



UNITED NATIONS DEVELOPMENT PROGRAMME Libya

Terms of Reference (TORs)

Individual Consultant (International)

Evaluation Consultant

Office:	UNDP Libya
Description of the assignment:	Interim Evaluation of “Promoting Elections for the People of Libya (PEPOL)” Project
Project name:	Promoting Elections for the People of Libya (PEPOL)
Type of Appointment:	Individual Consultant (International)
Duty Station:	Home-based (with one possible mission to Tripoli)
Period of assignment/services:	45 working days within the spread over period from 18 August 2022 to 31 December 2022
Payment arrangements:	Lump Sum (payment linked to deliverables)
Expected start date	18 August 2022

1. Background and context

UNDP has been operating in Libya for many years. The UNDP Libya Country Programme Document (CPD) lays out structure and programme with three programmatic pillars – Governance, Environment and Energy, and Local Peacebuilding, Resilience and Livelihoods. Elections is a core element under the Governance Pillar, with focus on combatting political and administrative fragility through enhancing accountability, effectiveness, and gender responsiveness of governance mechanisms.

Aligned with Sustainable Development Goals, the Cooperation Framework Outcome, and UNDP’s Strategic Plan 2022-2025, UNDP Libya supports through the Governance Pillar political reforms and transformational change favoring democratic, gender-responsive governance, evidence-based planning and inclusive political processes through strengthening capacities of State and non-State actors, supporting the transition to constitutional democracy, ensuring a coherent functioning of government institutions, and women’s political empowerment. UNDP upscales its effort to address the root causes of the increasing risks of excluding women and youth in state building processes, through sustainable solutions. This includes capacity development of those institutions entrusted to conduct free, fair, and transparent national and local elections, enhance the participation of women and youth in national and local elections and strengthening oversight while reducing hate speech and disinformation.

The High National Election Commission (HNEC) is the mandated institution in Libya to conduct

national elections. The HNEC successfully organized three elections in the period 2012-2014. During this period, the United Nations provided technical support to HNEC through the UNDP Libya Electoral Assistance Project (LEAP) (2012-2015). At the request of HNEC in 2017 provide the necessary assistance for the subsequent electoral cycle, an electoral Needs Assessment Mission (NAM) comprising the UN Electoral Affairs Division (EAD) and UNDP assessed in the second half of 2017 the parameters for continued United Nations electoral technical assistance. The High National Elections Commission (HNEC) request included assistance in the areas such as voter registration, electoral operations, training of HNEC staff to manage electoral processes, procurement of electoral materials, supporting electoral field offices, promoting the participation of women, youth and persons with disabilities, supporting the use of technology in all electoral phases, civic and voter education as well communication and public outreach. The HNEC also requested the United Nations to play a more active leadership role in the coordination of electoral assistance, in accordance with the mandate and goals of UNDP and the United Nations Mission (UNSMIL), and in close coordination with the HNEC.

Based on the recommendations of the NAM, the UNDP electoral support project ‘Promoting Elections for the PEPOL of Libya’ (PEPOL) was developed and signed in late 2017 in close consultation with HNEC to respond to the current needs of HNEC and other electoral stakeholders. With an overall goal of developing High National Elections Commission (HNEC) capacity to prepare for and administer inclusive and credible balloting events, UNDP’s electoral assistance project for national elections is jointly implemented by the UNDP/ UNSMIL integrated electoral support team (UNEST). The project is designed in the spirit of cooperation, national interest and ownership, and is to be implemented with HNEC as the co-chair of the project board which approves all project workplans. The project seeks to achieve four key outputs.

- **Output 1:** Support HNEC in the planning, preparation and conduct of national and local elections and out of country voting.
- **Output 2:** Develop HNEC institutional and staff capacities and raise awareness on the requirements of electoral processes that are transparent, credible and promote inclusive participation.
- **Output 3:** Promote public participation in electoral processes, targeting vulnerable groups with activities that enable them to exercise their right to vote.
- **Output 4:** Raising the electoral awareness of local partners, enabling them to perform their role effectively in the electoral process and contribute to a peaceful electoral environment.

The call for a possible constitutional referendum in 2018 brought the urgent imminence of the Project to the forefront upon its commencement on 1 January 2018. However, the worsening security situation, including the hideous terrorist attack that destroyed HNEC’s headquarters in May 2018, as well as the dividing political context, halted the debate on a constitutional referendum and shifted the focus of the project to ensure HNEC’s fast institutional recovery in a safer and more secured environment. The political divide in Libya and the deteriorating security situation, plus the outbreak of covid-19, affected the initial three-year implementation timeline of the Project (2018-2020). After the signing of the ceasefire agreement in October 2020 and the Political Roadmap agreed in November 2020 by the Libyan Political Dialogue Forum (LPDF), which stipulated holding of parliamentary and presidential elections on 24 December 2021, PEPOL project was subsequently extended by the Board until 31 December 2022. Likewise, at the

request of HNEC, also the UN Under-Secretary General of the Department of Peace and Political Affairs (DPPA) and the Director, Electoral Assistance Division (EAD) approved the extension of the UNDP electoral support project (PEPOL) until 31 December 2022 under the approved parameters of the 2017 NAM. As eventually the 24 December 2021 elections had to be postponed by HNEC, due to an uncondusive electoral landscape until a new political agreement and legal framework for elections and/or a referendum is in place, it is expected that the UN electoral assistance to Libya will be extended for a next period to ensure the country's readiness and capacity to hold elections.

The impact of PEPOL project contributes to the SDG 5 and 16¹. As per the cooperation framework outcome involved UNDP#1.1: By 2025, Libyan citizens, particularly youth and women, are better able to exercise their rights and obligations in an inclusive, stable, democratic, and reconciled society, underpinned by responsive, transparent, accountable, and unified public institutions

Against this background, UNDP intends to hire an individual consultant to undertake an evaluation of the project. The objective of the evaluation is to assess the impact of the project so far (results, achievements, constraints), to provide information on the effectiveness, relevance and value added of the support provided to HNEC since January 2018, and to receive recommendations for the design of a follow up project for the next period. The evaluation will also provide project donors with an assessment of the use of their resources.

PROJECT/OUTCOME INFORMATION		
Project/outcome title	Promoting Elections for the People of Libya (PEPOL)	
Atlas ID	Award/ Project ID 00101893, Output ID 00104140	
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	23 November 2017	
Project dates	Start	Planned end

¹ SDG Goal 16 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". Target 6 of SDG 16 commits to "develop effective, accountable and transparent institutions at all levels"; Target 7 sets to "ensure responsive, inclusive, participatory and representative decision-making at all levels".

SDG Goal 5, Target 5.5 of SDG 5 is to "ensure women's full and effective participation and equal opportunities for leadership at all levels of decision-making in political, economic and public life"; Target 5.9 is to "adopt and strengthen sound policies and enforceable legislation for the promotion of gender equality and the empowerment of all women and girls at all levels."

	1 January 2018	31 December 2022
Project budget	USD 57,664,047	
Project expenditure at the time of evaluation	USD 19,561,004	
Funding source	Canada, the Czech Republic, the EU, France, Germany, Italy, Japan, the Netherlands, Spain, Switzerland, and the United Kingdom and the Govt of Libya (HNEC) (commitment)	
Implementing party ²	UNDP Libya	
Beneficiary	High National Elections Commission (HNEC) Libyan electorate / voters Women participating in electoral processes	

2. Evaluation purpose, scope and objectives:

The evaluation consultant will conduct an independent interim evaluation exercise of the “Promoting Elections for the People of Libya (PEPOL)” with regard to its support to the HNEC in collaboration with the key stakeholders (UNDP, HNEC, UNSMIL and donors). As HNEC is a national institution, the impact of PEPOL project is for the entire electorate in all of Libya.

Purpose

The project has been implemented from January 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 Policy³ and the UNDP evaluation guidelines⁴. 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, HNEC, donors, UNDP

² 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.

³ <http://web.undp.org/evaluation/policy.shtml>

⁴ <https://www.undp.org/accountability/evaluation>

and UNSMIL 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. In line with the parameters set by the NAM, 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.

3. Evaluation criteria and key guiding questions

The interim evaluation of PEPOL Project will focus on the programmatic aspects of the project and its implementation against the set objectives. The interim evaluation of PEPOL is not expected to assess the political context nor the electoral landscape but will review the Project's performance within the current context in Libya, the parameters set by the NAM and as defined in the Project Document.

The evaluation questions are based on the Organization for Economic Co-operation and Development (OECD), Development Assistance Committee's (DAC) evaluation criteria, which have been adapted to the context. The following key questions will guide the end of project evaluation:

i. Relevance

- To what extent was the project in line with the national development priorities, the country programme's outputs and outcomes, the UNDP Strategic Plan and the SDGs?
- To what extent does the project contribute to gender equality, the empowerment of women and the human rights-based approach?
- To what extent has the project been appropriately responsive to political, legal, economic, institutional, etc., changes in the country?

ii. Coherence

- To what extent did the project contribute to the country programme outcomes and outputs, the SDGs, the UNDP Strategic Plan and national development priorities?
- How well does the intervention fit?
- How compatible was the project to other interventions in the country?
- To what extent did the intervention support or undermine policies?
- 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.

iii. Effectiveness

- To what extent were the project outputs achieved?
- What factors have contributed to achieving or not achieving intended country programme outputs and outcomes?
- To what extent has the UNDP partnership strategy been appropriate and effective?
- What factors contributed to effectiveness or ineffectiveness?
- 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?
- What, if any, alternative strategies would have been more effective in achieving the project's objectives?
- Are the projects objectives and outputs clear, practical and feasible within its frame?
- To what extent have stakeholders been involved in project implementation?
- To what extent are project management and implementation participatory and is this participation contributing towards achievement of the project objectives?
- To what extent has the project been appropriately responsive to the needs of the national constituents and changing partner priorities?
- To what extent has the project contributed to gender equality, the empowerment of women and the realization of human rights?

iv. Efficiency

- To what extent was the project management structure as outlined in the project document efficient in generating the expected results?
- To what extent have the UNDP project implementation strategy and execution been efficient and cost-effective?
- 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?
- To what extent have resources been used efficiently? Have activities supporting the strategy been cost-effective?

- To what extent have project funds and activities been delivered in a timely manner?
- To what extent do the M&E systems utilized by UNDP ensure effective and efficient project management?

v. Sustainability

- Are there any financial risks that may jeopardize the sustainability of project outputs?
- To what extent will financial and economic resources be available to sustain the benefits achieved by the project?
- Are there any social or political risks that may jeopardize sustainability of project outputs and the project's contributions to country programme outputs and outcomes?
- Do the legal frameworks, policies and governance structures and processes within which the project operates pose risks that may jeopardize sustainability of project benefits?
- To what extent did UNDP actions pose an environmental threat to the sustainability of project outputs?
- What is the risk that the level of stakeholders' ownership will be sufficient to allow for the project benefits to be sustained?
- To what extent do mechanisms, procedures and policies exist to allow primary stakeholders to carry forward the results attained on gender equality, empowerment of women, human rights and human development?
- To what extent do stakeholders support the project's long-term objectives?
- 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?
- To what extent do UNDP interventions have well-designed and well-planned exit strategies?
- What could be done to strengthen exit strategies and sustainability?

vi. Impact

- Evaluate the extent to which the project generated positive or negative, intended, and unintended effects on its wider peacebuilding and democratic governance and its contribution towards the wider objectives outlined in the project document.
- What are the key lessons derived from the rich experience provided by the project and that can be used by the evaluation users (UNDP, HNEC, UNSMIL and donors) to enhance decision making and programming?

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? ⁵

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 has Libya civil society and youth engagement been able to include and reach 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?

4. 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 conducted by an independent evaluator procured by UNDP under

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>

an individual consultancy contract. The Project Evaluation Reference group including project stakeholders (executive, supplier, and beneficiary) shall guide and oversee the overall direction of the consultancy. The evaluation must provide evidence-based information that is credible, reliable, and useful. The evaluation will provide quantitative and qualitative data through but not limited to the following methods:

The evaluator will engage relevant stakeholders and beneficiaries 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.

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 and including funding data required for the funding analysis as per the evaluation questions, etc.)
- **Interviews and meetings** with current and former (men and women) UNEST team members, UNDP and UNSMIL staff, and key stakeholders including donors and the High National Elections Commission (HNEC) (Commissioner and staff):
 - **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 and other data sources and methods. Evidence will be provided for every claim generated by the evaluation and data will be triangulated to ensure validity. An evaluation matrix or other methods need be used to map the data and triangulate the available evidence.

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

and the evaluators.

The 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. All evaluation products need to have a gender lens.

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

Due to possible travel restrictions and challenges because of security concerns and taking into account uncertainties related to the pandemic, the majority of work will be done remotely using different mediums (Zoom, WhatsApp, Microsoft teams, etc.) to conduct the evaluation. —As such, the evaluation will be primarily home-based with possible one mission to Tripoli. If possible, the Consultant will conduct a field visit to Libya to conduct in-person KIIs and/or FGDs—however these will be limited in number to conform with country restrictions on public meetings and gatherings. As such, the Consultant is expected to speak English, in addition to having extensive experience in conducting remote evaluations.

5. Evaluation products (deliverables)

The following deliverables are expected:

- i. **Evaluation inception report (10-15 pages).** The inception report should be carried out following and based on preliminary discussions with UNDP Senior. Management, UNDP Management Support Unit (MSU), UNEST (UNDP&UNMSIL), UNSMIL (Sr. Management), HNEC and donors after the desk review, and should be produced before the evaluation starts (before any formal evaluation interviews, survey distribution or field visits). The report should include all the requirements in the standard template of the inception reports.
- ii. **Evaluation debriefings.** Immediately following an evaluation, the evaluator will provide a debriefing to the same stakeholders and in particular to a 'reference group', focusing on the main results and recommendations of the evaluation. The Evaluation Consultant will report to the Evaluation reference group composed of UNEST (UNDP and UNSMIL/electoral), HNEC, and a member of other UNDP programme and projects who will support the evaluation and give comments and direction at key stages in the evaluation process. An evaluation reference group ensures transparency in the evaluation process and strengthens the credibility of the evaluation results.
- iii. **Draft evaluation report (40 to 60 pages including executive summary).** The evaluation manager, the reference group, UNDP, and key stakeholders in the evaluation should review the draft evaluation report and provide an amalgamated set of comments to the evaluator within one week, addressing the content required and quality criteria.
- iv. **Evaluation report audit trail.** The 'reference group' as well as UNDP 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.

- v. **Final evaluation report.** The evaluator will send the final evaluation report to UNDP.
- vi. **Presentations** to the evaluation manager, the reference group, UNDP, UNSMIL, HNEC, donors and other key stakeholders.
- vii. **Evaluation brief and other knowledge products** or participation in knowledge-sharing events, if relevant to maximize use.

The minimum content that needs to be included in the inception and evaluation reports is provided in the annex section. The reports should address all the quality criteria mentioned in the UNDP Evaluation Guidelines.

6. Evaluation team composition and required competencies

The evaluation will be carried out by an international expert who will be responsible and accountable for all the deliverables. He/she/they must have extensive experience in strategic programming of development assistance, preferably in the monitoring and evaluation of UNDP development, stabilization, and/or peacebuilding projects in fragile environments. Substantial experience with conducting remote evaluations, including within the context of COVID-19, is also required. Specific knowledge of the Libyan context is considered a strong asset.

7. Evaluation ethics

Evaluation consultant will be held to the highest ethical standards and are required to sign a code of conduct upon acceptance of the assignment. UNDP evaluations are conducted in accordance with the principles outlined in the United Nations Evaluation Group (UNEG) 'Ethical Guidelines for Evaluations'.⁶ 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. The evaluators must be free and clear of perceived conflict of interest and interested consultants will not be considered if they were directly or substantively as an employee or consultant in the formulation of UNDP strategies and programmes. In this regard each of the consultant is mandatory to sign a code of conduct and an agreement before they start working with UNDP.

8. Implementation Arrangement

An international consultant will perform the following **tasks**:

- Lead the entire evaluation process, including communicating all required information

⁶ Access at: <http://www.unevaluation.org/document/detail/100>

- 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

UNDP PEPOL and UNEST 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 Evaluation Consultant will report to the Evaluation reference group composed of UNEST, HNEC, a member of other UNDP programme and projects who will support the evaluation and give comments and direction at key stages in the evaluation process. An evaluation reference group ensures transparency in the evaluation process and strengthens the credibility of the evaluation results.

The UNDP Monitoring and Evaluation Specialist in UNDP Management Support Unit (MSU) will act as Evaluation Manager. He/ or She will be responsible for the oversight of the whole

evaluation process and will provide technical guidance and ensure the independence of the evaluation process, and that policy is followed.

9. Time frame for the evaluation process

The evaluation is expected to start on 18 August 2022 for an estimated duration of 45 working days. During this period the consultant will carry out desk reviews, field work including focus group discussions, interviews, consultations, and report writing.

Activity	Deliverables	Time frame	Payment	Responsible
Desk review, Evaluation design, methodology and updated workplan including the list of stakeholders to be interviewed	Inception Report	7 days	20%	Consultant
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	50%	
Data collection and interviews in the country				
Field visit (Tripoli, Libya) – in-person stakeholder meetings		6 days		
Draft evaluation report 50 pages maximum excluding annexes), executive summary (4-5 pages)		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 and the evaluation brief	Final Report	8 days	30%	
Presentation to PEPOL		1 day		
Total number of working days		45 days		

10. Duty Station

The consultancy will be home-based, plus the possibility of one mission in Libya (Tripoli) (approximately 6 days). The consultant shall set-up a schedule to engage with the project team through video conferencing or other remote communication tools.

11. Qualifications of the Successful Individual Contractor

Academic Qualifications:

Master's degree in governance, political science or law, legislative studies, related fields, such as conflict studies, peace building, human rights, or other related field combined with capacity building work and institutional needs assessment.

Experience:

- At least 10 years of professional experience in areas of Results-Based Programme Evaluation and Quality Assurance. A strong record in designing and leading assessments/evaluations.
- Proven experience in conducting evaluations at programme and/or outcome levels in related fields with international organizations or UNDP projects; previous experience in undertaking evaluations of government executed projects, in particular, for electoral assistance projects.
- Technical expertise, including working experience in developing countries, in the field of governance including both local and international, public administration, conflict management and peacebuilding
- Extensive conceptual and methodological skills and experience in applying qualitative and quantitative research/ evaluation methods.
- Experience in gender analysis and mainstreaming in evaluation or research activities
- Excellent analytical and drafting skills; and IT literate, especially in Microsoft Package
- Experience of programme formulation, monitoring and evaluation
- 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
- 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)
- **Fluency** in spoken and written English.

Corporate Competencies:

- Demonstrates integrity by modelling the UNs values and ethical standards.
- Demonstrates professional competence and is conscientious and efficient in meeting commitments, observing deadlines and achieving results.

- Promotes the vision, mission and strategic goals of the UN/UNDP
- Displays cultural, gender, religion, race, nationality and age sensitivity and adaptability with a demonstrated ability to work in a multidisciplinary team.

Functional Competencies:

- Familiarity with the UN System and mandates,
- Ability to work with minimal supervision, taking own initiative and control to implement tasks
- Knowledge of issues concerning institutional/capacity assessment and organization development,
- Thorough knowledge of results-based management and strategic planning processes.
- Excellent communication skills (written and spoken English); good presentation skills (good public speaker); Excellent interpersonal skills and the ability to communicate with policy makers and counterparts.
- Ability to deal with multi-stakeholder groups.
- Strong interpersonal and managerial skills, ability to work with people from different backgrounds and evidence of delivering good quality assessment and research products in a timely manner.

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:**
 - a) Provide a brief methodology on how they will approach and conduct the work
 - b) 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.

I. 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.

Evaluation criteria		
Technical Evaluation		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	15
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	30
	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	30
	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	15
	Excellent English writing and communication skills; (samples of reports)	10
Total		100

TORs Annexes

These provide links to supporting background documents and more detailed guidelines on evaluation in UNDP:

- Intervention results framework and theory of change.
- Key stakeholders and partners.
- Documents to be reviewed and consulted.
- Evaluation matrix template.
- Outline of the evaluation report format.
- Code of conduct forms.

All relevant documentation and literature will be given to the consultants in soft copy once the evaluation begins, including the following:

Annex 1: Documents as follows:

- Initial Project Document and amendments of project document
- Theory of Change
- Results Resources Framework
- AWP's for year 2018, 2019, 2020, 2021 and 2022
- Annual Progress reports for year 2018, 2019, 2020, 2021
- Audit Reports
- Project board and donors meeting minutes
- Project newsletters for year 2018, 2019, 2020 and 2021
- UNDP Evaluation Guidelines, Revised edition June 2021
- Knowledge Products
- Country Programme Document
- Inception Report Template
- Key stakeholders and partners

List of stakeholders and relevant institutions with contact details will be provided

- UNEST (staff to be interviewed 15 approx.)
- UNDP (staff to be interviewed 8 approx.)
- UNSMIL (staff to be interviewed 3 approx.)
- HNEC (staff to be interviewed 6 approx.)
- DONORS (staff to be interviewed 7 approx.)

UN System: UNDP Country Programme Document

Annex 2: Recommended structure of Evaluation Report

The main final output of the evaluation will be an independent and comprehensive Evaluation report with annexes. The final report must include, but not necessarily be limited to, all the elements outlined in the quality criteria for evaluation reports. Follow the link: [Evaluation report template and quality standards](#)

Standard outline for an evaluation report Annex 4 (of evaluation guideline) provides further information on the standard outline for the evaluation report. In brief, the minimum contents of an evaluation report include:

1. Title and opening pages with details of the project/ programme/ outcome being evaluated and the evaluation team.
2. Project and evaluation details, including the project title, Atlas number, budgets and project dates and other key information.

3. Table of contents.
4. List of acronyms and abbreviations.
5. Executive summary, a stand-alone section of maximum four pages including the quality standards and assurance ratings.
6. Introduction and overview, explaining what is being evaluated and why.
7. Description of the intervention being evaluated, providing the basis for readers to understand the design, general logic, results framework (theory of change) and other relevant information of the initiative being evaluated.
8. Evaluation scope and objectives, to provide a clear explanation of the evaluation scope, primary objectives and main questions.
9. Evaluation approach and methods, describing in detail the selected methodological approaches and methods.
10. Data analysis, describing the procedures used to analyse the data collected to answer the evaluation questions.
11. Findings and conclusions, setting out the evaluation findings, based on analysis of the data collected, and the conclusions drawn from these findings.
12. Recommendations. The report should provide a reasonable number of practical, feasible recommendations directed to the intended users of the report about what actions to take or decisions to make.
13. Lessons learned. As appropriate and when requested in the TOR, the report should include discussion of lessons learned from the evaluation of the intervention.
14. All findings, conclusions, recommendations and lessons learned need to consider gender equality and women's empowerment, disability, and other cross-cutting issues.
15. Annexes. At a minimum these should include:
 - i. TOR for the evaluation.
 - ii. Evaluation matrix and data collection instruments
 - iii. List of individuals or groups interviewed or consulted, and sites visited.
 - iv. List of supporting documents reviewed.

Annex 3: 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’.⁷

A. 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/>).

B. Code of conduct.

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

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

C. Guidance on Integrating Gender and Human Rights in Evaluation

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

Annex 4: Inception Report Template

1. Background and introduction
2. Purpose and scope
3. Approach and methodology
4. Evaluation tools

⁷<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.>

5. Detailed work schedule
6. Evaluation matrix
7. Inception period interviews conducted
8. Reporting
9. Implementation arrangements and responsibilities
10. Risks and limitations

Annex 5: 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: _____