Guidelines. The evaluation report should be complete and logically organized. It should be written clearly and be understandable to the intended audience. The report requirements are detailed out in Annex 2.</p>	10	28 November 2021	Evaluation reference group	30%
Total	40 days			100%

ANNEX I: Standard outline for an evaluation report

The minimum contents of an evaluation report include:

- 1. Title and opening pages** with details of the project/ programme/ outcome being evaluated and the evaluation team.
- 2. Project and evaluation details**, including the project title, Atlas number, budgets and project dates and other key information.
- 3. Table of contents.**
- 4. List of acronyms and abbreviations.**
- 5. Executive summary**, a stand-alone section of maximum four pages including the quality standards and assurance ratings.
- 6. Introduction and overview**, explaining what is being evaluated and why.
- 7. Description of the intervention** being evaluated, providing the basis for readers to understand the design, general logic, results framework (theory of change) and other relevant information of the initiative being evaluated.
- 8. Evaluation scope and objectives**, to provide a clear explanation of the evaluation scope, primary objectives and main questions.
- 9. Evaluation approach and methods**, describing in detail the selected methodological approaches and methods.
- 10. Data analysis**, describing the procedures used to analyse the data collected to answer the evaluation questions.
- 11. Findings and conclusions**, setting out the evaluation findings, based on analysis of the data collected, and the conclusions drawn from these findings.
- 12. Recommendations.** The report should provide a reasonable number of practical, feasible recommendations directed to the intended users of the report about what actions to take or decisions to make.
- 13. Lessons learned.** As appropriate and when requested in the TOR, the report should include discussion of lessons learned from the evaluation of the intervention.

E. Institutional Arrangements/Reporting Lines

MANAGEMENT AND IMPLEMENTATION ARRANGEMENTS

Country Office Evaluation Management: UNDP CO management is ultimately responsible and accountable for the quality of the evaluation process and products under the leadership of the UNDP Deputy Resident Representative - Programmes (DRR-P). The DRR-P will assign an Evaluation Manager (UNDP M&E Specialist) who shall be responsible for engaging and debriefing the consulting team, coordinating review of reports, and ensuring compliance with UNDP/UNEG evaluation standards, ethics and code of conduct for evaluations. The CO Management will take responsibility for the approval of the final evaluation report. The CO management will develop a management response to the evaluation within two weeks of report finalization.

Project Management: The Project Manager responsible for JROL project will support the evaluator on a daily basis with respect to providing background information and progress reports and other documentation, setting up stakeholder meetings and interviews, and coordinating with beneficiaries and key stakeholders.

Evaluation Reference Group: To ensure the independence, credibility and ownership of the evaluation, an evaluation reference group (DG MOI, UNDP and UNSOM) will be established to help guide the process. The nomination of members will be done before the assignment commences and the group details shared. Development partners contributing the project will be requested to nominate a member each. Other members of the group will be drawn from among key stakeholders of the project.

Evaluators: There will be an independent international consultant (Team Leader), and a national consultant (Team Member). They should not have worked for UNDP or have been involved with national partners, in the design or implementation of the project. The evaluators will have the overall responsibility for the conduct of the evaluation exercise as well as quality and timely submission of reports (inception, draft, final etc). An individual consultant procurement notice on the evaluation will include information on criteria for selecting proposals. An excerpt on the criteria is provided an annex to the ToR.

Considering the effects of the COVID-19 pandemic, virtual focus group discussions with project beneficiaries and other stakeholders will be conducted. Interviews with relevant key informants (see annexed list of relevant institutions). 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. Furthermore, the evaluators will be expected to familiarize themselves with the United Nations Evaluation Group's standards and norms and ethics for conducting project evaluations. The evaluator will provide the Evaluation Manager with regular updates and feedback.

a) Reporting Lines

The Individual Contract will directly report to the UNDP Evaluation manager the Programme Oversight Quality Assurance Unit and will work in close consultation with the UNSOM and the Ministry of Interior (MoI) of Somaliland.

The procurement process will be done through UNDP Procurement Unit. However, this arrangement shall be confirmed prior to the assignment. The Individual Contractor will update and get feedback from the DG MOI, UNDP and UNSOM on a regular basis and will also be required to report with expected agreed upon outputs.

b) Progress Reporting

The Individual Contractor will submit the inception report to the UNDP Evaluation Manager on the evaluation design within seven (7) days of contract signature and this will be shared with all partners in the programme for review. The Individual Contractor shall also debrief JROLP reference group on submission of draft and final reports respectively.

All reports shall be of high quality, presented in the English language and, the structure and content must meet the requirements of the UNDP Evaluation Guidelines, 2019. The length of the Draft and final reports should not exceed 40 pages in total (excluding the annexes) with an executive summary not exceeding 2 pages. The draft and final reports must be analytical in nature (both quantitative and qualitative) and structured around issues and related findings/lessons learnt. They must also include conclusions and recommendations. The reports will be shared with the Evaluation Manager UNDP and the reference group for approval.

The Individual Contractor will incorporate input additional comments from all stakeholders. Any requests for editing must be responded to by the Individual Contractor irrespective of number of revisions requested.

A reporting template can be found at: <http://web.undp.org/evaluation/handbook/Annex7.html>

- The UNDP will be responsible for coordinating stakeholder and implementing partner meetings, interviews, while the Consultant will lead the sampling of interviews. Effort will be made for the interviews to be as comprehensive is possible.
- The draft report will be shared and discussed at the Programme Steering Committee of JROL.

F. Duration of the Work

Forty working days spread over a period of two months.

G. Duty Station

Hargeisa, Somaliland.

H. Qualifications of the Successful Individual Contractor

Education:

- Master's Degree or equivalent in law, gender and human rights, political science, social science or in a related field.

Experience:

- At least 10 years of progressive experience in (results-based) monitoring and evaluation, with specific expertise in the evaluation of justice, police, gender, human rights rule of law, security sector programmes.
- Extensive expertise, knowledge, and experience in the field of evaluation of development programme
- Technical knowledge in access to justice, grassroots and bottom up approaches
- Strong understanding of the linkages between access to justice and human rights and women's empowerment issues
- Familiarity with UN joint programming and experience with UN programmes funded by multi-donor trust funds especially in conflict/post-conflict contexts is an advantage.
- Extensive knowledge and experience in evaluation of development programmes and understanding of political dynamics in Somaliland would be an asset.
- Strong understanding of the linkages between access to justice, human rights and policing issues
- Familiarity with UN joint programming and experience with UN programmes funded by multi-donor trust funds especially in conflict/post-conflict contexts is an advantage.
- Extensive knowledge and experience in evaluation of development programmes and understanding of political dynamics in Somalia would be an asset.

Language Requirements:

Proficient in spoken and Written English.

Competencies:

Corporate Competencies:

- Demonstrates integrity and fairness, by modelling the UN/UNDP's values and ethical standards.
- Promotes the vision, mission and strategic goals of the UN and UNDP;
- Displays cultural, gender, religion, race, nationality and age sensitivity and adaptability.
- Treats all people fairly
- Fulfils all obligations to gender sensitivity and zero tolerance for sexual harassment

Functional Competencies:

- Skilled in research methodologies including frameworks, tools and best practices
- Excellent analytical and organizational skills with ability to analyse and synthesise information from different sources and to draw key themes and issues from the information.
- Strong communication skills including ability to formulate concise reports/edit texts and to articulate ideas in a clear concise style to cross-cultural audiences.

- Strong interpersonal skills including ability to interact with national and international actors at all levels of organisation with tact and diplomacy
- Ability to manage complexities and to work collaboratively as part of a team
- Possesses the ability to convey difficult issues and positions to senior officials and counterparts
- Knowledge and effective use of computer software, especially MS Word and MS Excel

I. Scope of Price and Schedule of Payments

- The maximum number of days payable under the contract is 40 days. Payment will be made in a single payment upon satisfactory completion of the assignment.
- Payment to the Individual Contractor will be made upon submission of an invoice (UNDP Certificate of Payment) confirming that all deliverables have been achieved in accordance with the schedule of Payment in Section D above and certification of satisfactory completion by the UNDP Evaluation Manager.
- Payment will be made within 30 days of submission of invoice and certification of payment by UNDP.

Evaluation Criteria

Desk review of CVs provided by UNDPs Crisis Response Unit (CRU). The CVs will be jointly reviewed by panel comprised of the MOI Somaliland and UNDP.

ANNEX 2: Consultant Deliverables

Deliverables/Outputs	Estimated Days to complete	Target Due dates	Review and approvals Required	% of total professional fee
<p><u>Inception Report</u></p> <p>Maximum 15 pages based on an understanding of the ToRs, initial meetings with the UNDP programme unit and the desk review, evaluators should develop an inception report. Inception report should include the following:</p> <ol style="list-style-type: none"> 1. Background and context illustrating the understanding of the programme/outcome to be evaluated. 2. Evaluation objective, purpose and scope. A clear statement of the objectives of the evaluation and the main aspects or elements of the initiative to be examined. 3. Evaluation criteria and questions. The criteria the evaluation will use to assess performance and rationale. The stakeholders to be met and interview questions should be included and agreed as well as a proposed schedule for field site visits. 4. Evaluation analysis. Illustrate the evaluation analysis based on formal (clear outputs, indicators, baselines, data) and substantive (identification of problem addressed, theory of change, results framework) and the implication on the proposed methodology. 5. Cross-cutting issues. Provide details of how cross-cutting issues will be evaluated, considered and analyzed throughout the evaluation. The description should specify how methods for data collection and analysis will integrate gender considerations, ensure that data collected is disaggregated by sex and other relevant categories, and employ a diverse range of data sources and processes to ensure inclusion of diverse stakeholders, including the most vulnerable where appropriate. 6. Evaluation approach and methodology, highlighting the conceptual models adopted with a description of data-collection methods, sources and analytical approaches to be employed, including the rationale for their selection (how they will inform the evaluation) and their limitations; data-collection tools, instruments and protocols; and discussion of reliability and validity for the evaluation and the sampling plan, including the rationale and limitations. 7. Evaluation matrix. This identifies the key evaluation questions and how they will be answered via the methods selected. 8. A revised schedule of key milestones, deliverables and responsibilities including the evaluation phases (data collection, data analysis and reporting). 9. Detailed resource requirements tied to evaluation activities and deliverables detailed in the workplan. Include specific assistance required from UNDP such as providing arrangements for visiting field sites 10. Outline of the draft/final report as detailed in the guidelines and ensuring quality and usability (outlined below). The agreed report outline should meet the quality goals outlined in these guidelines and, also meet the quality assessment requirements. 	05	15 October 2021	Evaluation reference group	20%
<p><u>Data Collection and Analysis</u></p> <p>Field data collection and all interviews, recording and analysis will be delivered to UNDP and remain the property of UNDP</p> <p>The data from the field will be collected to the furthest extent possible through interview, virtual consultations conducted through video communication and</p>	20	8 th Nov 2021	Evaluation reference group	30%

Deliverables/Outputs	Estimated Days to complete	Target Due dates	Review and approvals Required	% of total professional fee
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.				
<u>A Draft Evaluation Report</u> A draft report between 30-40 pages maximum informing all key stakeholders and describing the findings and recommendations for future intervention strategies, lessons learned and best practices. Annex 1 provides further information on the standard outline for the evaluation report.	05	15 Nov 2021	Evaluation reference group	20%
<u>Final evaluation report</u> Final evaluation report incorporating additions and comments provided by all stakeholders. The content and structure of the final analytical report will outline findings, recommendations and lessons learnt covering the scope of the evaluation and will meet the requirements of the UNDP Evaluation Guidelines. The evaluation report should be complete and logically organized. It should be written clearly and be understandable to the intended audience. The report should include the following: 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) Somaliland as country of the evaluation intervention; (iv) names and organizations of evaluators; (v) name of the organization commissioning the evaluation.; (vi) acknowledgements; 2. Programme and evaluation information details on second page (as one page) A: Programme Information i) Programme title ii) Atlas ID iii) Corporate outcome and output iv) country v) Region vi) Date programme document signed vii) Programme dates (start/ planned end date), viii) programme budget, ix) Programme expenditure at the time of evaluation x) Funding source, xi) Implementing party, xii) B: Evaluation Information xiii) Evaluation type (Programme evaluation), xiv) Final/ midterm review/ other xv) Period under evaluation (start/ end), xvi) Evaluators name, xvii) Evaluator email address, xviii) Evaluation dates (start/ completion). 3. Table of contents, including boxes, figures, tables and annexes with page references. 4. List of acronyms and abbreviations. 5. Executive summary (two pages minimum and 4 pages maximum): A stand-alone section of two to three pages that should: i) Briefly describe the intervention of the evaluation the programme ii) Explain the purpose and objectives of the evaluation, including the audience for the evaluation and the intended uses, iii) Describe key aspect of the evaluation approach and methods, iv) Summarize principle findings, conclusions and recommendations, v) Include the evaluators' quality standards and assurance ratings. 6. Introduction should include i) Explain why the evaluation was conducted (the purpose), why the intervention is being evaluated at this point in time, and why it addressed the questions it did, ii) Identify the primary audience or users of the evaluation, what they wanted to learn from the evaluation and why, and how they are expected to use the evaluation results, iii) Identify the intervention of the evaluation the programme, iv) Acquaint the reader with the structure and contents of the report and how the information contained in the report will meet the purposes of the evaluation and satisfy the information needs of the report's intended users. 7. Description of the intervention should provides the basis for report users to understand the logic and assess the merits of the evaluation methodology	10	28 November 2021	Evaluation reference group	30%

Deliverables/Outputs	Estimated Days to complete	Target Due dates	Review and approvals Required	% of total professional fee
<p>and understand the applicability of the evaluation results. The description needs to provide sufficient detail for the report user to derive meaning from the evaluation. It should: i) Describe what is being evaluated, who seeks to benefit and the problem or issue it seeks to address, ii) Explain the expected results model or results framework, implementation strategies and the key assumptions underlying the strategy, ii) Link the intervention to national priorities, UNSDCF priorities, corporate multi-year funding frameworks or Strategic Plan goals, iii) Identify the phase in the implementation of the intervention and any significant changes (e.g., plans, strategies, logical frameworks) that have occurred over time, and explain the implications of those changes for the evaluation, iv) Identify and describe the key partners involved in the implementation and their roles, v) Identify relevant cross-cutting issues addressed through the intervention, i.e., gender equality, human rights, marginalized groups and leaving no one behind, vi) Describe the scale of the intervention, such as the number of components (e.g., phases of a programme) and the size of the target population for each component, vii) Indicate the total resources, including human resources and budgets, viii) Describe the context of the social, political, economic and institutional factors, and the geographical landscape within which the intervention operates and explain the effects (challenges and opportunities) those factors present for its implementation and outcomes, ix) Point out design weaknesses (e.g., intervention logic) or other implementation constraints (e.g., resource limitations).</p> <p>8. Evaluation scope and objectives. The report should provide a clear explanation of the evaluation’s scope, primary objectives and main questions, i) Evaluation scope. The report should define the parameters of the evaluation, for example, the time period, the segments of the target population included, the geographic area included, and which components, outputs or outcomes were and were not assessed, ii) Evaluation objectives. The report should spell out the types of decisions evaluation users will make, the issues they will need to consider in making those decisions and what the evaluation will need to achieve to contribute to those decisions, iii) Evaluation criteria. The report should define the evaluation criteria or performance standards used.⁴⁶ The report should explain the rationale for selecting the particular criteria used in the evaluation, iv) Evaluation questions define the information that the evaluation will generate. The report should detail the main evaluation questions addressed by the evaluation and explain how the answers to these questions address the information needs of users.</p> <p>9. Evaluation approach and methods. The evaluation report should describe in detail the selected methodological approaches, methods and analysis; the rationale for their selection; and how, within the constraints of time and money, the approaches and methods employed yielded data that helped answer the evaluation questions and achieved the evaluation purposes. The report should specify how gender equality, vulnerability and social inclusion were addressed in the methodology, including how data-collection and analysis methods integrated gender considerations, use of disaggregated data and outreach to diverse stakeholders’ groups. The description should help the report users judge the merits of the methods used in the evaluation and the credibility of the findings, conclusions and recommendations. All aspects of the described methodology need to receive full treatment in the report. Some of the more detailed technical information may be contained in annexes to the report. The description on methodology should include discussion of i) Evaluation approach and ii) Data sources: the sources of information (documents reviewed and stakeholders) as well as the rationale for their selection and how the information obtained addressed the evaluation questions, iii) Sample and sampling frame. If a sample was used: the sample size and characteristics; the sample selection criteria (e.g., single women</p>				

Deliverables/Outputs	Estimated Days to complete	Target Due dates	Review and approvals Required	% of total professional fee
<p>under age 45); the process for selecting the sample (e.g., random, purposive); if applicable, how comparison and treatment groups were assigned; and the extent to which the sample is representative of the entire target population, including discussion of the limitations of sample for generalizing results, iv) Data-collection procedures and instruments: methods or procedures used to collect data, including discussion of data-collection instruments (e.g., interview protocols), their appropriateness for the data source, and evidence of their reliability and validity, as well as gender-responsiveness, v) Performance standards:48 the standard or measure that will be used to evaluate performance relative to the evaluation questions (e.g., national or regional indicators, rating scales), vi) Stakeholder participation in the evaluation and how the level of involvement of both men and women contributed to the credibility of the evaluation and the results, vii) Ethical considerations: the measures taken to protect the rights and confidentiality of informants (see UNEG ‘Ethical Guidelines for Evaluators’ available at http://www.uneval.org/search/index.jsp?q=ethical+guidelines), viii) Background information on evaluators: the composition of the evaluation team, the background and skills of team members, and the appropriateness of the technical skill mix, gender balance and geographical representation for the evaluation, ix) Major limitations of the methodology should be identified and openly discussed as to their implications for evaluation, as well as steps taken to mitigate those limitations.</p> <p>10. Data analysis. The report should describe the procedures used to analyze the data collected to answer the evaluation questions. It should detail the various steps and stages of analysis that were carried out, including the steps to confirm the accuracy of data and the results for different stakeholder groups (men and women, different social groups, etc.). The report also should discuss the appropriateness of the analyses to the evaluation questions. Potential weaknesses in the data analysis and gaps or limitations of the data should be discussed, including their possible influence on the way findings may be interpreted and conclusions drawn.</p> <p>11. Findings should be presented as statements of fact that are based on analysis of the data. They should be structured around the evaluation questions so that report users can readily make the connection between what was asked and what was found. Variances between planned and actual results should be explained, as well as factors affecting the achievement of intended results. Assumptions or risks in the programme or programme design that subsequently affected implementation should be discussed. Findings should reflect a gender analysis and cross-cutting issue questions. 12. Conclusions should be comprehensive and balanced and highlight the strengths, weaknesses and outcomes of the intervention. They should be well substantiated by the evidence and logically connected to evaluation findings. They should respond to key evaluation questions and provide insights into the identification of and/or solutions to important problems or issues pertinent to the decision-making of intended users, including issues in relation to gender equality and women’s empowerment.</p> <p>13. Recommendations. The report should provide practical, actionable and feasible recommendations directed to the intended users of the report about what actions to take or decisions to make. Recommendations should be reasonable in number. The recommendations should be specifically supported by the evidence and linked to the findings and conclusions around key questions addressed by the evaluation. They should address sustainability of the initiative and comment on the adequacy of the programme exit strategy, if applicable. Recommendations should also provide specific advice for future programming. Recommendations should also address any gender equality and women’s empowerment issues and priorities for action to improve these aspects.</p>				

Deliverables/Outputs	Estimated Days to complete	Target Due dates	Review and approvals Required	% of total professional fee
<p>14. Lessons learned. The report should include discussion of lessons learned from the evaluation, that is, new knowledge gained from the circumstance (intervention, context outcomes, even about evaluation methods) that are applicable to a similar context. Lessons should be concise and based on specific evidence presented in the report.</p> <p>15. Report annexes. Suggested annexes should include the following to provide the report user with supplemental background and methodological details that enhance the credibility of the report should include i) TORs for the evaluation, ii) Additional methodology-related documentation, such as the evaluation matrix and data-collection instruments (questionnaires, interview guides, observation protocols, etc.) as appropriate, iii) List of individuals or groups interviewed or consulted, and sites visited, if any, iv) List of supporting documents reviewed, v) Programme or programme results model or results framework, vi) Summary tables of findings, such as tables displaying progress towards outputs, targets and goals relative to established indicators, vii) Code of conduct signed by evaluators.</p>				
Total	40 days			100%