

LESOTHO NATIONAL DIALOGUE AND STABILISATION PROJECT

TERMS OF REFERENCE FOR END OF PROJECT EVALUATION

Location: Maseru and Home based
Application Deadline: 5 – February -2020 (Midnight New York, USA)
Type of Contract: Individual Contract
Post Level: International Consultant
Languages Required: English
Starting Date: 20- February -2019
Duration of Initial Contract: Up to 20 days
Expected Duration of Assignment: 20 February 2020 – 31 March 2020

A. Background

UNDP is the UN global development network, advocating for change and connecting countries to knowledge, experience and resources to help people build a better life. It works with individual countries on their own solutions to global and national development challenges. UNDP has recently initiated a new Country Programme (2019-2023) anchored on the Lesotho National Strategic Development Plan (NSDP II), the UNDAF (2019–2023) and guided by the UNDP Strategic Plan (2018–2021). The Programme comprises three pillars: (i) Governance, Accountability, Social Cohesion and Stability; (ii) Sustainable and Inclusive Economic Growth and (iii) Environmental Sustainability, Climate Change and Resilience. UNDP Lesotho supported the Government of Lesotho in the implementation of the Lesotho National Dialogue and Stabilization Project as part of its Country Programme, Outcome 1: *By 2023, government and non-governmental institutions deliver their mandates and uphold good governance, rule of law and human rights, with all people having improved access to justice and participating in social and political decision-making processes in a peaceful environment.*

B. Project Overview

UNDP Lesotho, in partnership with the Government of Lesotho and the Southern African Development Community (SADC) recently secured funding from the UN Peacebuilding Fund (PBF) to implement the Lesotho National Dialogue and Stabilisation Project (LNDSP). The LNDSP is a response to Lesotho's cyclic political instability and a first step towards the implementation of comprehensive national reforms aimed at long-term stability and sustained peace and development. The support by the PBF through its Immediate Response Facility (IRF) enables UNDP and other UN agencies, specifically, UN Women, the United Nations Department of Political and Peacebuilding Affairs (DPPA) and the United Nations Office of the High Commissioner on Human Rights (UN OHCHR), the Government, SADC and non-governmental groups - Lesotho Council of NGOs (LCN) and the Christian Council of Lesotho (CCL) to work collaboratively to catalyse positive change.

In this regard, LNDSP aims at creating a conducive environment, unity and commitment among Basotho to implement political reforms that address the causes of recurrent crises

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and build sustainable peace and stability. Specifically, the project seeks to deliver three key outcomes:

- By 2019, there is a national agreement on the content and processes of comprehensive political reforms and national reconciliation in Lesotho with increased public and donor support;
- By 2019, tensions and divisions within and amongst security services are reduced thereby enhancing the participation of the sector in the national dialogue and reform processes and enhancing public trust.
- By 2019, a more informed Lesotho constituency is actively participating in political reforms and reconciliation efforts due to greater access to timely and accurate information on the national dialogue and reform processes.

The LNDSP provides a unique opportunity for UNDP to go beyond its regular programming to support the Government and collaborate with SADC and civil society groups to tackle and mitigate risks by, foremost, initiating a national political dialogue that will bring all stakeholders together to agree on the reform content and processes of the national reforms. The first step was a national consensus building and a broad-based, inclusive and participatory national dialogue process to generate political and societal consensus on the reforms content for future stability, reconciliation and peaceful co-existence in Lesotho.

Secondly, the project also prepared the security sector for a constructive engagement in the national dialogue and reforms, through analysis and assessment of the security sector policy environment. As part of interim stabilisation and human rights mainstreaming measures in the security sector, the Project supported capacity building interventions geared towards professionalising the security sector and enhancing inter-agency coordination including formulating a national security sector strategy and policy.

Thirdly, the project supported the development and operationalisation of a coherent and professional communication strategy to ensure that stakeholders have the correct information, enhance participation and reduce anxiety among those who may feel targeted by the reforms. Communication training was provided to existing intra- government communication teams, key stakeholders involved in the national dialogue and reforms process, and local media to ensure a comprehensive operationalisation and roll out of the communication strategy.

UNDP will commission an end of project evaluation for the Lesotho National Dialogue and Stabilization project to facilitate accountability for results and resources invested in the project. The evaluation will also assess the partnerships across agencies, global, regional, and local environment and comparative value and positioning of UNDP. UNDP is thus soliciting for Expression of Interest from individual consultants to undertake an end of project evaluation.

C. Evaluation purpose, scope and objectives

Purpose

This evaluation is undertaken as part of the UNDP program management requirements to assess the extent to which the Lesotho Dialogue and Stabilisation Project has met its objectives, to provide evidence of UNDP's contribution towards outcome achievements, impact and role played and partnerships developed. Apart from UNDP, the results of this evaluation will be used by the Government of Lesotho, SADC, Development Partners, Civil Society Organisations, Political Parties, Faith-Based Organisations and other stakeholders.

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Objectives

The overall objective of the end of project evaluation, is to assess processes and achievements made with focus on the entire implementation period and draw lessons and apply them to possible follow-on assistance activities. The evaluation will detail lessons learnt that will apply in the next phase of the implementation of the reforms. Specifically, the evaluation will assist UNDP and Implementing Partners to:

- Establish the extent to which the planned and related objectives, outcomes and results of the LNDSP have been or are being achieved;
- The relevance, efficiency and effectiveness of the project in achieving its objectives, outcomes and results;
- Assess the factors affecting the project implementation, outputs and its sustainability, including contributing factors and constraints;
- Assess UNDP's strategy used in making contribution to the outcome, including on the use of partnerships for implementation and programming arrangements;
- Examine the extent to which gender, human rights and other cross-cutting issues were considered in the project's design, implementation and monitoring;
- Establish lessons from implementation of the project and;
- Make recommendations for improving the design, effectiveness, efficiency, sustainability and mainstreaming of gender and other cross-cutting issues in future programming.

Scope

The evaluation will be conducted in November 2019, covering the implementation phase of the project. The evaluation will cover the project implementation period from the 4th June 2018 to the 31st December 2019. It will also consider project results achieved through various project stakeholders and beneficiaries, and consider activities in different geographic locations, through effective sampling for evaluation. The evaluation will include achievements made by the following implementing agencies in the context of this project; namely; Government of Lesotho, SADC, LCN, CCL, UN DPPA, UN-Women and the UN OHCHR.

D. Evaluation criteria and key guiding questions

The End of Project evaluation seeks to answer the following questions, focused around the evaluation criteria of relevance, effectiveness, efficiency and sustainability:

Relevance

- To what extent is LNDSP's engagement in governance and peacebuilding support a reflection of strategic considerations, including its role in the development context in Lesotho and its comparative advantage vis-a-vis other partners?
- To what extent has LNDSP's selected method of delivery been appropriate to the development context?
- To what extent has the implementation of the LNDSP been influential in decisions for national dialogues and Peacebuilding, national policies on legal reforms and human rights protection?
- To what extent were considerations for gender equality and women's empowerment integrated in the design of the project?
- To what extent has gender been addressed in the design, implementation and monitoring of LNDSP? Is gender marker data assigned to projects representative of reality?

Effectiveness



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- What evidence is there that LNDSP support has contributed towards an improvement in national government capacity on dialogue and stabilisation?
- To what extent has LNDSP promoted positive changes in gender equality? Were there any unintended effects?
- Has LNDSP been effective in helping establish mechanisms for comprehensive political reforms and national reconciliation at national and local levels? Do these local results aggregate into nationally significant results?
- Has LNDSP worked effectively with other UN Agencies and other international and national delivery partners to deliver project objectives?
- How effective has LNDSP been in partnering with different stakeholder constituencies, including civil society and the private sector, media, political parties to promote effective and active participation in the reforms and reconciliation efforts in Lesotho?
- Has LNDSP utilized innovative techniques and best practices in its programming?
- Extent to which UNDP is perceived by stakeholders as a strong advocate for improving government effectiveness and integrity in Lesotho through implementation of LNDSP?
- Considering the technical capacity and institutional arrangements of the LNDSP, did the project provide adequate basis for national dialogue, reforms and national reconciliation process in Lesotho?
- What contributing factors and impediments enhance or impede LNDSP performance in this area?

Efficiency

- Are LNDSP approaches, resources, models, conceptual framework relevant to achieve the planned outcome? Are they sufficiently sensitive to the political and development constraints of the country (political stability, post crisis situations, etc.)?
- Has LNDSP's strategy and execution in these 3 areas been efficient and cost effective?
- Has there been an economical use of financial and human resources?
- Are the monitoring and evaluation systems that LNDSP has in place helping to ensure that programmes are managed efficiently and effectively?
- Were alternative approaches considered in designing the Projects?

Sustainability

- What is the likelihood that the interventions undertaken through the LNDSP for national reforms and reconciliation agenda are sustainable?
- What mechanisms have been set in place by LNDSP to support the government of Lesotho to sustain improvements made through these interventions?
- How should the project results be utilised to enhance stakeholder engagement and potential to a more united Lesotho with a commitment to implement political reforms? project stakeholders
What changes should be made in the current set of partnerships in order to promote long term sustainability?

Partnership strategy

- Has the partnership strategy adopted for the LNDSP been appropriate and effective?
- Are there current or potential complementarities or overlaps with existing national partners' programmes?



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- How have partnerships affected the progress towards achieving the project outputs
- Has LNDSP worked effectively with other international delivery partners to deliver on project outputs and initiatives?
- How effective has LNDSP been in partnering with civil society, media, the private sector and other national stakeholders to promote dialogue and reconciliation?

Based on the above analysis, the evaluators are expected to provide overarching conclusions on the implementation of the LNDSP, its results, as well as recommendations on how the UNDP could adjust its programming, partnership arrangements, resource mobilization strategies, and capacities in this area to ensure that it is positioned for sustainable results in the future. The evaluation is additionally expected to offer wider lessons for UNDP support on the governance and peacebuilding portfolio in Lesotho and elsewhere.

E. Methodology

The evaluation is expected to review and validate the project's "theory of change" (TOC) to provide a contextual framework for examining relevant elements of the project including the causal links between interventions and the components of the Project. Evidence obtained and used to assess the results of the Project support should be triangulated from a variety of sources, including verifiable data on indicator achievement, existing reports, reviews and technical papers, stakeholder interviews, focus groups, surveys and site visits.

The Consultant should also adopt methodological approaches likely to yield most reliable and valid feedback to the evaluation questions, scope of the assignment, and gender analysis. The evaluation team should take into consideration both qualitative and quantitative approaches, encompassing all or some of the following:

Desk review of relevant documents, including the following:

- Project document (contribution agreement).
- Theory of change and results framework.
- Programme and Project quality assurance reports.
- Annual workplans.
- Activity designs/concept notes.
- Consolidated quarterly and annual reports.
- Results-oriented monitoring report.
- Highlights of project board meetings.
- Technical/financial monitoring reports

Data Collection and Analysis

- Evaluation questions around relevance, effectiveness, efficiency, sustainability and design for different stakeholders to be interviewed.
- Key informant and focus group discussions with beneficiaries and stakeholders. All interviews should be undertaken in full confidence and anonymity, without assigning specific comments to individuals
- Semi-structured interviews with key stakeholders including key government counterparts, UN agencies, Donor Community, SADC and representatives of key civil society organizations,
- Discussions with senior management, Project team and Project staff. The evaluator is expected to follow a participatory and consultative approach that ensures close engagement with the evaluation managers, implementing partners and direct beneficiaries.
- Field visits to selected Ministries, Departments and Agencies



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- Data analysis methods and software (where necessary).

The final methodological approach including interview schedule, field visits and data to be used in the evaluation should be clearly outlined in the inception report and be fully discussed and agreed between the UNDP and the evaluation team.

F. Evaluation products (deliverables)

The Consultant will be expected to deliver the following:

I. Inception report (10 – 15 pages).

One week after contract signing, the Consultant should produce an inception report, considering the following:

- The inception report is expected to outline the evaluators' understanding of the assignment, how each of the evaluation questions will be answered, proposed methodologies for analysis and data collection, as well as proposed data sources.
- The inception report should also include the evaluation matrix to summarize evaluation criteria and process, indicators/success standards, and methods for data analysis as well as an outline of anticipated risks and management plan.
- The report should detail the specific timing for evaluation activities and deliverables and propose specific site visits and stakeholders to be interviewed. Protocols for engaging different stakeholders should be developed.
- The inception report should be discussed and agreed with the UNDP office and the evaluation team before the evaluators proceed with site visits.
- The evaluators should also propose in the inception report a rating scale to assess the evaluation criteria and to standardize assessments.

II. Draft evaluation report

Produce a draft evaluation report consistent with the evaluation Terms of Reference and Inception Report,

- A preliminary debriefing shall be required by UNDP Management prior to finalisation of draft report.
- The draft report shall be reviewed by implementing partners, Project management team and the Evaluation Advisory Committee to ensure that the evaluation meets the required quality criteria and standards, and purpose and objectives are fulfilled.
- Feedback received from these sessions should be considered when preparing the final report. The evaluators will produce an 'audit trail' indicating whether and how each comment received was addressed in revisions to the final report.

III. Presentation to stakeholders.

Presentation of a draft evaluation report to key stakeholders, (partners and beneficiaries). A debriefing report, presentation and list of partners and stakeholders who participated/contributed to the evaluation will be submitted to the Evaluation Manager.

IV. Final evaluation report (maximum 50 pages, excluding annexes).



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Prepare the final report, taking into consideration all comments and inputs made by the implementing partners, and the Evaluation Advisory Committee to formulate the final evaluation report. The Report format shall follow the UNDP Evaluation Guidelines suggested table of contents for reports.

V. Evaluation brief

A technical report of the evaluation covering main findings, lessons learnt, conclusions and recommendations of the evaluation

VI. Scope and duration of the assignment

Table 1: Scope of deliverable and duration

Deliverables	Estimated duration to complete	Targeted Due Date	Approvals and Reviews Required
1. Inception Report containing – a) Interpretations of Terms of Reference; b) Methodology and Evaluation Matrix; c) Workplan and Milestones; d) Budget	5 working days	28 February 2020	UNDP
2. Draft evaluation report – a) Evaluation and stakeholder engagement; b) Draft Report; c) Debriefing with UNDP; d) Draft Final Report incorporating feedback.	10 working days	10 March 2020	UNDP
3. Stakeholders validation workshop and Final Report – a) Circulation of Draft Report to Stakeholders; b) Stakeholders Validation Workshop; c) Final Report incorporating stakeholders.	2 working days	20 March 2020	UNDP
4. Exit Report and Evaluation Brief –; a) Technical Brief/popular version of the evaluation; b) Exit Report	3 working days	30 March 2020	UNDP

G. Evaluation team composition and required competencies

General: It is proposed that the evaluation is undertaken by One International Consultant. The evaluator shall be experts in evaluating development programmes and projects with specific emphasis on governance and peacebuilding sub-sector. They should not have been associated with the formulation and engaged in the implementation of the project

The International Consultant will be responsible for overall production of reports at all stages of the evaluation process; data collection, analysis of the stakeholder feedback, quality and timely submission of the evaluation reports to UNDP. The consultant should have experience in programme design and development, results-based evaluation based on feasible and substantive methodological approach maximised on data collection, collation; synthesis and stakeholder engagement.

Education: Advanced University Degree in Monitoring and Evaluation or: Governance; Social Sciences; Project Management or other related fields.

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Experience:

- At least 10 years of experience in programme evaluations and proven accomplishments in undertaking evaluations for international organizations;
- At least 7 years of solid experience in democratic governance and peacebuilding programming and evaluation, Development Management, Capacity Development, Partnerships and gender; local development and RBM
- Consultant should have sound knowledge and understanding of democratic governance and local development in Lesotho, and
- Proven experience and expertise in conducting program or projects evaluations.
- Further experience working with international organizations and evaluating UNDP programmes and projects is an asset.
- Some knowledge of the Lesotho political context will be an added advantage

Language: Fluency in spoken and written English with good report writing skills. Samples of previous written work may be required.

H. Evaluation ethics

Consultants must sign the Ethical Code of Conduct for UNDP Evaluations and must be free and clear of perceived conflicts of interest. According to this, *"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."*

Interested consultants will not be considered if they were directly and substantively involved, as an employee or consultant, in the formulation of UNDP strategies and programming relating to the LNDSP project under review. The code of conduct and an agreement form to be signed by each consultant.

I. Institutional Arrangement

- **Evaluation Manager:** - The Consultant will be engaged by UNDP and becomes directly responsible to UNDP Country Office (CO). UNDP CO management is ultimately responsible and accountable for the quality of the evaluation process and products under the leadership of the UNDP Deputy Resident Representative and direct supervision of the LNDSP Manager. The LNDSP Manager will be the focal point for the assignment and shall be responsible for engaging and debriefing the evaluation team, reviewing the inception report and ensuring compliance to the UNDP ethics and code of conduct for outcome evaluations.
- The UNDP CO will select the evaluator through an open process and will be responsible for the management of the evaluator. The CO Management supported by the LNDSP Manager will take responsibility for the approval of the final evaluation report. The Monitoring, Reporting and Evaluation Officer, in consultation with the Project Manager, will arrange introductory meetings within the CO and with partners, avail relevant documentation, and arranging visits/interviews with key informants. The Consultant, with help from Project Management Team, will take responsibility for setting up meetings and conducting the evaluation, subject to advanced

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approval of the methodology submitted in the inception report. The CO management will develop a management response to the evaluation within two weeks of report finalization.

- The Evaluation Advisory Group: A five - member Evaluation Advisory Group comprising of key stakeholders from the Ministry of Development Planning, UNDP, selected ministries and development agencies, and a representative of UNDP partners will work closely with the evaluation manager. The advisory group will guide the evaluation by advising the manager on evaluation design and reviewing the TOR and reviewing the draft report to enhance its quality, credibility and utility. This group will review the inception report and the draft evaluation report to provide detail comments related to the quality of methodology, evidence collected, analysis and reporting. The group will also advise on the conformity of evaluation processes to the UNEG standards. The evaluation team is required to address all comments of the Panel completely and comprehensively. The Consultant will provide a detail rationale to the advisory panel for any comment that remain unaddressed
- Evaluation Team: Will comprise of the Consultant, who did not work for UNDP or were not involved as national partners and were not involved in the design or implementation of the programme. S/He is responsible for producing the evaluation report.
- The Quality Assurance Team: The quality assurance team is external to the evaluation, consisting of the Regional Evaluation Advisors at the Regional Bureau and Regional Service Centre. They will critically review the documents and provide advice on the evaluation
- The evaluation will use a system of ratings standardizing assessments proposed by the evaluators in the inception report. Performance rating will be carried out for the four evaluation criteria: relevance, effectiveness, efficiency and sustainability.

The CO will provide some logistical support during the evaluation, for instance assisting in setting interviews with senior government officials, and arrangement of travel to and from project sites. Planned travels and associated costs will be included in the Inception Report and agreed with the CO.

J. Scope of Proposal and payment schedule

Table 2. Payment Schedule

Deliverables	Estimated duration to complete	Targeted Due Date	% of lump sum to be paid
1. Inception Report containing – a) Interpretations of Terms of Reference; b) Methodology and Evaluation Matrix; c) Workplan and Milestones; d) Budget	5 working days	28 February 2020	15
2. Draft evaluation report – a) Evaluation and stakeholder engagement; b) Draft Report; c) Debriefing with UNDP; d) Draft Final Report incorporating feedback.	10 working days	10 March 2020	45
3. Stakeholders validation workshop and Final Report – a) Circulation of Draft Report to Stakeholders; b) Stakeholders Validation	2 working days	20 March 2020	30

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Deliverables	Estimated duration to complete	Targeted Due Date	% of lump sum to be paid
Workshop; c) Final Report incorporating stakeholders.			
4. Exit Report and Evaluation Brief–; a) Technical Brief/popular version of the evaluation; b) Exit Report	3 working days	30 March 2020	10
TOTAL	20 Working Days¹	20 February – 30 March 2020	100%

K. Recommended Presentation of Offer

- P11 indicating all experience from similar projects, as well as the contact details (e-mail and telephone number) of at least three (3) professional references using the template provided by UNDP (Annex I)
- Letter of Confirmation of Interest and Availability using the template provided by UNDP (Annex II)
- Methodology – Brief description of why the individual considers him/herself as the most suitable for the assignment and a detailed methodology on how they will approach and complete the assignment.
- Financial Proposal that indicates the all-inclusive fixed total contract price, supported by a breakdown of costs using template provided by UNDP (Annex III)

L. Criteria for Selecting the Best Offer

Cumulative analysis

The award of the contract will be made to the individual consultant whose offer has been evaluated and determined as:

- responsive/compliant/acceptable, and
- Having received the highest score out of a pre-determined set of weighted technical and financial criteria specific to the solicitation.

* Technical Criteria weight; 70%

* Financial Criteria weight; 30%

Only candidates obtaining a minimum of 70 points would be considered for the Financial Evaluation

Criteria	Total Point 100
<u>Technical</u>	
Demonstrated experience in programme evaluations and proven accomplishments in undertaking evaluations for international organizations including UNDP	20
Must have at least an Advanced Degree/Master's Degree, PhD preferred with equivalent experience in Monitoring and Evaluation, Governance and Peacebuilding, Social Sciences, Project Management or other closely related field	10
Previous similar experience in governance and peacebuilding programming and evaluation, Development Management,	20

¹ The Assignment shall be 20 working days spread over maximum 60 days.

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Capacity Development, Partnerships and gender; local development and RBM	
Methodology – internal and external validity; reliability; logical/theoretical framework; data, analysis and presentation	30
Experience in large-scale complex evaluations of projects supporting national dialogue and reforms processes; governance programmes and or formulating	15
Computer Skills – proficiency in Microsoft Office Suit, Statistical packages and Fluency in written and oral English	5
Total	100

N. Annexes to the TOR

1. Confirmation of Interest and Availability Template
2. P11 Template

OFFERS WITH THE REQUIREMENTS LISTED ABOVE TO BE SUBMITTED TO:

United Nations Development Programme
The Resident Representative,
REF: International Communications Consultant
United Nations Road
3rd Floor UN House
P.O. Box 301
MASERU, LESOTHO
Tel: +266-2222-8127/+266-2222-8106
Email: ls.procurement@undp.org

O. Approval

Approved by:

Name: Christy Ahenkora

Designation: Deputy Resident Representative

Signature: _____

Date: 22 January, 2020

CM