



## EVALUATION OF STRATEGIC PARTNERSHIP

(TERMS OF REFERENCE)

## 1) PURPOSE

The purpose of the evaluation is to constitute the basis for an extension and / or remodelling of the strategic partnership and take stock of both the performance of the UNDP Somalia programme in delivering key outcomes related to the Rule of Law (ROLS) and Governance programmes, and the performance of donors as outlined in the partnership documents and in line with standard Monitoring and Evaluation (M&E) requirements.

It is expected that the results of the evaluation will contribute to better informed decision-making in relation to the partnership and programme delivery, foster an environment of learning and promote greater accountability for performance. The evaluation should also lead to an improved understanding of the intended objectives, their status and the factors that influence or contribute to their change.

## 2) BACKGROUND & CONTEXT

The aim of the strategic partnership is to enhance the effectiveness and efficiency of UNDP and international support to Somali reconciliation and state building. The partnership aims at a more strategic focus on key priority areas, efficiency gains for UNDP and donors, increased flexibility and a more predictable flow of funding.

Under the overall goal of reconciliation, stability and improved governance and rule of law in Somalia, the partnership is focused on three programmatic outcomes:

- (i) State building: Functioning state capacities at federal, state and local level for policy making, planning and oversight, including adoption and initial implementation of early recovery strategies (mainly addressed by ETA, Quest and SICAD project, SISP project being evaluated separately)
- (ii) Reconciliation, Constitution and Electoral Processes: Constitution, reconciliation and national governance processes and electoral system founded on democratic principles (mainly addressed by Constitutional Dialogue project)
- (iii) Rule of law and Security: Rule of law, access to justice and security strengthened with competent civilian police force, judiciary and custodial corps in compliance with international human rights standards (ROLS project)

These outcomes derive from the UNDP Results and Resources Framework for Somalia 2007 and 2008. They address the priority challenges in Somalia of creating an enabling security environment, promoting reconciliation and state building. Together these outcomes will create the foundations and environment for the successful implementation of wider poverty reduction programmes and the achievement of the Millennium Development Goals (MDGs) in Somalia. These outcomes also reflect the DAC Principles for Good International Engagement in Fragile States.

### **3) OBJECTIVE AND SCOPE**

The objective of the evaluation is to assess the impact, effectiveness and efficiency of the strategic partnership arrangements between UNDP and donors and how the results achieved by the UNDP Somalia Country Programme contribute, together with the assistance of partners, to a change in development conditions within Somalia.

The scope of the evaluation will encompass the review of the following aspects of the partnership:

- a) Evaluation of the partnership arrangement
- b) Evaluation of the programmes covered under the partnership frameworks

Overall the evaluation will focus on intended objectives and outcomes and the extent to which the partnerships, programmes, soft assistance, partners' interventions and synergies among partners contributed (or not) to the achievement of these.

#### **a) Evaluation of the partnership arrangements**

The evaluation of the partnership arrangement will entail a detailed review of the managerial aspect of the partnerships and their effect on UNDP programming in Somalia. The evaluation team will be expected to review the "added value" of the partnership arrangements and the related issues of efficiency and effectiveness. The findings of the evaluation will form a basis for the extension and / or remodelling of the strategic partnerships.

More specifically the evaluation of the partnership frameworks will focus on:

- Assessing whether the partnership arrangements have contributed to increased efficiency and effectiveness in aid delivery to Somalia
- Assessing of the performance of the donors in delivering defined partnership inputs for e.g. funding, technical expertise etc.
- Assessment of financial resources provided for the partnership: was the allocated amount sufficient to achieve intended outputs and outcomes
- Assess the capacity of UNDP and its partners to manage and absorb new funds; expand existing projects and start new ones
- Assessing whether the partnership framework provided the necessary flexibility to adapt strategy and activities to a constantly changing programme implementation environment;
- Assessment of complementarity of UNDP's programmes with other projects in different sectors/implemented by different agencies, Non-state actors etc.
- Assessment of UNDP's approach to risk management (especially political and security risks) and scenario planning and its implementation both at the partnership and programme level and provide recommendations on ways that it can be strengthened.
- Assessment of UNDP and donors in terms of accountability over funds and project/ programme direction in the Somali context

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- Assessment of M&E systems of UNDP and donors in order to identify a common system that can be used by all partners
- Assessment of the use, efficiency of management/coordination structures (i.e. steering committees etc) and how they relate to other coordination bodies
- Assessment of constraints
- Compilation of useful lessons learned;
- Draw attention to any other significant issues and concerns of relevance to the life cycle of the partnership.
- Recommendations on the way forward

### **b) Evaluation of the Programmes**

This aspect of the evaluation will focus on reviewing the progress to date in implementing the programmes funded through the partnership in order to assess how they are contributing to the delivery of the overall objective (programmatic outcomes) of the partnership framework.

In specific terms, the evaluation of the ROLS and Governance programmes is intended to cover the following:

- Assess the implementation strategy as outlined in the programme and partnership documents and the extent to which it was effective in facilitating quality delivery of programme objectives;
- Assess whether the intended programme objectives (outcomes) were relevant, appropriate and strategic to national goals, UNDP mandate and the Reconstruction and Development Plan. If the planned outcomes have been changed, how, why and under what circumstances has this happened?
- Assessment of UNDP's contribution to the progress towards or achievement of the outcomes;
- Assess the performance of partner institutions in delivering project outputs and outcomes as per overall Project and Country specific work plans;
- Assessment of expenditures to achieve defined outputs and outcomes; were the actions to achieve the outputs and outcomes efficient?(see efficiency definition in OECD DAC Glossary)
- Harmonisation of the DFID log-frame and UNDP results framework including the completion of DFID Project Completion Report (PCR)
- Assessment of constraints if any which may have affected programme implementation and corrective measures undertaken;
- Are programmes based on a Conflict analysis? Are they frequently updated?
- Are programmes conflict sensitive?
- Compilation of useful lessons learned from the evaluation;
- Draw attention to any other significant issues and concerns of relevance to the life cycle of the programmes;
- Recommendations on the way forward;

#### 4) EXPECTED OUTPUT

The evaluation exercise will lead to the preparation of a report that describes the evaluation and puts forward the evaluators' findings, implementable recommendations and lessons learned and devises a strategy for way forward in relation to the partnership arrangement. The presentation of results is to be intrinsically linked to the evaluation issues, establishing a flow of logic development derived from the information collected.

#### 5) EVALUATION PROCESS & METHODOLOGY

The evaluation exercise will be carried out in three phases described in the table below. *(Please refer to Annex A for the detailed implementation schedule)*

Phase	Activities
1) Inception Phase	<p>Background study on the project (before arriving in Nairobi);</p> <p>Team leader develops an evaluation work plan with the team members in Nairobi, including travel schedule to Somalia</p> <p>Briefing sessions with the key staff within UNDP, DFID, Norway, Sweden, Denmark, USAID and EC in Nairobi</p>
2) Implementation phase	<p>Field Consultations with UNDP sub-office staff, collaborating partners and relevant stakeholders</p> <p>Information (data) collection</p>
3) Closing Phase	<p>Preparation and presentation of the evaluation report</p>

The evaluation team will prepare an Inception report during the first week of the assignment. The Inception report will operationalize and direct the evaluation and will describe how the evaluation is to be carried out, bringing refinements, specificity and elaboration to these terms of reference. The Inception report will also specify which methods of assessment of results will be used along with a work plan and time schedule. A Reference Group (RG) comprising the Donors and UNDP with an advisory mandate will be established. The Inception report will be reviewed by the RG and based on its

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recommendation approved by UNDP and act as the agreement between parties for how the evaluation is to be conducted.

The Inception report will address the following reporting elements:

- Overview of Program/project
- Expectations of Evaluation
- Evaluation Methodology
- Evaluation Framework
- Roles and Responsibilities
- Work Scheduling
- Information Collection and Analysis
- Reporting

The RG will provide inputs to the evaluation team at all three stages of the evaluation process i.e. at the inception stage by reviewing the inception report, at the implementation stage by providing information/data and finally the closing phase by reviewing the evaluation report.

The evaluation team leader will work under contract with and report to UNDP which will support in arrangement of meetings and visits to field offices, and coordinate inputs from UNDP and donors to the team. UNDP will provide a designated focal person within UNDP Somalia to which the team-leader will report. Logistical support will be provided by UNDP CO.

A final evaluation report should be submitted no later than two weeks after the completion of the evaluation.

### **6) PRINCIPLES & QUALITY**

- Methods of assessment of results should be specified,
- There should be transparency about data sources used, and their weaknesses and strengths, and how this affects the soundness of the findings.
- Findings should be evidence-based.
- Information should be cross-checked (triangulated)
- There should be logic coherence between evidence presented, findings, conclusions and recommendations.
- Inclusiveness of views should be considered: meaning that stakeholders are given the opportunity to comment on findings, conclusions, recommendations and lessons learned. Moreover, the evaluation report reflects these comments and any substantive disagreements.
- The evaluation report should knowledge any constraints and limitations that have impacted the evaluation.
- Attribution and contributing factors should be addressed.

The evaluation is expected to be carried out in line with UNEG evaluation standards particularly standards 3.16 - 4.18 and the DAC Evaluation quality Standards.

## **7) EVALUATION RESOURCES**

The following documents will be made available to the evaluation team, among others:

- Partnership Documents (including EC standard contribution agreement)
- Country Programme Document
- Rule of Law and Security Programme Document
- Governance and Reconciliation Programme Document
- UN Transitional Plan for Somalia (UNTP)
- Somalia Reconstruction and Development Plan (RDP)
- Donor Country Strategy papers
- Partnership Reports
- Project Reports
- Annual work plans 2006-2008
- Any other relevant documents to be provided by partners
- Interviews with stakeholders

## **8) QUALIFICATIONS OF TEAM MEMBERS**

The evaluation will be carried out by a team composed of (a) a senior consultant (Head of Mission), three international evaluation experts and one national evaluation expert. The Team Leader should ideally be familiar with the work of the team members.

The evaluation Team Leader is expected to be:

- A reliable and effective team leader possessing extensive experience in conducting evaluations and a proven record delivering professional results
- Postgraduate degrees in Political Science, Public Administration, law, Development Studies, or any relevant social science field
- Individual professional experience of at least 10 years in project design, implementation, appraisal and evaluation
- General background in capacity building, peace building, social policy and social change analysis, in particular with post conflict countries
- Proven ability to work in sensitive political, professional and cultural environments and to establish rapport with a broad range of actors and agencies-government and donors;
- Acquainted with UNDP's results-based management orientation and practices and / or familiarity with DFID/EC/USAID/NORAD/SIDA systems and procedures preferable. Strong evaluation experience a must.
- Experience in the region
- Good report writing skills, with particular strength in producing reader-friendly, plain English documents

*Please refer to Annex 2 for details regarding the required Qualifications for the International Evaluation Experts and the National evaluator*

**9) DURATION**

The evaluation exercise will be carried out over a period of 4 weeks and is expected to begin during the first week of May 2008. However the timeframe for the evaluation may be revised based on the inception report and discussion with the evaluation team.

**10) FEES**

The Evaluation team will be paid consultancy fees based on experience and expertise. The payment of the fees to the team will be subject to the presentation of a satisfactory report.



**ANNEX 1****PROPOSED IMPLEMENTATION SCHEDULE**

<b>Week 1: Nairobi (Monday – Friday)</b>		
<b>Activity</b>	<b>Inputs</b>	<b>Outputs</b>
<p>Meetings with UNDP Somalia and donor representatives</p> <p>Review of background documentation and compilation of initial findings</p>	<p>Information on UNDP Somalia country programme and partnership with donors.</p> <p>Briefing on the scope of the evaluation</p> <p>Background information on the programmes and projects.</p> <p>Annual work plans</p> <p>Relevant background information from donors.</p> <p>Donor Country Strategy papers for Somalia Partnership Document</p> <p>Country Programme Document</p> <p>Rule of Law and Security Programme Document</p> <p>Governance and Reconciliation Programme Document</p> <p>UN Transitional Plan for Somalia (UNTP)</p> <p>Somalia Reconstruction and Development Plan (RDP)</p> <p>Partnership Reports</p> <p>Project Reports</p> <p>Annual work plans 2006-2008</p>	<p>Evaluation work plan</p>
<b>Travel to South Central (Sunday) – TBD by team leader</b>		
<b>Week 2: Hargeisa (Monday – Thursday)</b>		
<p>Meetings with key UNDP sub-office staff and government counterparts</p> <p>Visit to project sites</p>	<p>Project updates</p> <p>Meeting to be scheduled and transport provided by UNDP</p> <p>Visits to be arranged by UNDP sub-office staff.</p>	<p>Information on Somaliland collected</p>
<b>Travel to Puntland (Saturday) – TBD by team leader</b>		
<b>Week 3: Garowe (Saturday – Monday)</b>		

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Meetings with key UNDP sub-office staff and government counterparts	Project updates	Information on Puntland collected
Visit to project sites	Meeting to be scheduled and transport provided by UNDP	
	Visits to be arranged by UNDP sub-office staff.	
<b>Travel to South Central (Tuesday) – TBD by team leader</b>		
<b>Week 3: Baidoa (Wednesday – Sunday)</b>		
Meetings with key UNDP field-office staff and government counterparts	Project updates	Information on South Central collected
Visit to project sites	Meeting to be scheduled and transport provided by UNDP	
	Visits to be arranged by UNDP field-office staff.	
<b>Travel to Kenya (Monday) – TBD by team leader</b>		
<b>Week 4: Nairobi (Tuesday – Friday)</b>		
Compilation of evaluation report	Field visits, meetings and discussions with key stakeholders, background documentation	
Presentation of evaluation report to UNDP and donor representatives	UNDP to arrange conference facilities	Evaluation report
Submission of final evaluation report		

## **ANNEX 2**

### **Required Qualifications for the Evaluation Experts**

#### **International Judiciary and Security Sector Evaluation Expert**

- Masters Degree in law;
- Minimum 7 years of overseas experience in a post-conflict/development context preferably in the areas of justice, security sector or governance policy development and within UNDP/other UN agencies system or DFID, EC, NORAD or USAID;
- At least 10 years of experience in justice and security sector development and judicial reform programmes (policy, capacity building, advocacy);
- Knowledge and experience with formal and informal judiciary systems
- Experience in evaluation and M&E mechanisms ;
- Initiative, ability to work independently, sound judgment and good interpersonal skills;
- Experience and knowledge of the socio-political context of Somalia would be an asset, in particular in relation to the justice and security sector.
- Proven ability to work in sensitive political, professional and cultural environments
- Familiarity with evaluation standards and principles;
- Familiarity with results-based management concepts and the logical framework approach;
- Ability to communicate in Somali or Arabic language would be an asset;
- Ability to present information in transparent and comprehensive manner
- Excellence in both written and conversational English;

#### **International Law Enforcement/DDR Evaluation Expert**

- Masters Degree in law, public affairs or international developments studies, or related background
- Minimum 7 years of overseas experience in a post-conflict/development context preferably in the areas of law enforcement and within UNDP/other UN agencies system or DFID, EC, NORAD or USAID; (capacity building, institution development, policy, advocacy);
- At least 10 years of experience in reporting, monitoring and evaluation of the projects at the macro level
- Knowledge and experience in the evaluation of law enforcement and DDR projects;
- Initiative, ability to work independently, sound judgment and good interpersonal skills;
- Experience and knowledge of the socio-political context of Somalia would be an asset, in particular in relation to the security sector;
- Proven ability to work in sensitive political, professional and cultural environments

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- Familiarity with evaluation standards and principles;
- Familiarity with results-based management concepts and the logical framework approach;
- Ability to communicate in Somali or Arabic language would be an asset;
- Ability to present information in transparent and comprehensive manner;
- Excellence in both written and conversational English;

### **International Institution Building Evaluation Expert**

- Masters Degree in relevant social science area, preferably related to governance and/or capacity development
- Minimum 7 years of overseas experience in a post-conflict/development context preferably in the areas of Institution Building and within UNDP/other UN agencies system or DFID, EC, NORAD or USAID;;
- At least 10 years of experience in areas relevant to governance, implementation of reform, institutional development, social change
- Knowledge and experience in the evaluation of Governance and capacity building projects;
- Strong experience in assessing an institutional change/capacity focused project in terms of core project implementation issues.;
- Initiative, ability to work independently, sound judgment and good interpersonal skills;
- Experience and knowledge of the socio-political context of Somalia would be an asset, in particular in relation to institutional and capacity development issues;
- Proven ability to work in sensitive political, professional and cultural environments
- Familiarity with evaluation standards and principles;
- Familiarity with results-based management concepts and the logical framework approach;
- Ability to communicate in Somali or Arabic language would be an asset;
- Ability to present information in transparent and comprehensive manner;
- Excellence in both written and conversational English;

### **National Expert/Evaluator**

- University degree in political science, public administration or relevant field;
- Extensive Experiences in conducting evaluation of development projects;
- Familiarity with evaluation standards and principles;
- Proven ability to work in sensitive political, professional and cultural environments
- Good English language skills and, preferably, ability to speak Somali or Arabic
- Excellent knowledge of the Somalia Context