

**Terms of Reference**  
**Individual Consultant (International)**  
**Ref: IC-UNDP-22-008**

---

<b>Office:</b>	<b>UNDP Libya</b>
<b>Description of the assignment:</b>	<b>Final Evaluation of Stability, Unity, and Social Cohesion (SUSC) Project</b>
<b>Project name:</b>	<b>Stability, Unity, and Social Cohesion (SUSC)</b>
<b>Type of Appointment:</b>	<b>Individual Consultant (International)</b>
<b>Duty Station:</b>	<b>Homebased</b>
<b>Period of assignment/services:</b>	<b>40 working days</b>
<b>Payment arrangements:</b>	<b>Lump Sum (payments linked to deliverables)</b>
<b>Expected start date</b>	<b>April 01, 2022</b>

---

**I. Background and Context**

UNDP Libya's Stability, Unity, Social Cohesion (SUSC) project 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 July 2020 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.

Protracted political instability and a deteriorating security situation following the 2011 revolution and resulting civil wars have impacted the public infrastructure and living conditions in the country. 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). An overdependence on oil resources and the undiversified economy has further exacerbated the situation, with an estimated 19.4% unemployment rate in 2020.<sup>1</sup> According to past UNDP SFL perception surveys conducted by Voluntas, Libya's poor governance record, the prolonged conflict, and political division have fostered nation-wide distrust and dissatisfaction in the government. Within this context, marginalized groups are at risk of being left behind – in particular young men and women who are largely excluded from decision-making processes and face limited opportunities for gainful socio-economic opportunities in the formal economy.

The SUSC project aims to promote a coherent and coordinated approach to enhancing local stability, national unity and social cohesion. In July 2020, this 'pilot project' to a strategic and area-based UNDP Libya programming approach formally integrated three existing complementary projects under the umbrella of the SUSC project: the Stabilization Facility for Libya (SFL), Toward National Reconciliation in Libya (TNRL), the Local Elections Project (LEP) supporting the Central Committee for Municipal Council Elections (CCCME) and newly elected municipal councils targeting various municipalities, while introducing a new project on Preventing Violent Extremism (PVE) targeting youth and marginalized groups in Kufra, Zuwara, Sebha, Murzuq, Bani Walid, Ghat, and Misrata. In doing so, UNDP sought to enhance synergies and leverage each of the four project components towards the success of the others, ultimately

---

<sup>1</sup> World Bank, 2021, <https://data.worldbank.org/indicator/SL.UEM.TOTL.ZS?locations=LY>

deepening UNDP's impact in targeted communities that have been affected by national and local-level conflict and prolonged instability and amplifying the sustainability of its initiatives.

Libya lacks a National Development Plan, as such there is no clear national vision for sustainable development against which to compare the SUSC project, which aligns with SDG 5, 9, and 16 (UNSF 2019-2022 Libya Evaluation Finding Summary).<sup>2</sup> Through supporting inclusive governance and greater civic engagement—including of women and youth—the project contributes to the promotion of civic, social and economic rights and gender equality in Libya. However, the project is relevant to and aligned with key national strategies and priorities, including the Law 59 on decentralization and transfer of competencies from national to local-level government, the national reconciliation strategy developed in 2019, The Libyan Political Dialogue Forum (LPDF) [roadmap for the preparatory phase of a comprehensive solution](#) (based off of the 2015 Libyan Political Agreement) identified national reconciliation, decentralization of local governance and enabling local institutions and municipalities to carry out their duties, and the reunification of state institutions as key priorities for the transitional period. Furthermore, the Libyan Counter-Terrorism (CT) strategy created in 2020 includes a Prevention of Violent Extremism (PVE) component.

The SUSC project seeks to deliver the following outcomes and outputs:

**Outcome 1: Local communities are increasingly stable following local elections and confidence in democratic governance/elections increases**

*Output 1.1: Public trust and confidence in the elected officials increased through improved basic services and enhanced government capacity to manage socioeconomic affairs*

*Output 1.2: Municipal Council members supported to promote democratic principles of governance, including representing the will of their electorate*

**Outcome 2: Space for local dialogue and social cohesion is created and maintained. Municipal governments are better connected to national reconciliation efforts. Social cohesion and peaceful environments are strengthened through education, counter messaging, cross-border cooperation, and municipal PVE strategies.**

*Output 2.1: Mediation opportunities, tools and mechanisms (including the Network of Local Mediators, SFL Local Peace Committees and LEP conflict prevention platforms) are strengthened to more effectively mitigate tensions and reach consensus within and between communities*

*Output 2.2: Municipal Councils and government institutions are sensitized to act as a local conduit for national level reconciliation efforts*

*Output 2.3: Civil society empowered to engage in social cohesion and peace building initiatives*

*Output 2.4: Conditions that contribute to violent conflict are targeted through early child education, youth development, engagement of religious leaders, cross-border cooperation and Municipal PVE strategies and planning*

A theory of change underpinning the project is annexed to these TOR.

Ultimately, UNDP's strategic approach to promoting peace and reconciliation in Libya involves targeting change at all levels of Libyan society. This includes fostering political and social trust, supporting democratic processes and socio-economic development, countering cultures of violence and strengthening local institutions by improving the

---

<sup>2</sup> Although there is no national consensus on development goals as well as no established framework to assess national-level progress made against the SDGs, the Libyan Sustainable Development Committee established by the Ministry of Planning submitted its first [Voluntary National Review in](#) 2020 (United Nations Common Country Analysis, Libya, 2021), and the Government of Libya (Government of National Accord at the time) also submitted [a national report](#) to the 36<sup>th</sup> session of the Human Rights Council as part of the Universal Periodic Review process. Libya is also signatory to several international human rights conventions, including the Convention on the Elimination of Discrimination of All Forms of Discrimination (with reservations entered).

capacity of local authorities to respond to the needs of their communities. Civic engagement—including participatory and inclusive decision-making processes—as a foundation for social cohesion and national unity lies at the heart of the SUSC project logic. On a practical level, coordination is envisaged to take place through implementation strategies, community consultations for localized planning, pooling resources, and designating human resources to track progress and identify areas where activities can catalyse results toward other outputs/targets.

The project is implemented by UNDP and based on fostering deep and sustained engagement with a wide variety of stakeholders and partners, including municipal councils, relevant central government ministries and state institutions (such as the Central Committee for Municipal Council Elections, the Ministry of Planning, the National Planning Council, Presidential Council and its Counter-Terrorism Unit), civil society (including CSOs, youth, community leaders, teachers, and so on), members of the UNDP Network of Local Mediators, and other international agencies, including UNSMIL.

The COVID-19 pandemic and related movement and travel restrictions, as well as developments linked to the broader political transition process and the economy (fluctuating LYD-USD exchange rates, global shipping crisis) has broadly impacted the implementation of several SUSC activities. In spite of the considerable challenges faced, UNDP’s SUSC-SFL, TNRL, LEP and PVE components have adapted to respond to the rapidly evolving national context in Libya and made progress towards achieving the project’s objectives.

During the course of the project implementation and the report preparation process, the need to revise some of the activities and/or associated indicators and targets to better reflect the reality of the needs of the Libyan context since the project’s inception, as well as to reflect the upcoming conclusion of the broader ‘SFL’ programme, became considered necessary. A revised results framework was agreed with the Donor through the progress report submitted in November 2021 and approved in December 2021 (annexed to these Terms of Reference). The agreed changes included an increased focus on gender within the project’s national reconciliation component, including through targeted measures to increase women’s participation within the Network of Local Mediators. Several new activities were also incorporated, including supporting municipalities to engage in consultative processes/for a in support of national-level reconciliation efforts, and supporting Libyan authorities to advance reunification efforts of state institutions.

This final project evaluation constitutes a central component of the SUSC project monitoring and evaluation plan. Although it underwent an internal Quality Assurance exercise in late 2021, this will be the first in-depth evaluation of the overall SUSC project. With regard to the separate projects associated with SUSC, UNDP Libya previously conducted an evaluation in 2019-2020 of Phase I of the joint UNDP-UNSMIL ‘Towards National Reconciliation in Libya’ (TNRL) project, and the SFL project final evaluation is expected to take place in mid-2022 in tandem with the SUSC project evaluation.

<b>PROJECT/OUTCOME INFORMATION</b>	
<b>Project/Outcome Title</b>	Stability, Unity, and Social Cohesion (SUSC) Project
<b>Atlas ID</b>	00128693
<b>Corporate Outcome and Output</b>	<p><b>UNSF outcome involving UNDP No. 1:</b> By 2022, core government functions will be strengthened and Libyan institutions and civil society, at all levels, will be better able to respond to the needs of the people (Libyans, migrants and refugees) through transparent, inclusive gender-sensitive decision-making processes abiding by the democratic principles of division of power and rule of law</p> <p><b>UNSF outcome involving UNDP No. 3:</b> By 2022, relevant Libyan institutions improved their capacity to design, develop and implement social policies that focus on quality social services delivery for all</p>

	women and girls, men and boys (including vulnerable groups, migrants and refugees) in Libya towards enhancing human security and reducing inequalities.	
<b>Country</b>	Libya	
<b>Region</b>	RBASS	
<b>Date project document signed</b>	August 03, 2020	
<b>Project Dates</b>	<b>Start</b>	<b>Planned end</b>
	July 01, 2020	June 30, 2022
<b>Project Budget</b>	10,000,000 EUR estimated at US\$ 11,284,000	
<b>Project expenditure at the time of evaluation</b>	US\$ 5,102,752	
<b>Funding Source</b>	European Commission – DG NEAR (European Neighborhood Instrument)	
<b>Implementing Party<sup>3</sup></b>	UNDP Libya	

**II. SCOPE OF WORK, RESPONSIBILITIES AND DESCRIPTION OF THE PROPOSED ANALYTICAL WORK**

The purpose of the evaluation is to assess the validity of UNDP Libya ‘Stability, Unity and Social Cohesion’ (SUSC) project design (including Theory of Change) for the upcoming peacebuilding and livelihoods programme in Libya, 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 SUSC project’s coordinated and area-based approach functioned as intended (building synergies across interventions and leveraging results for the success of others)

---

<sup>3</sup> This is the entity that has overall responsibility for implementation of the project (award), effective use of resources and delivery of outputs in the signed project document and workplan.

- 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.

As outlined in the previous section, all of the components included under this project form part of other multi-donor projects or project 'portfolios'/ have other complementary programming (Local Elections, Towards National Reconciliation, Stabilization Facility for Libya, Preventing Violent Extremism). As such, rather than separately LEP, SFL, PVE, and TNRL, this evaluation will be focused on assessing each component's contribution to the overall project and the extent they worked together for collective results/ outcomes.

The end users of the evaluation results include UNDP management, programme and project staff, and the donor. The evaluation will cover the entire project duration, from its beginning (1<sup>st</sup> July 2020) to the anticipated end date (30th June 2022). The evaluation will be conducted over a cumulative forty (40) workdays period beginning on April 01, 2022 until the project end date. The evaluator will also take into account the findings of previous and ongoing project evaluations and is expected to coordinate with the SFL project evaluator to avoid duplication of efforts.

The geographic locations to be covered within the scope of the evaluation include the areas (*mantikas*) benefitting from cross-cutting support under this project, including: Misrata (including Bani Walid) and Murzuq, in addition to 1-2 of the following locations depending on time and resources available: Sebha, Ghat, and Ubari. Target groups include beneficiaries of targeted localities, including women, youth, and vulnerable groups.

### **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 relevant to 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)

## 2) Efficiency

- To what extent have the UNDP project implementation strategy and execution been efficient and cost-effective? Have activities supporting the strategy been 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? In other words, to what extent did the fund managers apply payment by milestones arrangement with implementing partners? 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?

## 3) Impact and Effectiveness

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

## 4) Risk and Sustainability

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

## 5) 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?
- Is there any exit plan or strategies for activities continuity after the project? To what extent are these exit plans well-designed and well-planned? What could be done to strengthen exit strategies and sustainability of the four project components?
- 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? 4

***Human Rights and 'Leave No One Behind'***

---

<sup>4</sup> 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>

- 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?

### **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. The evaluation is expected to take a **“theory of change” (TOC) approach** to determining causal links between the interventions that the project has supported and observed progress in the following areas benefitting from cross-cutting support (area-based) in Misrata (including Bani Walid) and Murzuq, in addition to 1-2 of the following locations depending on time and resources available: Sebha, Ghat, and Ubari.

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 evaluation team 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 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, works will be done remotely using different mediums (Zoom, WhatsApp, Microsoft teams, etc.) to conduct the evaluation. Consultant is expected to speak Arabic fluently, in addition to having extensive experience in conducting remote evaluations.

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

UNDP Libya expects the following deliverables from the evaluation team (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 maximize use.

The detailed evaluation workplan will be agreed upon between the UNDP and the selected International Consultant. The Project evaluation will require forty (40) working days to take place over a month period from April 01, 2022. Due to travel restrictions due to the Covid-19 Pandemic, the consultancy will be home-based. The International Consultant is expected to commence the assignment on April 01, 2022. The assignment and final deliverable are expected to be completed, with the detail as described in the below table:

Activity	Deliverables	Time frame
Desk review, Evaluation design, methodology and updated workplan including the list of stakeholders to be interviewed	Inception Report	8 days
Inception report on proposed evaluation methodology, work plan and proposed structure of the report.		
Briefing to UNDP on inception report for agreeing methodology		1 day
Desk review of existing documents, interviews, and preparation of guidance for national consultant	Draft Report	10 days
Data collection and interviews in the country		
Draft evaluation report		8 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	10 days
Presentation to SUSC		1 day
<b>Total number of working days</b>		<b>40 days</b>

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 to circumstances beyond his/her control.

Payments are based upon output, i.e., upon delivery of the services specified in the TOR.

**Institutional 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 SUSC 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 arrangements for any in-person field visits to Libya.

UNDP SUSC project team will:

- Provide the evaluator with appropriate support (in those situations that are beyond the evaluator’s control) 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 consultants upon the commencement of their 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 inception meetings between the selected evaluator, partners and stakeholders prior to the scheduled start of the evaluation assignment.

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. 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 should be addressed by the evaluator.

**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.

**III. Duty Station:**

Homebased

**IV. Contract duration:**

The duration of the contract will be 40 working days as per the deliverables.

## V. 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 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 and **Arabic**

### 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.

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
- Have/bring their laptops, and other relevant software/equipment

The evaluation exercise will be conducted by an independent consultant. The Consultant must have extensive experience in strategic programming of development assistance within the broader areas of democratic governance, in-depth knowledge of legal/judicial reform and rule of law sector capacity building at national and sub-national levels. Preferably, the consultants also have substantial knowledge of and experience with the monitoring and evaluation of projects in the rule of law sector in volatile environments. 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 and Arabic.

**IV. Documents to be included When Submitting the Proposals**

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

- i. **Letter of interest** and availability using the standard template.
- ii. **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).
- iii. **Technical Proposal:**
  - I. Provide a brief methodology on how they will approach and conduct the work
  - II. Confirmation of availability to provide services within the stipulated timeframe
- iv. **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.

- v. **Personal CV** including experience in similar activities and at least 3 references.

**VI. 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.

<b>Evaluation criteria</b>		
<b>Technical Evaluation</b>		<b>70 POINTS</b>
Academic Requirement	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	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, knowledge of Result-Based Management Evaluation methodologies, knowledge of participatory monitoring approaches; experience applying SMART indicators and reconstructing or validating baseline scenarios, 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
<b>Financial Evaluation</b>		<b>30 POINTS</b>
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:		
<div style="border: 1px solid black; padding: 10px; width: fit-content; margin: 0 auto;"> <math display="block">FE = \frac{LFP}{FPI} \times 30</math> </div>		

FE = Financial Evaluation LFP = Lowest Financial Proposal FPi = Financial Proposal of bidder i	
<b>Technical + Financial Evaluation</b>	<b>MAX 100 POINTS</b>

**Note:**

Applications without i) financial offer, ii) CV and iii) Documents mentioned under Technical Proposal will NOT be considered for evaluation.

Financial proposal should be on provided format (i.e Annex 3- OFFEROR'S LETTER TO UNDP);

Firms are not eligible for this consultancy assignment (open only for International individual consultants).

Incomplete application will not be considered, it will be disqualified automatically.

Please complete the Statement of Health form and submit along with proposal

**ANNEX**

**ANNEX 1- TERMS OF REFERENCES (TOR)**

**ANNEX 2 - INDIVIDUAL CONSULTANT GENERAL TERMS AND CONDITIONS**

**ANNEX 3- FINANCIAL PROPOSAL TEMPLATE**

**ANNEX 4- STATEMENT OF HEALTH- INDIVIDUAL CONTRACTOR**

**ANNEX 5 - Recommended structure of Evaluation Report**