**Libya**

**Terms of Reference**

**Rehabilitation of the Old City of Ghadames**

**Project Evaluation**

1. **Background and context**

The old city of Ghadames (OCG) is located about 600 kilometers southwest of Tripoli, Libya, near the Libyan border with Tunisia and Algeria. It was declared a world heritage site by UNESCO in 1986 in recognition of its rich cultural heritage, preserved today in the city’s unique and distinct architectural style, its highly organized social fabric, and its attractive setting. The Ghadames people’s complete reliance on local materials, and their ability to adapt to the harsh desert environment, reflected the skill of Ghadames craftsmen, and ensured the town’s sustainability for over a thousand years.

Ghadames is a remarkable example of the interaction of distinct building styles, and a highly complex social community. The city’s architecture, and the social patterns of its inhabitants, developed symbiotically. For instance, the high walls located around the rooftops of houses allowed no view onto the restricted women’s area. Furthermore, because of its location and its role as a trading center for passing caravans, Ghadames has witnessed numerous cultures and traditions. Romans, Arabs, Berbers and finally the Italians have left their mark on Ghadames over the past 1500 years, but some of the city’s traditions remain unchanged, such as the peoples’ strict separation according to clan and family.

Life in the city revolved around Ain AlFaras (AAF), an artesian spring located at the heart of the town which provided the town with water for both domestic and agricultural purposes. This allowed the town to be self-sufficient in food, and earned it the name ‘ the Pearl of the Desert’. The unique role and location of AAF made it an extremely important place for locals and visitors alike. This role has been threatened by the continuous decrease in hydraulic head and – as a result – a decline in the water level in the spring to below the surface. This in turn necessitated the pumping of smaller quantities of water, considerably limiting the areas of land that could be irrigated.

Concurrently, the OCG had been progressively losing its vitality and luster since its inhabitants started to move out of the old city in the early 1970’s in favor of new concrete buildings with modern amenities. Their departure marked the beginning of the deterioration of the city’s buildings due to environmental factors, the aging infrastructure, and a lack of maintenance of buildings, water conveyance canals, and orchards.

Since the late 1980’s, several studies on the revitalization of the old city have been undertaken with the assistance of specialized UN agencies and other private or government entities. None of these studies led to any concrete steps, and the consequence was an ongoing deterioration of the houses.

*Project brief description:*

In October 1999 all these considerations were coherently put together in the project “Rehabilitation of the Old City of Ghadames” , signed between UNDP, UNOPS and the High Authority for Tourism.

The project was intended to focus on developing capacity through the implementation of a comprehensive action plan for the rehabilitation of the Old City of Ghadames and the revival of the natural source of water that forms the life support of a desert oasis: Ain Al Faras. The specific objectives were as follows:

1. Development of appropriate capacity for the sustainable management of the old city of Ghadames;
2. Renovation of water works;
3. Provision of a water supply system and sanitation;
4. Landscaping of major city entrances and preparation of an agricultural production system database;
5. Wastewater recycling;
6. Renovation and rehabilitation of adobe structures;
7. Improvement of existing levels of tourist services through training;
8. Initiation of investment opportunities

It also aimed to promote improved tourist services through training, and better international recognition of Ghadames and its historical setting. The opportunity was also seized to promote women’s participation in the rehabilitation process.

The estimated budget was: US$ 5,494,038 for a period of five years

1. **Evaluation Purpose**

As an integral part of the project implementation cycle, and in line with the country office evaluation plan, the proposed evaluation will analyze the achievements of the project against its original objectives. The evaluation will review technical and managerial aspects and will consider issues of effectiveness, efficiency, relevance, impact and sustainability. The evaluation will identify factors that have facilitated and/or impeded the achievement of objectives, and should result in recommendations and lessons learned that will help in re-orienting and re-prioritizing project activities and managerial arrangements as needed.

1. **Evaluation Scope and Objective**

The evaluation will look at the entire project duration and at all activities implemented. The evaluation will also place a specific focus on the role of UNDP and UNOPS in the implementation of the project, and the integration of the gender dimension and capacity building approach.

In particular, the evaluation will assess the quality and impact of project activities on the economic growth and the international recognition of Ghadames in its historical setting. The evaluation will:

* Assess the project’s overall contribution to development results - i.e. outputs and outcome;
* Assess whether the monitoring system for collecting performance data was appropriate for systematically measuring results (i.e. outputs and outcome) and project performance.
* Assess the needs assessment processes and reports and their use by the project and its stakeholders;
* Assess the quality and use of the materials/products developed by the project;
* Evaluate the project’s sustainability after project completion.,
* Assess whether the choice of partners has been strategic in implementing the strategy;
* Evaluate how the project has addressed gender participation in the implementation of its activities.

**Evaluation questions**

* The relevance of the project to national priorities and the UNDP mandate;
* The project’s efficiency measured both in terms of administrative costs and timeliness of its execution;
* The development effectiveness of interventions with particular attention devoted to investigating the sustainability of results and the contribution of the project to the institutional development of relevant local and national partners.
* The main factors (positive and negative) within and beyond UNDP/UNOPS’s interventions that affected or are affecting the achievement of the project outputs.
* Were UNDP/UNOPS’s proposed contributions to the achievement of the project outputs appropriate, sufficient, effective and sustainable?

1. **Methodology**

Overall guidance on project evaluation methodology is provided in the [UNDP Handbook on Planning, Monitoring and Evaluation for Development Results](http://teamworks.beta.undp.org/pg/groups/306038/evaluation-group-libya-co/) . The evaluator should coordinate closely with the UNDP Country Office, project stakeholders and the project team. Consultations should be held with relevant government partners involved in the process. Based on a set of relevant quantifiable and qualitative indicators, a combination of quantitative and qualitative methods for the collection and analysis of the data should be used, and consideration should be given to the social, economic and political context in which project took place.

The following data collection and analysis should be considered:

* + Desk review of relevant documents (project document etc.)
  + Discussions with senior management and relevant staff of UNDP Country Office
  + Regular in-depth consultation with project staff
  + Interviews with partners and stakeholders
  + Visits to project sites
  + Discussions with project team, project beneficiaries/partners;
  + Development of key evaluation questionnaires for the final beneficiaries and partners;

However, it is expected that the evaluator will supply an inception report, in which he/she will provide an outline of the evaluation methodology to be applied before proceeding with the evaluation process. The inception report must be compliant with the evaluation report template.

The key stakeholders of the project include but are not limited to: the Ghadames local community, the tourism sector, Ghadames Development Board (GDB) , the media and relevant private sectors and CSOs, as well as UNDP/UNOPS staff.

1. **Evaluation Products (deliverables)**

The evaluation consultant will be accountable for producing the following deliverables in Arabic and English :

* Evaluation inception report: An inception report should be prepared by the evaluation consultant before commencing the full evaluation exercise. It should detail the evaluator’s understanding of the project outputs, should show how each evaluation question will be answered, and should outline: proposed methods; proposed sources of data; and proposed data collection procedures. It should also include a proposed schedule of tasks, activities and deliverables.

The inception report should provide UNDP/GDP/UNOPS and the consultant with an opportunity to verify that they share the same understanding of the evaluation and should clarify any misunderstandings at the outset. The evaluation inception report should be made available by the end of the third working day of the evaluation mission, at the latest.

* Draft evaluation report: UNDP and UNDP/GDP/UNOPS should review the draft evaluation report to ensure that the evaluation meets the required quality criteria by the end of the third week of the evaluation mission.
* Final evaluation report:

The final draft report will be circulated to key stakeholders for their review and comments. In preparing the final report the evaluator should consider these comments, incorporate them as appropriate and provide a brief note explaining why any comments might not have been incorporated. The consultant is expected to produce a project evaluation report that highlights the findings, recommendations and lessons learnt, and that gives a rating of performance.

The evaluator is required to discuss the full draft of the evaluation report prior to its finalization by UNDP/GDP/UNOPS

***Dissemination mechanisms***

*. The final evaluation report will be placed on the UNDP CO website and distributed through regular government channels to interested parties.*

1. **Evaluation team composition and required competencies**

The evaluation will be conducted by one independent national consultant who has not participated in the project preparation and/or implementation. He/She must not have any conflict of interest with project related activities. The consultant will be responsible for conducting a mission to Ghadames to meet with the stakeholders, and will be responsible for the drafting of the inception report and the drafting and finalization of the evaluation report.

Education:

* The candidate should hold an advance degree in a relevant field (e.g. international development, social/economic development, development policy, etc),

Work experience:

* Eight years of professional experience at the national and international level in strategic planning, programme monitoring and evaluation.
* Experience with the UN and familiarity with UN planning and programming instruments is an asset.

Languages

* Fluency in Arabic and English.

Competencies

* Strong statistical and analytical quantitative and qualitative research skills.
* Strong knowledge of results-based management.
* Demonstrated ability to work in a multi-cultural environment, and establish harmonious and effective working relationships both within and outside the organization.
* Good negotiation and communication skills.

1. **Evaluation ethics**

The evaluation will be conducted in accordance with the principles outlined in the “Ethical Guidelines for Evaluation”.

1. **Implementation arrangement**

To facilitate the project evaluation process, UNDP Libya has set up an Evaluation Focal Point (EFP) to support the Portfolio Manager (PM) and the National Project Coordinator (NPC) in coordinating the evaluation process internally and externally However, the evaluation will be fully independent and the evaluation team will retain enough flexibility to determine the best approach in collecting and analyzing data for the project evaluation.

1. **Time-frame for the evaluation process**

The evaluation mission will consist of one national consultant for a period of one month.

* The preparation of the inception report must be completed by the end of the third day of the mission.
* One working day will be given to UNDP/GDP/UNOPS to read the report and give their inputs.
* The evaluation consultant must deliver the draft evaluation report to UNDP/GDP/UNOPS by the third week of the mission at the latest.
* Two working days will be given to UNDP/GDP/UNOPS to read the report and give their input.
* Dissemination of the results through a workshop will take place in the fourth week of the mission
* The evaluation consultant must deliver the final evaluation report to UNDP by the end of the fourth working day of the mission;

|  |  |  |  |
| --- | --- | --- | --- |
| **Phase** | **Key Activities** | **Time Frame\*** | **Responsibility** |
| Preparatory phase | Desk review of relevant documents and database sites(project documents with amendments made,  review reports – mid-term, final, donor-specific, audit and financial) |  | Consultant with the UNDP Programme Analyst and M & E Focal Point |
| Field work/ Data Collection | Field visits, interviews with partners and other key stakeholders |  | Consultant |
| Data Analysis | Finalize evaluation design and work-plan, Preparing Approach Note and Methodology |  | Consultant with the UNDP Programme Analyst and M & E Focal Point |
| Report preparation | Drafting of the evaluation report, share it with UNDP/UNOPS & national counterpart for comments |  | Consultant with UNDP Programme Analyst and M & E Focal Point |
| Dissemination | Finalization of the evaluation report–incorporating comments received on first draft, |  | Consultant with UNDP Programme Analyst and M & E Focal Point |
|  |  |  |  |

\* Tentative and to be finalized with the Evaluator

1. **Cost**

The daily rate for the evaluator will be determined according to qualifications and past experience and will be based on UNDP rates.

The evaluation fees will be paid in three equal installments (33.33% each).

* The first installment will be paid upon signing the consultancy contract;
* The second installment upon submission of the draft report; and
* The final installment, upon acceptance of the final report.

1. **Reading Materials (Annexes)**

* Country Programme Document 2006-2010
* Project Document.
* Progress Reports
* MDG Reports
* Evaluation report template
* Quality Criteria for Evaluation Report

Ethical Code of Conduct for Evaluation in UNDP