 

**Terms of Reference**

**Individual Consultant (International)**

**Ref: IC-UNDP-22**

**Office: UNDP Libya**

**Description of the assignment: Final Evaluation of** “**Strengthening Local Capacities for Resilience and Recovery” Project**

**Project name: Strengthening Local Capacities for Resilience and Recovery” Project**

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

**Duty Station: Home-based**

**Period of assignment/services: 35 working days**

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

**Expected start date 15 April 2022**

Proposal should be submitted by email to [**tenders.ly@undp.org**](mailto:tenders.ly@undp.org) no later than **30th March, 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.

UNDP’s project “Strengthening Local Capacities for Resilience and Recovery” (SLCRR) funded by the European Union (EU) was designed in the context of a deeply divided society that is facing significant national and local-level challenges that hinder unity and peace. Progress has been made since the project’s commencement in October 2018, across the intra-Libyan dialogues of the peace process arising out of the First Berlin Conference on Libya, including forming a new unified transitional government (Government of National Unity – GNU) headed by Prime Minister Abdul Hamid Dbeibah under a mandate to administer the country until the national elections originally scheduled for 24 December 2021. However, this process has been stymied by the postponement of the elections and a contested process to establish a new interim government to replace the one established under the United Nations-supported process, following a vote by the House of Representatives in February 2022.

The project “Strengthening Local Capacities for Resilience and Recovery” (SLCRR) is part of the European Union (EU) programme “Recovery, Stability and Socio-Economic Development in Libya (RSSD) – (Baladiyati)”, funded under the EU Emergency Trust Fund for stability and addressing root causes of irregular migration and displaced persons in Africa.

The project is in line with the priorities of the Ministry of Local Government (MoLG) in the area of service delivery while ensuring a conflict sensitivity approach to Do No Harm so that project interventions to not exacerbate existing tensions, but mitigate them, thus contributing to local peacebuilding.

The project is closely coordinated with Libyan national institutions, such as the Presidential Council (PC) of Libya’s Government of National Unity (GNU), MoLG and other relevant authorities, including targeted municipalities and implemented in close cooperation with AICS (Italian Agency for Development Cooperation) and UNICEF (United Nations Children’s Fund).

The implementation of the current action is being closely coordinated with other on-going and planned activities under other EU Trust Fund for Africa programmes in Libya, particularly with activities under the programme "Managing mixed migration flows in Libya through expanding protection space and supporting local socio-economic development".

The Project’s Theory of Change assumes that:

**If** communities/individuals develop capacity to engage with the local governance (municipalities) then they feel empowered and if essential service delivery is provided, ensuring that livelihoods capital is preserved and capacities for local authorities are strengthened, **then** trust between the communities and the municipalities will be strengthened and the communities will be empowered to lead recovery and build resilience, and the population groups (host communities - including Internally Displaced Populations (IDPs) and returnees - as well as migrants and refugees) can effectively cope with and mitigate the risks of irregular migration and be strong drivers of resilience-building and development efforts.

The project aims at enhancing provision of basic services at local level and increasing access for most vulnerable groups from host communities, including internally displaced people (IDPs) and returnees, as well as migrants and refugees.

The project has two specific objectives:

1. Strengthening the capacities of municipalities in providing basic and social services, in municipalities most affected by migratory flows, for resilient local service delivery;
2. Improving access to quality basic and social services, in particular to the most vulnerable people living in the selected locations (including migrants, refugees, IDPs, returnees and host communities, especially women and girls).

The project aims to respond to the effects of the ongoing instability and difficult socio-economic conditions of the most vulnerable populations in Libya through strengthening local governance structures, with a focus on municipalities located along the migration routes. The project also recognizes that women’s participation is necessary for an inclusive local development planning that responds to the needs and concerns of all citizens.

The expected results include:

* Up to 20 municipalities with conflict mediation capacity strengthened
* 480 people participating in conflict prevention and peace building activities, including women, and where feasible migrants, refugees, IDPs, returnees
* 20 Institutions (National and local) and Non-State actors directly supported through capacity building on service delivery/social cohesion/gender
* Up to 20 municipalities supported for public service delivery
* Approximately 2 million people receiving access to enhanced social services, including IDPs, migrants and refugees.

The project is implemented directly by UNDP with focus on the following 20 municipalities:

* South (6): Brak Al Shati, Ghat, Murzuk, Qatroun, Sebha, Shweiref
* East (5): Ajdabiya, Bayda, Benghazi, Emsaed, Kufra
* West (7): Khoms, Mamoura, Maya, Sabratha, Zawiya South, Zawiya West, Zintan
* Greater Tripoli (2): Garabulli, Janzur

This evaluation builds upon the mid-term evaluation of the Strengthening Local Capacities for Resilience and Recovery (Output 00105858).

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| **PROJECT/OUTCOME INFORMATION** | | |
| **Project/outcome title** | “Strengthening Local Capacities for Resilience and Recovery” (SLCRR)  T05-EUTF-NOA-LY-05-02/T05.466  “Recovery, Stability and Socio-economic Development in Libya” | |
| **Atlas ID** | Award ID 00104158 Output 00112553 | |
| **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 | |
| **Region** | RBAS | |
| **Date project document signed** | 01 October 2018 | |
| **Project dates** | **Start** | **Planned end** |
| 01 October 2018 | 30 June 2022 |
| **Project budget** | EU contribution 18,000,000 EUR  estimated at 20,832,919.09 USD | |
| **Project expenditure at the time of evaluation** | 16,332,063.99 USD as of 15/03/2022 | |
| **Funding source** | EUTF | |
| **Implementing party** | UNDP Libya | |

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

The purpose of the evaluation is to assess the validity of UNDP Libya SLCRR project design (including Theory of Change), as well as the project’s relevance, effectiveness, efficiency, sustainability, and approaches to social inclusion during implementation. The evaluation will assess the intended and unintended outputs, outcomes and impact of the project on the target communities and make recommendations to enhance operational and programmatic effectiveness of similar initiatives in comparable situations and and coordinated, area-based programming moving forward.

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 SLCRR 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.

The end users of the evaluation results include UNDP management, programme and project staff, stakeholders and the donor. The evaluation will cover the entire project duration, from its beginning to the anticipated end date. The evaluation will be conducted over 35 working days period beginning on 15 April 2022. The evaluator will also take into account the findings of previous project evaluation.

The geographic locations to be covered within the scope of the evaluation include the municipalities benefitting from the project support, including Brak Al Shati, Ghat, Murzuk, Qatroun, Sebha, Shweiref, Ajdabiya, Bayda, Benghazi, Emsaed, Kufra, Khoms, Mamoura, Maya, Sabratha, Zawiya South, Zawiya West, Zintan, Garabulli, Janzur. The **project beneficiaries**, both direct an indirect, are the population in the catchment areas. As of mid-March 2022, the total number of beneficiaries stands at approximately **2 million people (male 50.5% and female 49.5%)** from public service sectors of WASH, health, education, youth and sports. The evaluation will cover the total project duration and will include all the project outputs and activities.

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| **Institution** | **Role** |
| EU | Donor, member of Steering Committee |
| Italian Agency for Development Cooperation (AICS) and UNICEF | Joint project “Baladiyati” coordination and implementing partners funded by EU,  members of Technical Committee and Steering Committee |
| MoLG | National local counterpart, member of Steering Committee |
| Municipalities, Mayors, Municipal Councils | Municipality level local counterparts for coordination, needs assessment and prioritisation |
| Public companies per sector (Sanitation company, General services company, etc.) | Municipality level technical local counterparts and end-users in charge of operation and maintenance of basic services that UNDP coordinate and hand over to |
| Municipality staff | Training participants on project management, e-archiving, reporting, gender and conflict sensitivity analysis |
| Community leaders, Mukhtar mahala, Municipal council members, Women’s group and Youth group leaders, Civil society activists | Local stakeholders for coordination, needs assessment, prioritisation and monitoring of project implementation process and post-results |
| General population in the target municipalities | Beneficiaries, participants, users of project deliverables |
| CTG | Third-party contractor – local coordinators and field engineers |
| Civil society organisations (CSOs) | 17 CSOs selected from call for proposal to implement community peacebuilding activities utilising low value grants and institutional trainings conducted by UNDP |

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.

1. **Relevance**

* To what extent was 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 was the project design (including the Theory of Change) coherent and relevant to the needs of the Libyan context, including the priorities and requirements of beneficiaries?
* To what extent has the project been appropriately responsive to political, legal, economic, institutional, etc., changes in the country, and the corresponding changing needs and priorities of partners and national constituents (men, women, and other groups) in areas of intervention?
* To what extent were the projects complementing other past, ongoing or planned interventions by other relevant national or international actors (UN agencies, international or national NGOs, government agencies, etc.)? Did any coordination or synergies take place?
* How is the project perceived among Libyan partners and Libyan stakeholders?
* ‘Leave no one behind’: To what extent does the project contribute to gender equality, the empowerment of women and the human rights-based approach? (Please see further questions in the ‘cross-cutting issues’ section below)

1. **Efficiency**

* To what extent have the UNDP project implementation strategy and execution been efficient and cost-effective?
* To what extent have resources been used efficiently—including the extent to which the coordinated approach had an improved effect on project financial/ human resource efficiency?
* To what extent were the project management structure and systems efficient in generating the expected results?
* To what extent do the M&E systems utilized by UNDP ensure effective and efficient project management?
* How efficiently was the fund flow managed at different levels? Were levels of subsequent fund disbursements comparable to the levels of physical progress made across the project? Was there flow of funds tracking, disbursement triggers and monitoring of physical progress?
* Did the Project provide value for money in terms of costs and benefits?

1. **Impact**

* To what extent did the intervention achieve the expected results? What, if any, alternative strategies would have been more effective in achieving the project objectives?
* In which areas does the project have the greatest achievements? Why and what have been the supporting factors? How can the project build on or expand these achievements?
* In which areas does the project have the fewest achievements? What have been the constraining factors and why? How can or could they be overcome?
* How have different stakeholders been involved in project implementation? To what extent are project management and implementation participatory? Specifically—to what extent were community voices incorporated effectively into local decision-making processes and sitting of interventions in areas of intervention? How could the project have given stronger voices to the local beneficiary communities?
* Were there any positive or negative unintended effects of the project?

1. **Effectiveness**

* Are the project activities and outputs clear, practical and feasible within its frame? Do they clearly address women, men and vulnerable groups?
* Was the project management effective in conducting an area-based and coordinated approach? Did the project management effectively build synergies across the components? Why or why not?

1. **Risk and Sustainability**

* Are there any social or political risks that may jeopardize sustainability of project outputs and outcomes?

1. **Sustainability of the Project**

* What is the likelihood that project interventions are sustainable? To what extent are targeted populations (including men, women, and vulnerable groups) likely to benefit from the project interventions in the long-term?
* Are there any social, environmental, or political risks that may jeopardize sustainability of project outputs?
* To what extent will financial and economic resources be available to sustain the benefits achieved by the project?
* Has the project’s partnership strategy been appropriate, effective and contributed to sustainable impact?
* To what extent do stakeholders support the project’s long-term objectives?
* What is the level of stated commitment or local ownership by the government and beneficiary community in sustaining the project benefits?

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

* To what extent have gender equality and the empowerment of women been addressed in the design, implementation and monitoring of the project?
* To what extent did the project implement its Gender Action Plan?
* To what extent has the project promoted positive changes in gender equality and the  
  empowerment of women? Were there any unintended effects?
* 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.)
* **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)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 can be used to map the data and triangulate the available evidence.

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.

Due to travel restrictions imposed globally and internally by the COVID-19 pandemic, the majority of work except for data collection on site will be done remotely (home-based) using different tools (Zoom, WhatsApp, Microsoft teams, etc.) to conduct the evaluation—as such, the evaluation will be primarily home-based. As such, 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 thirty-five (35) working days starting 15 April 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 15 April 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:

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| **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 | 7 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 | 8 days |  |
| Draft evaluation report | 7 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 | 9 days |  |
| Presentation to SLCRR | 1 day |
| **Total number of working days** |  | **35 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 SLCRR 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 SLCRR 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 35 working days as per the deliverables.

## REQUIREMENTS FOR EXPERIENCE AND QUALIFICATIONS

**I. Academic Qualifications:**

Master’s degree in Development Studies, International Relations, 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.

The evaluation exercise will be conducted by an independent consultant. He/she/they must have extensive experience in strategic programming of development assistance, preferably in the monitoring and evaluation of UNDP development, resilience and recovery and/or peacebuilding projects in fragile environments. Substantial experience with conducting remote evaluations, including within the context of COVID-19, is also required. 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 manage and supervise evaluation teams and ensure 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.

**Language:**

* Fluency in spoken and written English.

**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.

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| **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 40 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: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

| **Annex 9: Logical Framework**  **Intended Outcome as stated in the Programme Results and Resource Framework:**  Primary Outcome: Support local authorities in Libya to respond to the many conflict and human mobility induced challenges by strengthening the local resilience and recovery mechanisms | | | | | | | | | |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **UNSF outcome involving UNDP No. 3** By late 2020, 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 | | | | | | | | | |
| **Related Strategic Plan Development Solutions:** 1, 3 | | | | | | | | | |
| **Project title:** Strengthening Local Capacities for Resilience and Recovery | | | | | | | | | |
| **EXPECTED OUTPUTS** | **OUTPUT INDICATORS** | **DATA SOURCE** | **BASELINE** | | **TARGETS (by frequency of data collection)** | | | | **DATA COLLECTION METHODS** |
| **Value** | **Year** | **Year 1**  **(months 1-12)** | **Year 2**  **(months 13-24)** | **Year 3 (months 25-36)** | **Year 4**  **(months 37-45) (FINAL – Aggregated data)** |
| **Output:**  **Enhanced provision of basic services at local level and increase access for most vulnerable groups from host communities - including Internally Displaced Populations (IDPs) and returnees - as well as migrants and refugees**  1.1. Strengthen the capacities of municipalities in in providing basic and social services, in particular in municipalities most affected by migratory flows, for resilient local service delivery  1.2 Improve access to quality basic and social services, in particular to the most vulnerable people living in the selected locations (including migrants, refugees, IDPs, returnees and host communities). | 1.1.1. Number of municipalities with conflict mediation capacity strengthened | UNDP | 0 | 2018 | 8 | 16 | 20 | 20 | Project reporting and third-party monitoring |
| 1.1.2. Number of people participating in conflict prevention and peace building activities, including percentage of women, and where feasible migrants, refugees, IDPs, returnees, host communities | UNDP, partners reports | 0 | 2018 | 200  (20% women) | 400  (20% women) | 480  (20% women) | 480 | Project reporting, third-party monitoring and perception survey |
| 1.1.3 Number of Institutions (National and local) and Non-State actors directly supported through capacity building on service delivery / social cohesion/gender | UNDP | 0 | 2018 | 8 | 16 | 20 | 20 | UNDP reports, third-party monitoring |
| 1.1.4 Number of municipal and central government staff trained in providing basic services/social cohesion/gender | UNDP | 0 | 2021 | n/a | n/a | n/a | 100 | UNDP reports, third-party monitoring |
| 1.2.1. Number of municipalities supported for public service delivery (CPD indicator) | UNDP | 0 | 2018 | 12 | 20 | 20 | 20 | UNDP reports |
| 1.2.2 Number of people in targeted municipalities with improved access to public services [disaggregated by sex and where feasible migrants, refugees, returnees, host communities] | UNDP | 0 | 2018 | 500,000 (including 49% women, 30 % youth, 15% IDPs) | 1,200,000 | 1,600,000 | 2,000,000 | Project reporting and third-party monitoring |
| 1.2.3. Number of infrastructure works completed in target municipalities [disaggregated by sector] | UNDP | 0 | 2018 | n/a | n/a | n/a | 30 | Project reporting and third-party monitoring |
| 1.2.4 Number of equipment delivered in target municipalities [disaggregated by sector] | UNDP | 0 | 2018 | n/a | n/a | n/a | 724 | Project reporting and third-party monitoring |

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)