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**Terms of Reference**

**Individual Consultant (International)**

**Ref: IC-UNDP-22**

**Office: UNDP Libya**

**Description of the assignment: Final Project Evaluation for Towards National Reconciliation in Libya Project**

**Project name: Towards National Reconciliation in Libya**

**Type of Appointment: Individual Consultant (International)**

**Duty Station: Home-based**

**Period of assignment/services: 45 working days**

**Payment arrangements: Lump Sum (payment linked to deliverables)**

**Expected start date 01 July 2022**

Proposal should be submitted by email to [**tenders.ly@undp.org**](mailto:tenders.ly@undp.org) no later than 1st June , 2022, **at 11:00** **hours Tripoli**, **Libya** time ref. [www.greenwichmeantime.com](http://www.greenwichmeantime.com).

Any request for clarification must be sent in writing, or by standard electronic communication to the address or e-mail address: [procurement.ly@undp.org](mailto:procurement.ly@undp.org). UNDP Libya Procurement Unit will respond in writing or by standard electronic mail and will send written copies of the response, including an explanation of the query without identifying the source of inquiry, to all consultants who express their interest.

## Background and Context

Libya has an estimated population of 8.24 million[[1]](#footnote-2) including 643,123 returnees, 212,593 Internally Displaced Persons (IDP), 597,611 migrants and 43,000 refugees. The legacy of authoritarian rule and the absence of effective and accountable governance institutions, combined with the tribal aspects of governance in parts of the country, and the discriminatory elements of traditional and gendered norms and values, continued to pose significant structural challenges to state-building and addressing inequalities. Weak and divided state and government institutions have further exacerbated the problems facing the Libyan populace by failing to provide adequate basic services—including education, health, cash liquidity, legal documentation, electricity, water, and security—with competition over limited resources further exacerbating cleavages among communities in turn at the local level (REACH, 2019). The weak ability of the central government institutions to provide key public service have increased the pressure on the municipalities to address basic service delivery.

Moreover, Libya is a wealthy nation by many accounts, given its natural resources, strategic location, ethnic diversity, cultural heritage and strong social fabric, all of which are solid foundations for development. Young people make up two thirds of the population and around 18 per cent of Libyans are aged 15 to 24 with high literacy rates. While a decade of political crisis and recent violent conflict have had a devastating impact on the country’s development trajectory and population, particularly the most vulnerable, many of its current structural development challenges –including limited economic diversification and overreliance on oil revenues, foreign labour and public sector employment – date back to the pre-revolution era

Supported by the United Nations Peacebuilding Fund (PBF), the Project, “Towards National Reconciliation in Libya (TNRL) has been implemented in partnership between the Nations Support Mission in Libya (UNSMIL) and the United Nations Development Program (UNDP), originally in support of the Special Representative of the Secretary-General’s Action Plan (2017) in furtherance of the Libyan Political Agreement and UNSMIL’s political dialogue strategy, which aims to lay the foundations for national reconciliation.

The project was designed in the context of continuing the United Nations (UN) support to the local efforts in the Libyan society, which were facing significant national and local-level challenges that hindered the national reconciliation process. A perception survey was conducted in December 2017 as part of the project with more than 2,000 respondents and 40 key informants revealed the importance for reconciliation initiatives, strictly to be Libyan led to create a perceived legitimacy with the United Nations as having an exactingly facilitating role. The study also stressed the significance of engaging, not only with the top-level representatives of the disputing parties, but also with the community leaders at grassroot such as tribal elders, and notably, youth, women, and militia leaders. Official state or military legitimation of the agreement was also factored to guarantee the legitimacy and durability of reconciliation processes. The project was conceived in phases and had the following key achievement of results:

Phase One from 2017 to 2018. During this period the project held five local dialogues that created space for political processes and peacebuilding at the national level. The project also held several meetings that focused on the Southern region, a key hotspot resulted in the establishment of the Charter of Fezzan, signed by 120 community leaders from the South. It then issued five micro-capital grants conducted by 20 National Civil Society Organizations (CSOs) that created space for more Libyan-led local dialogue processes. Then the project held a media campaign that was a catalysed, which galvanised public support for national reconciliation across the country.

Phase Two from 2019 to 2021 (NCE 30 Sept 2022). The dialogue processes in Phase One were monitored and phased two dialogue processes were initiated with the conflicting parties. This project phase help and created a National Network of Local Mediators (NoLM). NoLM comprised approximately 120 to 150 participants from across the country, having interlockers in the South, West and East of the country. Phase 2 initiative sought to partner with community leaders and peace actors that had experiences in reconciliation, mediation, and social cohesion work in support for local peace initiatives and potentially participate in the project’s dialogue processes, under the leadership of UNSMIL The project team mentored the active members of NoLM, which total 65 Participants and in March 2020 invited them for the first TOT training course that was conducted in partnership with the United Nations Institute for Training and Research (UNITAR). They were trained on advanced mediation practices and equipped with knowledge transfers skills through a Training of Trainers program. The training dedicated substantial efforts to women participation (21 out of the 65 participants) and the concept of gender mainstream was introduced in the training. This created network and sub-network of Women Mediators.

In January 2020, International Conference on Libya was held in Berlin, it was a culmination of a UN-brokered agreement by the Libyan Political Dialogue Forum. The success of the conference laid the foundation for meaningful reconciliation process in Libya. A process that would enable Libyans to come to terms with its past, uncover the truth, and provide reparation for victims, rehabilitation, and establishment of institutions, in line with the traditions of the Libyan society.

These project phases were intended to achieve stability, security and confidence building to restore the broken social fabric of Libyan society, rebuilding the state, and the attainment of justice, and in so doing achieved the basis for the Strategy of National Reconciliation in Libya designed in 2019 with the support of the UNSMIL-UNDP joint initiative, “Towards National Reconciliation in Libya” through Libyan stakeholders. A roadmap for comprehensive national reconciliation in Libya, which identified necessary support for institutionalization of sustainable reconciliation mechanisms at the central and local governments, including non-state actors in Libya. A safe and dignified return of Internally Displaced Persons (IDPs) and refugees return to their homes requires serious and successful reconciliation in Libya, including end arbitrary and prolonged illegal detention, uncover the fate of those individuals and groups missing or those persons who forcibly disappeared, address issues of land and property rights.

The **Towards National Reconciliation in Libya** project seeks to develop seeking dynamic and strategic partnerships with public and private sectors across the fault lines and adopting **innovative** **solutions** and emerging **technologies** to address the national reconciliation in Libya to scale up and create impacts. Various Libyan interlocutors have requested increased support with convening more community-based dialogues while also institutionalizing these reconciliation efforts at the national level.

However, due to the insufficient funds the project facing currently considerable challenge to implement the demands of the information and messaging on the concept of the national reconciliation and participation in the process by the different levels of the Libyan community. Addressing these demands requires a more joint UNDP-UNSMIL strategic approach to engendering inclusivity, to continue to respond to these Libyan needs for a safe space for more dialogue initiatives that can work in creating unity of the different Libyan social fabric that have been torn apart due to eleven years of conflict and insecurity, hates speech and misinformation.

|  |  |  |
| --- | --- | --- |
| **PROJECT/OUTCOME INFORMATION** | | |
| **Project/outcome title** | **Towards National Reconciliation in Libya** | |
| **Atlas ID** | 00114463 | |
| **Corporate outcome and output** | **UNSF outcome involving UNDP No. 3:** By 2022, relevant Libyan institutions improved their capacity to design, develop and implement social policies that focus on quality social services delivery for all women and girls, men and boys (including vulnerable groups, migrants and refugees) in Libya towards enhancing human security and reducing inequalities. | |
| **Country** | Libya | |
| **SDGs** | SDG 16: Peace, justice and strong institutions. | |
| **Region** | RBAS | |
| **Date project document signed** |  | |
| **Project dates** | **Start** | **Planned end** |
| 1st January 2019 | 30 September 2022 |
| **Project budget** | $4,963,266 | |
| **Project expenditure at the time of evaluation** | 2,059,646 $ | |
| **Funding source** | USDOS | |
| **Implementing party** | UNDP Libya | |

Stakeholders roles in the project:

|  |  |
| --- | --- |
| Stakeholder | Role in the project |
| UNSMIL | in support to the political process, under the lead of the Political Division of UNSMIL |
| UNITAR | Providing capacity building assessments/training to the project beneficiaries |
| NETWORK OF LOCAL MEDIATORS | One of the project beneficiaries |
| Interpeace | Partner |
| The Stabilization Facility for Libya project UNDP Libya | build synergies |
| The United States Institute of Peace (USIP) | Partner |
| Immediate Assistance to the Libyan Political Dialogue and Government of National Accord project. UNDP Libya | build synergies |
| Peaceful Change Initiative (PCI) | Partner |
| Presidential Council | Responsible counterpart |

## SCOPE OF WORK, RESPONSIBILITIES AND DESCRIPTION OF THE PROPOSED ANALYTICAL WORK

The project evaluation will include a review of the project design and assumptions made at the beginning of the project and the development process. It will assess the extent to which the project results have been achieved, and cross cutting issues such as gender, conflict sensitivity, and human rights have been addressed. It will also assess whether the project implementation strategy has been optimum and recommend areas for improvement and learning. The evaluation’s specific objectives include:

* Examine the project theory of change by testing the relationship between activities, outputs, outcomes, and wider context
* Review the appropriateness of the implementation strategy and the overall performance of the Project in achieving the intended outputs and their contributions to outcome level goals by providing an objective assessment of the intervention achievements, constraints, performance, results, relevance, and sustainability.
* Identify factors which facilitated or hindered the results achievement, both in terms of the external environment and those related to internal factors.
* Identify and assess the project’s response mechanisms and adaptability to unforeseen external and internal factors.
* Determine whether the project’s coordinated and area-based approach functioned as intended (building synergies across interventions and leveraging results for the success of others)
* Define the extent to which the Project addressed cross cutting issues including gender, human rights, disability issues, and conflict sensitivity.
* Establish and document the positive impact and any negative or positive unintended consequences of activities and the relevance to the overall strategy, to validate results in terms of achievements toward the outputs; to examine to what extent interventions supported co-existence efforts, strengthened and empowered and enhanced participation of vulnerable groups particularly in decision making and resources sharing
* Document lessons learned, best practices, success stories and challenges encountered throughout the project design and implementation stages to inform future initiatives. Formulate clear, focused, and forward-looking recommendations to inform future UNDP Libya programming and internal coordination in the context of Covid-19 and continued political instability.

1. **Evaluation Criteria and Key Guiding Questions**

The following key questions are proposed to guide the decentralized final project evaluation, which, when answered, will give intended end users the information they seek in order to make decisions, take actions and increase knowledge. The proposed questions are grouped according to the OECD-DAC evaluation criteria, including relevance; coherence; impact; effectiveness; efficiency; and sustainability.

The final key guiding questions to be used in the evaluation should be clearly outlined in the inception report and fully discussed and agreed between UNDP, key stakeholders and the evaluators.

**Relevance**

a) To what extent was the project in line with national development priorities, the country project’s outputs and outcomes, the UNDP Strategic Plan and the SDGs?

b) To what extent does the project contribute to the theory of change for the relevant country project outcomes?

c) Extent to which project initiatives such as awareness raising campaigns, capacity building initiatives and public information products were relevant to the needs of partners and stakeholders?

d) To what extent does the project contribute to Leave No One Behind (LNOB), gender equality, the empowerment of women and the human rights-based approach?

e) Evaluate the extent to which Towards National Reconciliation in Libya implementation strategy has been responsive to the emerging needs and priorities of other partners and stakeholders; and to the context of Libya’s emerging political and development scenario;

f) Evaluate whether project activities were relevant for the implementation of strategic and other plans of stakeholders?

**Coherence**

1. To what extent did the project contribute to the country programme outcomes and outputs, the SDGs, the UNDP Strategic Plan and national development priorities?
2. How well does the intervention fit?
3. How compatible was the project to other interventions in the country?
4. To what extent did the intervention support or undermine policies?
5. What synergies or interlinkages benefitted from this project within UNDP and externally? This includes complementarity, harmonization and co-ordination with others, and the extent to which the intervention is adding value while avoiding duplication of effort.

**Effectiveness**

a) To what extent did the project contribute to the country project outcomes and outputs, the SDGs, the UNDP Strategic Plan and national development priorities?

b) Were the project initiatives including institutional strengthening of institutions, gender mainstreaming and engagement with civil society, such as media, effective to achieve project outcomes?

c) Are the project outputs clear, practical and feasible?

d) To what extent have stakeholders such as Towards National Reconciliation in Libya remained involved in project implementation?

e) To what extent has the project been appropriately responsive to citizen’s needs?

f) To what extent has the project contributed to gender equality and inclusion such as capacity building of Gender and other stakeholders for promoting political and electoral participation of women, and persons with disabilities?

g) Assess whether a gender and human rights perspective has been taken into consideration and has been effective for the targeted institutions and communities;

h) Assess how the programme components complemented each other to contribute to the achievement of programme objectives

i) Assess the level of effectiveness of the UNDP and Towards National Reconciliation in Libya oversight and management structures during the review period, in addition to quality and adequacy of programme monitoring and reporting?

**Efficiency**

1. To what extent have the project implementation strategy and execution been efficient and cost-effective to achieve overall outcomes?
2. To what extent has there been an economical use of financial and human resources? Have resources (funds, human resources, time, expertise, etc.) been allocated strategically to achieve outcomes?
3. To what extent have project funds and activities been delivered in a timely manner?
4. To what extent do the M&E systems utilized by UNDP ensure effective and efficient project management?

**Sustainability and Risk**

1. Assess the sustainability of Towards National Reconciliation in Libya initiatives for institutional strengthening of stakeholders such as capacity building initiatives
2. To what extent will financial and economic resources be available to sustain the benefits achieved by the project?
3. To what extent do mechanisms exist to allow stakeholders to carry forward the results attained on gender equality, empowerment of women, human rights and inclusion?
4. To what extent are lessons learned being documented by the project team on a continual basis and shared with appropriate parties who could learn from the project?
5. To what extent has sustainability measures been incorporated in UNDP interventions?
6. What is the likelihood that project interventions are sustainable?
7. Are there any social or political risks that may jeopardize sustainability of project outputs and outcomes?
8. Has the project’s partnership strategy been appropriate, effective and contributed to sustainable impact?
9. What are the key lessons derived from the rich experience provided by the project and that can be used by the evaluation users (UNDP, donor and gov) to enhance decision making and programming?

Evaluation of Cross-Cutting Issues:

Cross cutting issues, including gender, conflict sensitivity, human rights, disability, and ‘leave no one behind’ will be considered evaluation questions as well the evaluation process. Gender analysis, including gender disaggregated data need to be incorporated in the evaluation.

Gender Equality and Women’s Empowerment

1. To what extent have gender equality and the empowerment of women been addressed in the design, implementation and monitoring of the project?
2. To what extent did the project implement its Gender Action Plan?
3. To what extent has the project promoted positive changes in gender equality and the  
   empowerment of women? Were there any unintended effects?
4. To what extent were the resources used to address inequalities in general, and gender issues in particular?

Conflict Sensitivity

* To what extent did UNDP adopt a conflict-sensitive approach to this intervention?
* Were there any unintended [positive or negative] effects on the peace and conflict context in areas of intervention as a result of this project?
* To what extent is the project perceived to benefit one group over another (and reinforcing lines of division)?
* How are UNDP hiring, partnership, and procurement practices perceived by different groups in the areas of intervention? Are they disproportionately benefitting/ favouring one group over another?

Disability

* To what extent did UNDP consider the needs of people living with disabilities within the project design and implementation?
* What proportion of the beneficiaries of a programme were persons with disabilities?
* What barriers did persons with disabilities face? Was a twin-track approach adopted? [[2]](#footnote-3)

Human Rights and ‘Leave No One Behind’

* To what extent have the research and monitoring been inclusive in terms of capturing the situation of the most vulnerable and marginalized part of the Libya population?
* To what extent have disadvantaged and marginalized groups (indigenous populations, unemployed or underemployed/ poor, Libyans with undetermined legal status, etc.) benefitted from this intervention?

1. **Methodology**

Based on UNDP guidelines for evaluations, and in consultation with UNDP Libya CO, the evaluation will be inclusive and participatory, involving all principal stakeholders into the analysis. The evaluator is expected to ensure close engagement with the evaluation manager and project staff throughout the process. The evaluation will consider the social, political, security and economic context which affects the overall performance of the project. All evaluation products are expected to address gender, conflict sensitivity, disability and human right issues.

The project evaluation will be carried out by an external evaluator and will engage a wide array of stakeholders and beneficiaries, including regional bodies, governments where interventions or advisory support were provided.

Evidence obtained and used to assess the results of the support should be triangulated from a variety of sources, including verifiable data on indicator achievement, existing reports, and technical papers, stakeholder interviews, and other means as far as the current situation allows. During this exercise, the evaluator is expected to apply the following approaches for data collection and analysis, which include a combination of both qualitative and quantitative methods:

* **Desk review of relevant documents** (including project documents, donor reports with project amendments made, project quality assurance reports, annual workplans, financial reports etc.) and including funding data required for the funding analysis as per the evaluation questions.
* **Interviews and meetings** with current and former (men and women) UNDP Libya Country Office (CO) project staff and key stakeholders such as representatives of involved ministries, representatives of key civil society organizations, and partners:
  + **Semi-structured key informant interviews** designed for different categories of stakeholders(UNDP Libya staff, government and civil society partners, beneficiaries) **(men and women)** based on the key guiding evaluation questions around relevance, coherence, effectiveness, efficiency, sustainability, and impact.
  + Focus group discussions (if feasible) with male and female beneficiaries and stakeholders.
* **Surveys and questionnaires** including participants in development programmes, partners, and other stakeholders.
* **Data review and analysis** of monitoring, financial data and other data sources and methods. Evidence will be provided for every claim generated by the evaluation and data will be triangulated to ensure validity. An evaluation matrix or other methods need be used to map the data and triangulate the available evidence.

The evaluation methodology needs to employ a gender sensitive approach and inclusion principle and this needs to be elaborated in the evaluation report including how data-collection and analysis methods integrated gender considerations, use of disaggregated data and outreach to diverse stakeholders’ groups.

The findings of the evaluation should lead to the elaboration of specific, practical, achievable recommendations that should be directed to the intended users.

The proposed approach and methodology should be considered as flexible guidelines rather than final requirements. The evaluators will have an opportunity to make their inputs and propose changes in the evaluation design—with the final methodological approach to be clearly outlined in the inception report and fully discussed and agreed between UNDP, key stakeholders and the evaluators.

The consultancy is home based using different tools (Zoom, WhatsApp, Microsoft teams, etc.) to conduct the evaluation—as such, the evaluation will be home-based. The Consultant is expected to have experience in conducting remote evaluations.

**7. The consultant is expected to deliver the following outputs:**

UNDP Libya expects the following deliverables from the evaluator (with the detailed timeline and schedule for completion of the evaluation products outlined in the section ‘evaluation timeline’ below. These products include:

* **Evaluation inception report (10-15 pages).** The inception report should be carried out following and based on preliminary discussions with UNDP after the desk review and should be produced before the evaluation starts (before any formal evaluation interviews, survey distribution or field visits) and prior to the country visit in the case of international evaluators. The report should include all the requirements in the standard template of the inception reports.
* **Evaluation debriefings.** The evaluator will provide briefing and debriefing session with UNDP, including Senior Management and UNDP CO project staff—including preliminary findings.
* **Draft evaluation report (within an agreed length).** A length of 40 to 60 pages including executive summary is suggested.
* **Evaluation report audit trail.** The programme unit and key stakeholders in the evaluation should review the draft evaluation report and provide an amalgamated set of comments to the evaluator within an agreed period of time, as outlined in these guidelines. 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 addressing the content required (in the standard evaluation report template and as agreed in the inception report) and quality criteria as outlined in the UNDP evaluation guidelines**
* **Presentation to UNDP Libya and other stakeholders**
* **Evaluation brief and other knowledge products** or participation in knowledge-sharing events, if relevant to maximise use.

The detailed evaluation workplan will be agreed upon between the UNDP and the selected International Consultant. The Project evaluation will require forty (45) working days starting 1st July 2022. Due to travel restrictions from the COVID-19 pandemic, the consultancy will be mostly remote (home-based) while on-site data collection is encouraged if logistically feasible depending on local context.

The International Consultant is expected to commence the assignment on 1st July 2022 subject to restrictions and conditions imposed by the COVID-19 pandemic. The assignment and final deliverable are expected to be completed, with the detail as described in the below table:

|  |  |  |  |
| --- | --- | --- | --- |
| **Activity** | **Deliverables** | **Time frame** | **Payment** |
| Desk review, Evaluation design, methodology and updated workplan including the list of stakeholders to be interviewed  Inception report on proposed evaluation methodology, work plan and proposed structure of the report. | Inception Report | 10 days |  |
| Briefing to UNDP on inception report for agreeing methodology | 1 day |
| Desk review of existing documents, interviews, and preparation of guidance for national consultant  Data collection and interviews in the country | Draft Report | 15 days |  |
| Draft evaluation report | 10 days |
| Debriefing with UNDP | 1 day |
| Stakeholder meeting and review of the draft report |  | 1 day |
| Finalization of the evaluation report (incorporating comments received on the drafts) and the set of recommendations | Final Report | 5 days |  |
| Presentation to Members | 1 day |
| **Total number of working days** |  | **45 days** | **100%** |

Payment is based upon successful delivery and approval of all deliverables as specified in the TOR. In line with the UNDP’s financial regulations, when determined by the Country Office and/or the consultant that a deliverable or service cannot be satisfactorily completed due to the impact of COVID-19 and limitations to the evaluation, that deliverable or service will not be paid. Due to the current COVID-19 situation and its implications, a partial payment may be considered if the consultant invested time towards the deliverable but was unable to complete due to circumstances.

**8. Implementation Arrangements**

The project Evaluation is commissioned by the UNDP Libya Deputy Resident Representative (Programme). The International Consultant will work with the evaluation manager (UNDP Libya Monitoring & Evaluation Specialist) and the National Reconciliation project team for conducting the evaluation. These CO colleagues will be responsible for the provision of documents and data as requested and support the overall evaluation, including facilitating meeting arrangements.

UNDP National Reconciliation project team will:

* Provide the evaluator with appropriate logistical support to ensure that the objective of the evaluation is achieved with reasonable efficiency and effectiveness;
* Project Team will ensure that relevant documents are available to the consultant upon the commencement of the tasks;
* Project Team will coordinate and inform government counterparts, partners and other related stakeholders as needed;
* Support to identify key stakeholders to be interviewed as part of the assessment;
* Help in liaising with partners; and
* Organize the inception meeting between the selected evaluator, partners and stakeholders prior to the scheduled start of the evaluation assignment.

The Evaluation Manager is the technical person from UNDP responsible for the oversight of the whole evaluation process, and is separated from the project under evaluation. The Evaluation Manager has the following overall responsibilities in this evaluation:

Lead the evaluation process and participate in all of its stages - evaluability assessment, preparation, implementation, management and the use of the evaluation.

* Safeguard the independence of evaluations.
* Organize the kick-off meeting to introduce the evaluator to the project Team and discuss the evaluation assignment.
* Liaise with the project Manager throughout the evaluation process.
* Circulate, review and obtain approval of the inception report, including the methodologies and evaluation matrix.
* Ensure that gender equality and women’s empowerment and other cross-cutting issues are considered in the inception report, including a gender-responsive methodology.
* Circulate, review and comment on the draft evaluation report (according to the TOR and inception report).
* Ensure that gender equality and women’s empowerment and other cross-cutting issues are considered in the draft evaluation report and ensure that all and respective evaluation questions are answered, and relevant data, disaggregated by sex, is presented, analyzed and interpreted.
* Collect and consolidate comments on the draft evaluation report in one feedback document (audit trail) and share with the evaluator for finalization of the evaluation report.
* Review the final evaluation report to ensure compliance to the UNDP report template and quality assurance and seek final approval of the commissioner of the evaluation.

The evaluator will submit the evaluation report to the evaluation commissioner. The UNDP Libya evaluation manager will facilitate a feedback mechanism enabling key stakeholders, including the donor and project partners, to provide feedback on the evaluation through the audit trail document. This includes circulating the draft Terms of Reference for this evaluation, as well as the inception report and draft review report to provide detailed comments on the quality of methodology, evidence collected, analysis and reporting. Stakeholders will also provide input to the development of management responses and key actions recommended by the evaluation. The feedback provided by UNDP and stakeholders in the audit trail should be addressed by the evaluator and retained to show how they were addressed. Additional review and adjustments might be needed depending on the quality of the submitted evaluation report.

The deliverables will be approved by the evaluation commissioner.

An international consultant will perform the following tasks:

* Lead the entire evaluation process, including communicating all required information
* Design the detailed evaluation scope and methodology (including the methods for data collection and analysis) for the report.
* Finalize the research design and questions based on the feedback and complete inception report
* Develop data collection tools and conduct of data gathering activities: desk review, Key Informant Interviews (KIIs), focus group discussions etc.
* Data analysis, draft and final report preparation, consolidation and submission, and presenting the findings
* Provide UNDP with data collection tools in advance for UNDP feedback to ensure realistic application in the field.
* Submit draft evaluation report
* Ensure UNDP feedback on inception and draft evaluation reports is considered in final versions, always under the basis of an independent evaluation.
* Finalize the whole evaluation report and engage in debriefing with UNDP.
* Submit final evaluation report revised
* Conduct a final presentation of evaluation findings to UNDP and other stakeholders, including the donor
* Have/bring their laptops, and other relevant software/equipment

**9. Evaluation Ethics**

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.

## Duty Station:

Home-based

## Contract duration:

The duration of the contract will be 45 working days as per the deliverables.

## REQUIREMENTS FOR EXPERIENCE AND QUALIFICATIONS

**I. Academic Qualifications:**

Master’s degree in Development Studies, International Relations, Governance, Peace and Conflict Studies, Gender, Public Policy and Management/ Administration, or any other relevant social science degree

**II. Years of experience:**

Extensive experience in programme/project monitoring and evaluation, of which at least five years should be in conflict or post-conflict/ fragile or ‘in transition’ state contexts

**Experience:**

* Proven experience in conducting evaluations and in using a mix of evaluations tools and in applying a variety of mixed-methods evaluation approaches (including the Theory of Change-based, Utilization-focused, Participatory, and Gender and Equity-based evaluations)
* Experience using range of quantitative and qualitative data gathering techniques to assess programme/project results at individual, institutional, sector and policy level
* Proven experience in **conducting remote evaluations and using technology** (Zoom, Skype, Kobo, etc) to effectively do so, including within the context of COVID-19
* Demonstrated experience in in designing and leading participatory and gender-sensitive evaluations of relevant development, stabilization, governance, and/ or peacebuilding projects/ programmes, which engage with different stakeholders
* Experience/ knowledge of the UNDP Evaluation Policy, UNDP Results-Based Evaluation Policies and Procedures, and UNDP DIM/ NIM Guidelines and procedures
* Thorough understanding of key elements of result-based management
* In-depth understanding of development and peacebuilding issues in “in-conflict” and post-conflict context and/or countries in transition
* Technical knowledge and experience in other cross-cutting areas such equality, disability issues, rights-based approach, and capacity development. Knowledge of Libya and its socio-political context is considered an extremely strong asset
* Strong interpersonal and managerial skills, ability to work with people from different backgrounds and evidence of delivering good quality evaluation and research products in a timely manner
* Demonstrated capacity for strategic thinking and excellent analytical and English language writing skills
* **Fluency** in spoken and written English

**III. Competencies:**

A consultant must be independent to the Programme’s formulation, implementation, or monitoring phases. It is proposed that an evaluation be carried out by an international consultant. He/she/they must have extensive experience in strategic programming of development assistance, preferably in the monitoring and evaluation of UNDP development, governance, resilience and recovery and/or peacebuilding projects in fragile environments. Substantial experience with conducting remote evaluations. Specific knowledge of the Libyan context is considered a strong asset. The required expertise, qualifications and competencies are listed below:

**Core Competencies:**

* Demonstrates integrity and fairness by modelling UN values and ethical standards.
* Demonstrates professional competence and is conscientious and efficient in meeting commitments, observing deadlines, and achieving results.
* Display cultural, gender, nationality, religion and age sensitivity and adaptability.
* High sense of relational skills, including cultural, gender, religion, race, nationality and age sensitivity and adaptability, with a demonstrated ability to work in a multidisciplinary team.

**Functional Competencies:**

* Ability to deliver timely submission of quality evaluation reports.
* Good knowledge and understanding of the UN system, familiarity with UNDP mandate an asset.
* Knowledge of issues concerning peacebuilding, governance, stabilization.
* Thorough knowledge of results-based management and strategic planning processes.
* Excellent facilitation and communication skills.
* Wide experience in quantitative and qualitative data collection methods and –analysis including surveys, focus group discussions, key informant interviews etc.
* Ability to write focused evaluation reports.

**Annexes**

Annexes will be provided upon request:

**Annex 1: Recommended List of Documents**

* Project Document
  1. Initial project document (donor agreement)
  2. Revised project document (donor agreement) upon no-cost extension
  3. Theory of Change
  4. Revised Logical Framework, indicators and targets
* Project Reports
  1. Project progress reports (annual, quarterly, monthly)
  2. Communication and visibility reports including links of communication materials
  3. Third-party monitoring monthly reports
* Other Project Products
  1. Meeting minutes (project board, steering committee, technical committee)
  2. Presentation slides (project board meetings)
* Country Programme Document
* Annual Work Plans (AWPs)
* Inception Report Template
* Key stakeholders and partners

NB; While the mentioned documents are must to review and consult, it should not limit consultants from reviewing and consulting other documents which will be considered of help to ensure adequate and reliable information for the purpose of this assignment.

**Annex 2: Sample Evaluation Matrix**

Evaluation matrices are useful tools for planning and conducting evaluations, helping to summarize and visually present an evaluation design and methodology for discussions with stakeholders. In an evaluation matrix, the evaluation questions, data sources, data collection, analysis tools and methods appropriate for each data source are presented, and the standard or measure by which each question will be evaluated is shown.

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| --- | --- | --- | --- | --- | --- | --- |
| **Relevant evaluation criteria** | **Key questions** | **Specific sub-questions** | **Data sources** | **Data collection methods/ tools** | **Indicators/ success standards** | **Methods for data analysis** |
|  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |

* **Schedule of tasks, milestones, and deliverables.** Based on the time frame specified in the TOR, the evaluators present the detailed schedule.
* **Required format for the evaluation report.** The final report must include, but not necessarily be limited to, the elements outlined for evaluation reports (see annex 4 below).
* **Dispute and wrongdoing resolution process and contact details**
* **Pledge of ethical conduct in evaluation.** UNDP programme units should request each member of the evaluation team to read carefully, understand and sign the ‘Pledge of Ethical Conduct in Evaluation of the United Nations system’.[[3]](#footnote-4)

1. **Evaluation Quality Assessment**

Evaluations commissioned by UNDP country offices are subject to a quality assessment, including this evaluation. Final evaluation reports will be uploaded to the Evaluation Resource Centre (ERC site) after the evaluations complete. The Independent Evaluation Office (IEO) will later undertake the quality assessment and assign a rating. IEO will notify the assessment results to country offices and makes the results publicized in the ERC site. UNDP Libya aims to ensure evaluation quality. To do so, the consultant should put in place the quality control of deliverables. Also, consultant should familiarize themselves with rating criteria and assessment questions outlined in the Section six of UNDP Evaluation Guidelines (<http://web.undp.org/evaluation/guideline/>).

1. Code of conduct.

UNDP requests each member of the evaluation team to read carefully, understand and sign the ‘Code of Conduct for Evaluators in the United Nations system’, which may be made available as an attachment to the evaluation report. Follow this link: <http://www.unevaluation.org/document/detail/100>

It is also required to sign a pledge of ethical conduct upon acceptance of the assignment. The Pledge can be downloaded from the following [link](http://www.unevaluation.org/document/detail/2866): <http://www.unevaluation.org/document/detail/2866>

1. Guidance on Integrating Gender and Human Rights in Evaluation

[Integrating Gender Equality and Human Rights in Evaluation - UN-SWAP Guidance, Analysis and Good Practices](http://www.unevaluation.org/document/detail/1452) (<http://www.unevaluation.org/document/detail/1452>)

**Annex 3: Individual Consultant General Terms and Conditions**

**Annex 4: Statement of Health - Individual Contractor**

**Annex 5: Financial Proposal Template**

**Annex 6: Inception Report Template**

**Annex 7: Recommended Structure (Outline) of Evaluation Report**

The length of the Report should not exceed 60 pages in total (not including annexes)

* Title and opening pages
* Table of contents
* List of acronyms and abbreviations
* Executive summary
* Introduction
* Description of the intervention
* Evaluation scope and objectives
  + Evaluation scope
  + Evaluation objectives
  + Evaluation criteria
  + Evaluation questions
* Evaluation approach and methods
  + Data sources
  + Sample and sampling frame (if applicable)
  + Data collection procedures and instruments
  + Performance standards
  + Stakeholder engagement
  + Ethical considerations
  + Background information on evaluators
  + Major limitations of the methodology
* Data analysis
* Findings
* Lessons learned
* Recommendations
* Conclusion
* Report annexes

**Annex 8: Ethical Code of Conduct for UNDP Evaluations**

Evaluators:

1. Must present information that is complete and fair in its assessment of strengths and weaknesses so that decisions or actions taken are well founded
2. Must disclose the full set of evaluation findings along with information on their limitations and have this accessible to all affected by the evaluation with expressed legal rights to receive results.
3. Should protect the anonymity and confidentiality of individual informants. They should provide maximum notice, minimize demands on time, and: respect people’s right not to engage. Evaluators must respect people’s right to provide information in confidence and must ensure that sensitive information cannot be traced to its source. Evaluators are not expected to evaluate individuals and must balance an evaluation of management functions with this general principle.
4. Sometimes uncover evidence of wrongdoing while conducting evaluations. Such cases must be reported discreetly to the appropriate investigative body. Evaluators should consult with other relevant oversight entities when there is any doubt about if and how issues should be reported.
5. Should be sensitive to beliefs, manners and customs and act with integrity and honesty in their relations with all stakeholders. In line with the UN Universal Declaration of Human Rights, evaluators must be sensitive to and address issues of discrimination and gender equality. They should avoid offending the dignity and self-respect of those persons with whom they come in contact during the evaluation. Knowing that evaluation might negatively affect the interests of some stakeholders, evaluators should conduct the evaluation and communicate its purpose and results in a way that clearly respects the stakeholders’ dignity and self-worth.
6. Are responsible for their performance and their product(s). They are responsible for the clear, accurate and fair written and/or oral presentation of study limitations, findings and recommendations.
7. Should reflect sound accounting procedures and be prudent in using the resources of the evaluation.

**Evaluation Consultant Agreement Form**

**Agreement to abide by the Code of Conduct for Evaluation in the UN System**

**Name of Consultant:** \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

**Name of Consultancy Organization** (where relevant)**:** \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

**I confirm that I have received and understood and will abide by the United Nations Code of Conduct for Evaluation.**

Signed at \_\_\_ on \_\_\_\_\_\_

Signature: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

1. Humanitarian Needs Overview (HNO) by UN OCHA/UNHCR/IOM-DTM as of August 2021 and updated in December 2021 [↑](#footnote-ref-2)
2. The twin-track approach combines mainstream programmes and projects that are inclusive of persons with disabilities as well as programmes and projects that are *targeted* towards persons with disabilities. It is an essential element of any strategy that seeks to mainstream disability inclusion successfully. Also, see chapter 9 of the Technical Notes. Entity Accountability Framework. United Nations Disability and Inclusion Strategy: <https://www.un.org/en/disabilitystrategy/resources> [↑](#footnote-ref-3)
3. http://www.unevaluation.org/document/detail/2866#:~:text=The%20UNEG%20Ethical%20Guidelines%20for%20Evaluation%20were%20first%20published%20in%202008.&text=This%20document%20aims%20to%20support,day%20to%20day%20evaluation%20practice. [↑](#footnote-ref-4)