

## TERMS OF REFERENCE

### INDEPENDENT EXTERNAL EVALUATION CONSULTANT

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## PROJECT DESCRIPTION

### OVERVIEW

The Community Security Project evolved from UNDP Somalia's previous Armed Violence Reduction (AVR), Disarmament, Demobilization and Reintegration (DDR), and Small Arms Control projects. In September 2008, an independent assessment of the DDR project recommended that an approach focusing on the broader causes of violence be adopted. The project is partnered with key ministries and local authorities in all three regions: In Somaliland the Ministry of Interior; in Puntland the Ministry of Security; and in South Central, the Benadir Administration.

The project advocates a comprehensive approach based on the principles that:

- Both government counterparts and community members play an important role in peace building, conflict management and the improvement of community security.
- Those youth at risk of, or already members/associated with criminal and/or terrorist groups, can be rehabilitated and empowered to become positive agents of change within the community.
- Women and youth are critical stakeholders in peacebuilding and community security and shall be empowered to participate in such supportive activities.

Within the structure of the Governance and Rule of Law (GROL) Programme, the Community Security project aims to reduce and prevent violence, creating favorable conditions for recovery and development through the following:

#### **Peace Building and Community Security Infrastructure**

The project has supported a national peacebuilding and community security infrastructure encouraging strengthened partnership between civil society and government authorities through formation of the District Safety Committees (District Peace Committees in South Central). In addition, the Resource Centres for Peace have been developed in order to create a venue and space to host community security and peacebuilding activities.

#### **Youth at Risk**

At an operational level, the project directly addresses the most significant cause of insecurity in Somali communities: youth-perpetrated violence. The "Youth at Risk" (Y@R) project is a joint initiative of UNDP, UNICEF, and ILO (and in partnership with USAID-TIS) that seeks to contain and prevent violent conflict by engaging youth at risk through the creation of employment and livelihood opportunities. A caseload of 2000 children and youth was targeted in 2011 and 2012, shared between 11 districts of Burao Somaliland; Bossaso and Galkayo Puntland, and currently covers 8 districts of Mogadishu, south Central Somalia. Somalia.

UNDP is responsible for supporting and taking the lead on developing peace building architecture, including the Community Security and Peace Building Units, and District Safety Committees. USAID-TIS / IOM is supporting the Benadir Regional Administration in Mogadishu that engages the youth in community service activities with the coordination of the Dan Guud Unit. For the youth rehabilitation activities UNDP identified all beneficiaries in collaboration with UNICEF, handing the under 18's to UNICEF. For the adult caseload, UNDP in collaboration with ILO is responsible for the rehabilitation and personal development, and for the overall case management system that also includes identification, selection, and registration of beneficiaries.

UNICEF addresses the specific needs of children within the framework of the joint initiative. They are responsible for the rehabilitation of the under 18 caseload, including activities involving the host community. UNICEF is taking the lead on linking this initiative to the juvenile justice system including informal community based justice mechanisms.

ILO has overall responsibility for all employment creation activities. ILO ensures key international labour standards and rights are followed and understood by all, as well as principles of occupational safety and health that are relevant to the context. This includes labour intensive works providing short term jobs and improving local infrastructure, and longer term skills training. On a strategic level ILO plays an important role in national and local strategies for economic and social progress.

The District Safety Committees (District Peace Committees in Mogadishu) are involved in the selection of the caseload and the follow up of the initiative. Last, the Observatory of Conflict and Violence Prevention (OCVP) contributed to the peace-building curriculum, the delivery of the social rehabilitation classes, and helps monitor the results of the initiative according to violence indicators.

### **Civilian Protection**

The Women's Protection Unit empowers local level authorities in collaboration with communities to take an active role in improving community security. In 2011, the Ministry of Interior requested support for a women's protection initiative in Mogadishu. The goal was to organise women as a voice for change in the community. The Women's Civilian Protection Unit (WCPU) was launched in December 2011 by the mayor of Mogadishu. A total of 500 women were mobilised from 5 districts. The women applied to the project on a voluntary basis were vetted by the District Peace Committees to help support community security. This project offers support to the women from IDP and resident communities in Mogadishu by enabling them to work together with police officers to report and respond to incidents of violence and offer victim referral services. Recent security gains have supported the expansion of this initiative.

## **DETAILS ON MAIN COMPONENTS OF THE PROJECT IN MOGADISHU**

### **RESOURCE CENTRES FOR PEACE AND DISTRICT PEACE COMMITTEES**

Resource Centres for Peace: The project established peace building centres in two districts in Mogadishu (Wadajir and Hamar Jajab), to serve two purposes. First, the centres directly support implementation of activities aimed to reduce the levels of violence and crime. This is achieved by providing a neutral space for mediation and dialogue and trainings on peace and security issues; as well as space for services (i.e. legal clinics and Community Policing Department). Second, the centres are designed to support possible future 'DDR like' programming at the community level.

Today, these centres have been renamed Resource Centres for Peace (RCP). They are managed by the District Peace Committees supported by the coaching NGOs such as SOYDEN and CPD, yet are owned by the district authorities. An additional two RCPs are being constructed in Yaqshid and Dajnile districts to cater for the need of the additional eight DPCs. All centres are established to become self-sufficient and each is aiming to develop a sustainability/cost recovery plan which will include contributions from the community.

District Peace Committees: (DPCs) have been established in each of Mogadishu's 16 districts under the legal framework provided by the National Somali Stabilisation Plan (NSSP). Each DPC comprises roughly 15 members and is representative of the various segments of society (i.e. local authorities, police, elders, religious leaders, women, youth, and IDPs).

Of the 16 DPCs, eight were created in 2011 and are fully operational in the TFG controlled districts Wadajir, Hodan, Dharkenly, Waberi, HamarJajab, Shangani, Shibis and Hamarweyner. These committees have been provided with basic induction training and conflict resolution, mediation and analysis trainings by the Somali Observatory of Conflict and Violence Prevention. The committees played a crucial role while identifying beneficiaries for the Phase I of the Youth for Change programme. The remaining eight DPCs were established in April 2012 but the committees in formation, and communities have not yet benefitted training supported by UNDP.

### **YOUTH AT RISK**

During the first half of 2011, tools, processes, and partners were identified for the Youth at Risk. Implementation began in phases starting in Burao (August), Bosasso (September), Mogadishu (November), and Galkayo (October). Activities focused first on training the partners and local authorities, then implementation through a phased approach as follows: (1) sensitisation, outreach and identification of the caseload (2 months), (2) case management including profiling and registration of the caseload (two weeks), (3) rehabilitation which includes classes and community services (6 months), (4) reintegration (on going).

Since initial launch in Mogadishu in 2011, 500 youth from eight districts have been identified and registered. Of these, 367 remain participating. The 133 youth are no longer participating due to the late start of the economic integration component of the project.

The initiative provided them with social and legal skills in the framework of social rehabilitation. It has also provided 120 of them with specific vocational skills. 130 has have received start-up capital for micro enterprise establishment.

## WOMENS CIVIL PROTECTION UNIT

Thus far, participants of this component have been provided with basic induction, conflict analysis, resolution, and mediation trainings as well as reporting and SMS technology. So far, the WCPU has been able to:

- Assist the identification and mobilisation of young men to participate in the project ;
- Support victims of violence by providing direct assistance (orientation, accompaniment to legal clinic, health centre, etc.);
- Integrate the police into the DPCs;
- Provide reinforcement for monitoring and oversight of the beneficiaries registered as part of the Youth for Change project ;
- Support the resolution of small scale disputes on the neighbourhood level through mediation; and
- Support crime prevention through reporting suspicious activities through a sophisticated SMS system to the police.

## PURPOSE OF THE EVALUATION

The evaluation will examine the main components and address 4 primary questions:

### Review of the project

1. Process: How effectively has the project been planned, managed and implemented?
2. Results: What results has the project achieved to date, and is likely to achieve in future?
3. Recommendations: How can the project be improved?

### Review of wider opportunities for tackling community security, youth and women's engagement

4. Wider opportunities: What wider opportunities exist to tackle these issues?

## SCOPE OF THE EVALUATION

### Project components

The evaluation will examine in detail the main components of the project; 1) District Peace Committees, 2) Youth at Risk Joint Initiative, and 3) Womens Civil Protection Units.

### Geographic focus

The evaluation will focus on the project activities in Mogadishu (South Central) with a view to considering implications for expansion of the project both in Mogadishu itself and also into other newly recovered areas of South Central. As a frame of reference, the evaluation should also consider the work of the project in Bosasso (Puntland), and Burao (Somaliland).

### Key organisations

The evaluation will work closely with the lead agency UNDP, as well as the partner agencies involved, which include ILO, UNICEF and IOM. Furthermore, the evaluation will examine the role and work of the implementing agencies which include, but are not limited to:

- SOYDEN – Somali Youth Development Network
- CPD – Centre for Peace & Democracy
- SOCDA – Somali Community Development Action
- SWDC – Somali Women's Development Centre

- OCVP – Observatory of Conflict and Violence Prevention
- ILO – International Labour Organization
- UNICEF – United Nations Children’s Fund

**Stakeholder involvement**

The consultant is expected to conduct a participatory evaluation providing for meaningful involvement by project partners, beneficiaries, and other interested parties. Stakeholder participation is to be an integral component of evaluation design and planning, information collection, the development of findings, evaluation reporting, and results dissemination. These will include, but not be limited to:

- The Benadir Regional Administration, and Dan Guud Management team
- Relevant District Peace Committees
- Participants of the Y@R joint initiative
- Members of the Women’s Civil Protection Units
- Other users/ employees of the Resource Centres for Peace
- Other civilian and official groups as necessary

**Existing information**

Wherever possible, the evaluation will build on existing information and material generated by this and related programmes. This will include:

- Information used as the original rationale for the programme
- Previous monitoring/ review reports
- Proposals
- Outputs from management/ coordination meetings
- Related reviews and assessments (such as the current IOM youth demobilization study)

**EVALUATION FRAMEWORK**

The evaluation will examine the main components of the project (1) Establishing District Peace Committees; (2) Youth at Risk joint initiative; and (3) Women’s Civil Protection Units) within the framework of the four primary questions, which are broken into indicative areas for detailed review below.

**1. PROCESS: How effectively has the project been planned, managed and implemented?**

**Project design**

- Why was this project developed? Is it tackling the right issues for this context?
- To what extent is it informed by beneficiaries and Somali stakeholders?
- How sound is the evidence basis for the programme?
- How well does it complement other UN projects and those of the wider international community?
- How logical and coherent is the project’s design?

**Implementation**

- How well has the design been translated into reality on the ground? What is working and what is not?
- What major issues have arisen and how well have they been addressed?
- How effective are processes of identifying issues and problems and resolving them?
- How effective is the role of the implementing partners? Is the project and beneficiaries effectively served by these organisations?
- What are the major risks going forward? Are these sufficiently mitigated?

**Management, monitoring, and coordination**

- Is the management team, structure and resources in place sufficient to effectively deliver the project?
- Are the processes and mechanisms currently in place (such as workplans, budgets, etc.) sufficient for the project?

- How effectively is the project coordinated across UN agencies? Across implementing agencies? Across government stakeholders?
- Are monitoring mechanisms sufficient?

## 2. RESULTS: What results has the project achieved to date, and is likely to achieve in future?

### Outputs

- What progress has been achieved by the project thus far in delivering the activities and outputs?
- How have these been perceived by stakeholders?
- What have been the most significant achievements to date and why?

### Impact

- Is there a sound results framework in place to determine the impact the project is having on the key issues?
- What initial impact is the project having on the ground on the key issues of community security, youth and women's engagement? What are the perceptions of stakeholders?
- What are the early signs of impact on local populations - Youth, women, officials, police, business and others?
- What is the likely future impact of the project? What are the main determinants of this impact?
- Have there been any unintended impacts?

### Value for money

- Do the results thus far justify the costs?
- Could the same results have been achieved with less resources?
- How satisfactory are the processes for managing finances and handling contracts?

## 3. RECOMMENDATIONS: How can the project be improved?

- What are the primary recommendations for guiding future programming and policies?
- What evaluation methodologies should be used for future evaluations of impact and outcome?

## 4. WIDER OPPORTUNITIES: What wider opportunities exist to tackle these issues?

- What other project, initiatives, partners, organisations, linkages should be invested in to widen the opportunities for and increase impact on tackling the key issues of community security, youth and women's engagement in South-Central?

## EVALUATION METHODOLOGY

The consultant will propose their preferred methodology based on this TOR. At minimum, it will comprise a variety of evaluation techniques; desk review, meetings with stakeholders and beneficiaries, focus group discussions, field visits, informed judgment, and scoring, ranking or rating techniques.

### DOCUMENT REVIEW

The evaluator will review the following documents before conducting the mission to the field:

- Project document
- Quarterly reports
- Reports from activities
- Mission reports
- Work plans
- Other documentation as requested / available

### EVALUATION PLAN

The consultant will prepare an evaluation plan that will operationalize and direct the evaluation. The work plan will describe how the evaluation is to be carried out. It will be approved by the evaluation manager / evaluation team and act as the

agreement between parties for how the evaluation is to be conducted. The evaluation plan will address the following elements:

- Overview of project
- Expectations of evaluation
- Roles and responsibilities
- Evaluation methodology
- Evaluation framework
- Information collection and analysis
- Reporting
- Work scheduling

#### FIELD VISITS

Meetings will be scheduled in advance of the field visits by the implementing partner's staff, in accordance with the evaluator's requests and consistent with these terms of reference.

#### DRAFT FINDINGS WORKSHOP

At the end of the field work, the evaluator will present preliminary findings to the implementing agencies. This may include wider stakeholders as required.

#### FINAL FINDINGS WORKSHOP

If deemed appropriate, a final presentation of findings may be conducted for a wider audience, potentially comprising international and national actors.

### DELIVERABLES

The consultant will deliver:

1. Inception report which will include Evaluation Work Plan
2. Brief weekly report on progress
3. Draft findings workshop in Nairobi
4. Evaluation report
5. Final findings workshop (if deemed appropriate)

These deliverables are to be:

- Prepared in English
- Submitted to the British Office For Somalia and the 3 agencies electronically via e-mail
- Submitted in hard copy format for each agency

### TIMELINE

- Draft Evaluation Plan: Within 1 week of signing the contract.
- Inception Report and Evaluation Plan: Within 1 week of receiving comments on the draft plan
- Draft Evaluation Report: Within 2 weeks of returning from mission
- Draft Findings Workshop: Within 2 weeks of returning from mission
- Evaluation Report: Within 1 week of receiving the agencies comments on draft report, the consultant will submit a final evaluation report including an evaluation abstract / executive summary.
- Review Workshop: To be facilitated within 1 week of submitting the evaluation report (if appropriate)

### EVALUATION MANAGEMENT AND APPROVAL

## **Management**

The evaluation will be overseen by an Evaluation Management Team comprising:

- The British Office For Somalia representative (the Evaluation Manager)
- UNDP Programme Representative

This team will be responsible for:

- Overall responsibility and accountability for the evaluation
- Guidance throughout all phases of execution
- Co-ordination of the review process
- This team will agree on frequency of management meetings with the consultant.

Approval of all deliverables will be by the Evaluation Manager in consultation with the Evaluation Team

## **Coordination and logistics**

The management team will manage the process and ensure sufficient coordination with partner agencies ILO and UNICEF. The lead agency UNDP will be responsible for facilitating operational access and logistical support for the consultancy.

## **Duty of Care**

The consultant will conduct the evaluation under their own Duty of Care. The safety and security of all staff will remain the responsibility of the consultant.

## **QUALIFICATIONS**

The consultant should have the following qualifications:

- Master degree in relevant field or related graduate qualifications
- A minimum of 10 years of professional experience specifically in evaluating programmes, peace keeping operations, etc. preferably in conflict affected countries
- Proven experience with logical framework approaches and other strategic planning approaches, M&E methods and approaches (including quantitative, qualitative and participatory), information analysis and report writing
- Knowledge and experience of the UN system
- Understanding of the context of Somalia
- Excellent communication and interview skills
- Excellent report writing skills
- Demonstrated ability to deliver quality results within deadlines