**United Nations Development Programme**

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**Terms of Reference**

**Mid-Term Evaluation Support to Media Development Project**

1. **Background**

Since 2014, UNDP Sierra Leone has been supporting an ambitious Media Reform program guided by a four-year National Media Reform Strategy that was formulated in 2014 following a comprehensive national assessment in 2013 of key media institutions' capacities and the review of media laws in Sierra Leone. Both exercises were jointly supported by UNDP and UNESCO through the Independent Media Commission (IMC) and gained overwhelming support of key media stakeholders in the country. The reviews indicated lack of professionalism and the absence of comprehensive media law as two major challenges in the media landscape in Sierra Leone.

As part of the implementation of the four-year strategy, Media Reform Coordinating Group Sierra Leone (MRCG SL) was constituted comprising of nine key media institutions and was formerly endorsed by all stakeholders in May 2014 and has since been playing coordinating role of media reform processes in the country. The overall aim of the programme is to strengthen democratic dialogue and accountability, consolidate peace and ensure development through professional, independent and sustainable media based on the right to freedom of speech. The rationale for UNDP/development partners support is to focus on strategic capacity building of the media associations and organizations which forms the corner stone for media development and as catalyst activities triggering external donors to jointly engage the media in the country.

The vision of the media development strategy is based on the right to freedom of speech and expression to build a sustainable and diverse media sector whose professionalism contributes to strengthening the democracy and development of Sierra Leone.

The strategy defined four key strategic objectives as follow:

* Improved ethics of the media through regulatory or self-regulatory mechanisms
* Promoting transparent and independent allocation of licenses, handling of media complaints, and stimulating an enabling regulatory and political environment for professional and pluralistic media
* Sustainable and independent public service broadcasting serving all the people of the country
* Strengthened professionalism and sustainability of organisations and improved people’s participation in media development and content

1. **Purpose of Evaluation**

The evaluation will look at all aspects of the Media Development Project from inception up to the time of the evaluation. The evaluation will also provide an important input into the formulation of the future strategy by MRCG SL and UNDP , especially in the light of changes Sierra Leone has undergone since the outbreak of Ebola Virus Disease.

The evaluation will focus on learning for improving and adjusting the support to Media Development Project design, governance and operations and informing future media reform-like interventions. The mid-term evaluation focus will also be guided by the standard evaluation criteria of relevance, efficiency, effectiveness, Impact and sustainability. It will also capture leveraged and unintended support and results to media development project (if any), as well as other pertinent evaluation criteria such as equity, gender equality, south-south collaboration and human rights.

The mid-term evaluation is aimed at :

* Learning lessons and deepening the understanding of how the media development project was designed, set up, managed and delivered. The evaluation will generate useful lessons especially on the design, management and quality of results generated by the project for improving the quality of similar and future initiatives;
* Accounting for various investment in terms of the intended and unintended results; the mid-term evaluation will also provide essential information on intended and unintended results to donors and partners to account for all investments to Media Development Project
* Informing decisions on the way forward and course correction measures, as well as the sustainability, scalability and replicability of the Media Development Project interventions

**Objective of the Evaluation**

The main objective of this mid-term evaluation is to assess the progress in terms of achieving the projects stated objectives and results. The evaluation will also assess UNDP’s contribution to media reform processes in Sierra Leone as well as to inform the design of the new project document for the Support to Media Development Project (2017 – 2020). The specific objectives of the evaluation are as follows:

* Assess the performance of the project in achieving planned results and contribution to achievement of UNDP Country Programme Document (CPD), UNDP Strategic Plan and Government of Sierra Leone (GoSL) development goals and results;
* Identify and assess the strengths, weaknesses, constraints and opportunities of the Support to Media Development Project to recommend any necessary changes or course correction measures in the implementation and design of future similar development initiatives; and
* Draw, on the basis of above objectives, lessons and recommendations for sustaining the media development project results, and providing guidance for the future strategic direction of the media development is Sierra Leone.

1. **Scope of the Mid-term Evaluation**

The MTE will cover all activities undertaken in the project and the period from inception to the time of the evaluation. It is expected to meet International and United Nations Evaluation Group (UNEG) standards and guidelines, and at a minimum, apply the following review criteria:

* **Effectiveness** of the Support to Media Development Project in achieving or likely achieving expected and unintended results;
* **Relevance** and **coherence** of Support to Media Development Project objectives and design (including its theory of change, governance structure and delivery model) and activities towards realizing the desired results;
* **Efficiency** of the Support to Media Development Project in its design, institutional arrangements, and strategies used to achieve expected and unintended results;
* **Sustainability** of the support to Media Development Project activities and results including the focus on scalability and replicability;
* To the extent possible, the evaluation is also expected to capture and highlight **initial impacts** and provide recommendations to ensure the project continues its trajectory to deliver the intended impact.

Within the above criteria and as appropriate, the evaluation is also expected to cover the following;

* An assessment of whether programme’s partnership strategy was adequate and effective including the range and quality of partnerships and collaboration developed with government, civil society, donors, the private sector and whether these contributed to improved programme delivery and attainment of results. The evaluation is also expected to assess how synergies were built with other state and non-state programmes/projects that contribute to Media Development.
* An assessment of how the cross-cutting themes and UN programme design attributes such as Human Rights, Equity, Gender Equality e.t.c were integrated in the programme design and implementation, as well as results and social effects of these interventions.
* Integrate capacity assessments of supported institutions to include but not be limited to assessment of changes in capacities for evidence based policy, legal framework, strategy and programme development, systems and in other areas.

1. **Methodology of the Assignment**

Based on UNDP guidelines for mid-term evaluations, and in consultations with UNDP Sierra Leone, the evaluation will be inclusive and participatory, involving all principal stakeholders. The evaluation will consider the social, political and economic context which have affected the overall performance of the project taking into account EVD related factors. The review methods will include, but will not be limited to the following provided they are agreed at the inception phase: During the evaluation, the consultant is expected to apply but is not limited to the following approaches for data collection and analysis:

* Key informant interviews with UNDP Senior Management and Project Staff;
* Desk review of relevant documents including policy frameworks, legal frameworks, national strategies, evaluation reports, project progress reports and any other necessary references including related reports on media development in Sierra Leone;
* Interviews with partners and stakeholders, government officials, service providers including CSO partners, Development Partners and/or Donors, strategic partners on media development;
* Field visits;
* Case studies for comprehensive examination and cross comparison of cases to obtain in-depth information.

The consultant is expected to develop a detailed evaluation plan and an evaluation design matrix showing methods of addressing key evaluation criteria and objectives as part of the inception report. He/she will submit a short inception report that will also describe:

* How he/she understood the programme theory of change in developing the evaluation plan
* The detailed evaluation plan, indicating the methods to be used and information sources to be looked at for each evaluation question.

The evaluation will be carried out in accordance with UN Evaluation Group evaluation standards which emphasize the need for: Independence, Credibility, Utility, Impartiality, Transparency, Disclosure, Ethics, and Participation

1. Management Arrangements

The presence of an international consultant would be an added advantage given the complexity and sensitivity of the evaluation and hence the need to safeguard independence and impartiality of the evaluation. The consultant will have the support of the Programme Management Support Unit and Governance Cluster in the country office. The Media Reform Coordinating Group Sierra Leone (MRCG SL) Secretariat and board will provide the evaluators an overview of the project, as well as the results of preliminary data collection and analysis, which will include contextual information, project and outcome monitoring data, and relevant documents including project documents, progress reports and evaluation reports.

The Results Based Management Specialist will be the evaluation manager. The Consultant will report to the evaluation manager and the Project Manager Media Development Project. A reference group will be established to provided additional support and quality assurance to the evaluation, as well as working closely with the evaluation manager in reviewing the terms-of-reference, the inception report, the draft report. The reference group will be made up of the Project Manager, the Governance Team Leader, Evaluation Manager, Selected members of the MRCG SL and representatives of other key stakeholder organisations.

UNDP Sierra Leone and the Consulting Team shall be responsible for setting up meetings with all key stakeholders of the project, both government and non-governmental organizations.

1. **Expected Deliverables**

The key deliverables of the Evaluation Consultant will include the following outputs:

* Inception report which will include a detailed evaluation plan and evaluation design matrix and its presentation (before the commencement of field work);
* Evidence set (analyzed data) used for writing the report and for the presentation – the analyzed data will be included in the technical annexes;
* Draft report and its presentation to the Evaluation Reference Group and for peer review. The evaluation report will include: the executive summary, evaluation purpose, objectives and questions, social and environmental considerations of the project, sustainability, scalability and replicability of the project, key aspects of the methodological approach and limitations, findings, conclusions, lessons and recommendations, and annexes;
* Final report including an executive summary of up to three pages and essential annexes
* Technical annexes including the methodology and its instruments and evidences.

1. **Skills and Experience of the Consultant**

The Consultant shall have the following skills and knowledge:

**Skills**

* At least seven (7) years’ experience in conducting external project evaluations using different approaches and these will include non-traditional and innovative evaluation methods
* Expertise in gender and human rights based approaches to evaluation
* Specific evaluation experiences in the areas of media reform/capacity building.
* Experience in collecting and analyzing qualitative and quantitative data
* A strong commitment to deliver timely and high quality results, i.e. credible evaluation and report with very specific and actionable recommendations
* Strong team leadership and management track record
* Good interpersonal and communication skills, an ability to communicate with various stakeholders, and an ability to express ideas and concepts concisely and clearly;
* Good knowledge of the Sierra Leone media landscape; a previous working experience in Sierra Leone will be an asset.

**Knowledge:**

* In-depth knowledge of media reform projects with focus on development partner support to media development.
* Regional/Country experience and knowledge: in-depth knowledge of Sierra Leone
* Language proficiency: fluency in English

1. **Timeframe**

The detailed schedule of the evaluation and length of the assignment will be discussed with the Consultant prior to the assignment. The estimated duration of the assignment is up to 8 weeks and the tentative schedule is as follows:

* Desk review, inception methodology for evaluation and field work (1 week);
* Fieldwork, De-briefing and preparation of draft report (3 Weeks)
* Feedback from key stakeholders and UNDP and Final Report (1 week)

**9. Remuneration**

The daily rate for consultancy fees will depend on the level of education and experience of each individual evaluator. Consultants are expected to explicitly indicate their daily rates when applying for this evaluation. Payments will be made in US$ for the international consultant and in local currency at prevailing UN exchange rates for a National Consultant. The evaluators will receive the payments in the following instalments:

* 20% upon submission of an acceptable inception report that takes into account the comments and suggestions from the review of the inception report.
* 40% upon submission of the draft Mid-Term Evaluation Report and presentation of draft Report to a stakeholder Validation Meeting; and
* 40% upon submission and acceptance of final report

**10. Application Process**

Interested applicants should submit their applications by 4th November, 2016. Applications should be clearly marked as follows:

**Mid-Term Evaluation - Support to Media Development Project**

Interested consultants should also submit a proposal to UNDP Sierra Leone briefly outlining and including the following:

• A brief outline of how they would approach the assignment detailing the methodology, tools and proposed timeline (5 pages)

• CVs and certified copies of academic certificates

• A copy of recently completed evaluation report they consider to be among their best.

• An indication of the rate for the consultancy fees in US$

The Applications should be sent to:

The Deputy Country Director – Operations

United Nations Development Programme (UNDP)

55 Wilkinson Road

P.O. Box 1011

Freetown, Sierra Leone

**Annex A: Selection and Scoring of Applicants**

The selection of the consultant will be based on how his/her skills and competences sets match the criteria defined in (7) above. The proposals for the short-listed candidates will be reviewed both technically and financially. The following is the basis for scoring each technical proposal:

|  |  |  |
| --- | --- | --- |
| No | Criteria | Score |
| 1 | Relevant knowledge and qualification | 10 |
| 2 | Language proficiency and ability to produce quality reports | 10 |
| 3 | Relevant work experience particularly in the evaluation of Media and related governance areas including gender and human rights projects | 10 |
| 4 | Knowledge of Sierra Leone Media Landscape | 5 |
| 5 | Previous experience conducting evaluation in Sierra Leone | 5 |
| 6 | Proposed evaluation methodology and design matrix | 20 |
| 7 | Experience in collecting qualitative and quantitative data | 10 |
|  | **Total** | **70** |
| 8 | Financial proposal accounting for 30% on the basis of price quoted | 30 |
|  | **Grand Total** | **100** |

**Annex B: DOCUMENTS FOR STUDY BY THE EVALUATORS**

* UNDP Handbook on Planning Monitoring and Evaluation for development Results
* UNDP Guidelines for Outcome Evaluators
* Ethical Code of Conduct for Evaluation in UNDP
* UNDG Result-Based Management Handbook
* UN Transitional Joint Vision 2013-14
* UNDP CPAP 2008-2012 and 2013-14
* GoSL PRSP II, Agenda for Change, 2008-2012 and Agenda for Prosperity 2013-17
* Millennium Development Goals Reports 2011
* MRCG SL Project documentation
* The Media Development Strategy
* IMC Media Code of Practice and Revised Act
* Progress and Field Visit Reports
* Project Board and Programme Review Meeting Minutes

**ANNEX C: UNEG Code of Conduct for Evaluators/Midterm Evaluation Consultants[[1]](#footnote-2)**

**Evaluators/Consultants:**

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 in the course of 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.

**MTE 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 *\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ (Place)* on *\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ (Date)*

Signature: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

**Prepared by:**

\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Hassan Jalloh

Support to Media Development Programme Manager

UNDP Sierra Leone

Date:

**Reviewed by:**

\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Annette Nalwoga/Edward Kamara

UNDP Governance Team Leader

Date:

**Approved by:**

\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Andson Nsune

UNDP RBM Specialist

Date:

1. [www.undp.org/unegcodeofconduct](http://www.undp.org/unegcodeofconduct) [↑](#footnote-ref-2)