  

**Terms of Reference**

**Ref: IC-UNDP-22-XX**

**Office: UNDP Libya**

**Description of the assignment: Project Evaluation of LOCAL ELECTIONS PROJECT (LEP)**

**Project name: LOCAL ELECTIONS PROJECT (LEP)**

**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**](about:blank) no later than **XX, 2022, at 11:00** **hours Tripoli**, **Libya** time ref. [www.greenwichmeantime.com](about:blank).

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](about:blank). 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.[[2]](#footnote-3) 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

Through support to the Central Committee for Municipal Council Elections (CCMCE), the designated body responsible for Local Elections, the project will contribute to the timely planning, preparation and conduct of inclusive and peaceful municipal elections across Libya. The project’s overall goal is the building of capacity of Libya’s transitional governance structures and facilitating citizens’ participation in democratic processes at local level, with the key outputs of (1) supporting credible and peaceful municipal council elections and (2) facilitating democratic participation before and after elections. In the very early stages of the project, the project has been in fact been transforming from an electoral assistance project into a Local Elections & Local Governance project. Additional direct support to newly elected councils should increase citizens’ participation in between elections to boost interest in local governance and local democratic processes. The project extension will be implemented by UNDP under the overall guidance of the UNSMIL and within the context of the integrated UN Electoral Assistance Team, and under the leadership of a Chief Technical Advisor (CTA). The main beneficiaries are Central Committee for Municipal Council Elections (CCMCE), as well as elected municipal councils. The project contributed to gender equality, through our direct work with women councillors in collaboration with UN Women, as well as through specific awareness raising products for women participation in the voter and civic education campaign.

The Local Elections Project was established in 2018 following the request of the CCMCE. Key international partners as the European Union, France, Germany, Italy, Libya the United Kingdom, and more recently the Czech Republic, have contributed a total of USD 10 million. The project has been regularly extended, so far the project life span runs until December 2022 but it is expected to be continued beyond 2022 considering its ongoing essential and non-concluded main objectives.

Holding of local elections and the support envisaged through this project including the support to newly elected municipal councils are in line with the Sustainable Development Goals (SDGs), and in particular, SDG Goal 16, which calls on Member States to “Promote peaceful and inclusive societies for sustainable development, provide access to justice for all, and build effective, accountable, and inclusive institutions at all levels”. This is particularly relevant in the Libya context and sets the basis for UNDP’s electoral programming. Target 6 of SDG 16 commits to “develop effective, accountable and transparent institutions at all levels” while Target 7 sets to “ensure responsive, inclusive, participatory and representative decision-making at all levels”. These goals recognize and demonstrate the importance of strengthening participatory, inclusive, and accountable decision-making and institutions for the achievement of peaceful and sustainable development outcomes. In addition, through its interventions on voter and civic education, the project also contributes to SDG 5 on the full and effective participation of women in political processes.

Local elections are also part of the wider local governance strategy of UNDP and our international partners during previous years. Partners have recognized that as long as there are no substantial changes at national level through national democratic elections and a change of the political elite, that the municipal level needs to be strengthened as this is the level relevant for service delivery to the citizens and as such the most relevant support level to engage with. The creation of legitimacy through credible elected councils is a cornerstone for the work at local level.

Also UNDP's strategic plan 2022 - 2025 covers the key project objectives including through its signature solutions governance and gender equality. The CCMCE had resumed elections and conducted between August 2020 and April 2021 a total of 18 council elections including in six larger Tripoli municipalities. Nine were conducted in the first half of 2021. The Post-War context following the withdrawal of LNA forces from Tripoli mid 2020 however had left many municipalities with major internal tensions and led to the interference of militias disrupting elections in at least three cases leading to complaints, partial or total cancellation and reiteration of electoral processes. Specifically in larger Tripoli municipalities, voter participation went down to a low of 20%. To address these challenges, the project supported the CCMCE to review its overall approach to run credible elections with a major lessons learned workshop in March 2021, producing recommendations across all major thematic areas including the legal framework, electoral security and conflict prevention, improve registration processes, refocus voter and civic education, and employ additional IT elements. Four joint weekly thematic task-forces were employed to prepare for the conclusion of the second generation of council elections. The arrival of the Government of National Unite (GNU), changes in the CCMCE leadership, lack of funding during 2021, further amendments of the legal framework for local elections, and finally a national re-prioritization on national elections impeded CCMCE to advance despite its operational readiness.

The project support to the newly elected councils involved all 2020 and 2021 16 newly elected and sworn-in councils. The project support rolled out module 1, 2 and partially module 3 with these municipalities, focussing on the ‘democratic representation’ and the role and functions of elected official at municipal level, and fostering a particular understanding of how to develop a communication and dialogue with their citizens. During the year, more attention was given to strengthen the role of female municipal councillors.

As a follow up to the ‘municipal sub-track of the Libyan Political Dialogue Forum (LPDF)’, developed with UNSMIL in bringing together mayors from across Libya before the first physical meeting of the LPDF in November 2020, the project conceived and launched in the second half of 2021 the ‘municipal dialogue’, promoting horizontal and vertical dialogue on matters of local governance and decentralisation.

Another novelty in 2021 has been the new partnership and engagement with the National Planning Council on the reunification of institution file, a mandate of the NPC. The split of the country since 2014 left around 140 Libyan institutions divided. Following a high-level workshop with personalities from across Libya, UNDP in cooperation with UNSMIL will support the NPC to foster the unification of institutions as part of the larger objective to promote Libyan reconciliation efforts.

The project will refocus in 2022 - 24 to Libyan institutions by further expanding its support to local governance specifically further supporting Libya’s decentralisation process, by more closely supporting the Ministry of Local Governance and the High Council of Local Administration in their efforts to increase the capacity of municipal councils and their core administration following the new transfer of municipal competencies, as well as by further promoting democratic participation of citizens during the mandate of elected councils, and through the support to the Central Committee of Local Elections to conclude the second-generation of local elections. The project contributed to gender equality, among others through specific awareness products for increasing women participation in local elections, and through a specific focus on elected female councillors in our support to newly elected councils

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| **PROJECT/OUTCOME INFORMATION** | | |
| **Project/outcome title** | **LOCAL ELECTIONS PROJECT (LEP)** | |
| **Atlas ID** | **00011614** | |
| **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** |  | |
| **Project dates** | **Start** | **Planned end** |
| 01 April 2018 | 30 December 2022 |
| **Project budget** | **$10,400,000 USD including EU funding** | |
| **Project expenditure at the time of evaluation** | **$5.054.580** | |
| **Funding source** | Czech Republic, EU, France, Germany, Italy, Libya and UK | |
| **Implementing party** | UNDP Libya | |

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

##### **Evaluation purpose, scope and objectives:**

The evaluation consultant will conduct an independent interim evaluation exercise of the LEP with regard to its support to the CCMCE preparing and conducting 40 municipal council elections across Libya and supporting newly elected municipal councils in collaboration with the key stakeholders (UNDP, municipal councils / mayors, more recently the Ministry of Local Governance, and donors). The geographical skope of the project’s work was all Libya, although Libya’s division until 2021 limited to a certain extent our activities.

**Purpose**

The project has been implemented from May 2018 to the present and the evaluation will focus on the entire implementation period to date. UNDP commissions evaluations to capture and demonstrate evaluative evidence of its contributions to development results. This evaluation is carried out under the UNDP Evaluation Policy[[3]](#footnote-4) and the UNDP evaluation guidelines[[4]](#footnote-5). The purpose of the evaluation is to provide UNDP, project partners and stakeholders with an overall independent assessment of the performance of the electoral support project. This will provide evaluative evidence of the relevance, effectiveness, efficiency and sustainability of current programme, which can be used by UNDP and its partners to strengthen existing programmes and to set the stage for new initiatives. The evaluation serves an important accountability function, providing national stakeholders and partners in Libya with an impartial assessment of the results of UNDP governance support in line with national priorities, corporate strategies and UN electoral assistance policies.

In assessing the degree to which the project met its intended outcomes and results, the interim evaluation will provide key lessons about successful implementation approaches and operational practices, as well as highlight areas where the project performed less effectively than anticipated and/or in which other areas the project could potentially expand into to reach its objectives.

The results of the interim evaluation will draw lessons that will inform, CCMCE, donors, UNDP, Ministry of Local Governance and the High Council of Local Administration as the key stakeholders on the performance of the project. The evaluation will generate knowledge from the implementation of the project and reflect on challenges and lessons learnt. It will also propose actionable recommendations for future programming related to the next phase of the electoral support project.

The interim evaluation will specifically focus on the following:

* An in‐depth review of implementation of various project outcomes and outputs outlined in the project document with a view to identifying the level of achievement as well as an analysis of factors in case the set benchmarks were not fulfilled.
* Review the extent by which the project has contributed to gender equality and women’s empowerment and other cross-cutting issues addressed during project planning and implementation.
* Assess the quality of partnerships, national ownership, and sustainability vis‐à‐vis the strategy in the project document, identify if they were gaps and document a lesson for future referencing.
* Extent of intended and unintended changes in development (condition/outcome) between the completion of outputs and achievement of impacts
* Review the oversight, reporting and monitoring structures designed to support the project strategies
* Extract the lessons learned and best practices that can be considered in planning and design of an amended future phase and recommendations that can be applied in projects with the same nature.

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 LEP implementation strategy has been responsive to the emerging needs and priorities of CCMCE, 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 CCMCE remained involved in project implementation?

e) To what extent has the project been appropriately responsive to citizen needs during the electoral cycle?

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 LEP 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 LEP initiatives for institutional strengthening of stakeholders such as capacity building initiatives of CCMCE staff and municipalities.
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? [[5]](#footnote-6)

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 to 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.

Consultancy is home-based using different tools (Zoom, WhatsApp, Microsoft teams, etc.) to conduct the evaluation. 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 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:

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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 | 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 LEP | 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 LEP 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.

UNDP LEP 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.

**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:**

* 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.

## Documents to be included When Submitting the Proposals

Interested individual consultants must submit the following documents/information to demonstrate their qualifications:

1. **Letter of interest** and availability using the standard template.
2. **Cover letter** explaining why you are the most suitable candidate for the advertised position and a brief methodology on how you will approach and conduct the work (if applicable).
3. **Technical Proposal:**
4. Provide a brief methodology on how they will approach and conduct the work
5. Confirmation of availability to provide services within the stipulated timeframe
6. **Financial proposal**

The financial proposal shall specify a total lump sum amount, and payment terms around specific and measurable (qualitative and quantitative) deliverables (i.e. whether payments fall in instalments or upon completion of the entire contract). Payments are based upon delivery of the services specified in the TOR. In order to assist the requesting unit in the comparison of financial proposals, the financial proposal will include a breakdown of this lump sum amount.

The Consultant will be responsible for all personal administrative expenses associated with undertaking this assignment.

1. Personal CV including experience in similar activities and at least 3 references.

## EVALUATION

Individual consultants will be evaluated based on the following methodologies:

* Only those applications which are responsive and compliant will be evaluated.
* Offers will be evaluated according to the Combined Scoring method – where the technical criteria will be weighted at 70% and the financial offer will be weighted at 30%.
* Only candidates obtaining a minimum of 49 points (70% of the total technical points) would be considered for the Financial Evaluation.
* The financial proposal shall specify an all-inclusive lumpsum payment linked to deliverables.
* The top applicant with the Highest Combined Scores and accepted UNDP’s General Terms and Conditions will be awarded the IC contract.

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| --- | --- | --- |
| **Evaluation criteria** | | |
| **Technical Evaluation** | | 70 POINTS |
| Academic Requirement | Master’s degree in Development Studies, Governance, Elections, Peace and Conflict Studies, Gender, Public Policy and Management/ Administration, or any other relevant social science degree | 10 |
| Experience | Extensive experience in programme /project evaluation, of which at least five years should be in conflict or post-conflict/ fragile or ‘in transition state contexts | 10 |
| Good knowledge of the UNDP Evaluation Policy, experience applying UNDP Results Based Evaluation Policies and Procedures, good knowledge of the UNDP DIM/NIM Guidelines and Procedures, experience applying participatory, gender-sensitive, and mixed methods evaluation methods of relevant development, stabilization, governance and/or peacebuilding projects, experience conducting remote evaluations and using technology effectively to do so, demonstrable analytical skills | 10 |
| Adequate Methodology and work plan (Evaluation matrix, techniques for gathering and analyzing gender sensitive qualitative and quantitative data) | 20 |
| Technical knowledge of development and peacebuilding, as well as cross-cutting issues (gender equality, conflict sensitivity, disability, human rights, etc.) in Libya or similar contexts | 10 |
| Excellent English writing and communication skills; (samples of reports) | 10 |
| **Financial Evaluation** | | **30 POINTS** |
| Candidates obtaining a minimum of 49 points over 70 points would be considered for the Financial Evaluation - 30 points  Lowest Price will be qualified with the maximum of 30 points. Higher prices will be qualified according to the following calculation:  **FE = LFP x 30**  **FPi**  FE = Financial Evaluation  LFP = Lowest Financial Proposal  FPi = Financial Proposal of bidder i | |  |
| **Technical + Financial Evaluation** | | **MAX 100 POINTS** |

**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’.[[6]](#footnote-7)

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/](about:blank)).

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](about:blank)

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](about:blank): [http://www.unevaluation.org/document/detail/2866](about:blank)

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](about:blank) ([http://www.unevaluation.org/document/detail/1452](about:blank))

**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: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

1. Humanitarian Needs Overview (HNO) by UN OCHA/UNHCR/IOM-DTM as of August 2021 and updated in December 2021 [↑](#footnote-ref-2)
2. Libya Common Country Analysis (2022), The Libyan Ministry of Youth expanded the youth age group up to 39 years. [↑](#footnote-ref-3)
3. http://web.undp.org/evaluation/policy.shtml [↑](#footnote-ref-4)
4. <https://www.undp.org/accountability/evaluation> [↑](#footnote-ref-5)
5. 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](about:blank) [↑](#footnote-ref-6)
6. 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-7)