

PROCUREMENT NOTICE **INTERNATIONAL CONSULTANT**

**Summative Evaluation: Support to 2015-2018 Liberian Electoral Cycle**

**INTERNATIONAL CONSULTANT Team Lead**

**PROCUREMENT NOTICE No. UNDP/ELECTION PROJECT/005/2020**

**Date: 11 March 2020**

**Country: Liberia**

**Duty Station**: Monrovia, Liberia

**Description of the assignment**: Provision of consultant services for **Summative Evaluation**

**Project Name:** Support to 2015-2018 Liberian Electoral Cycle

**Duration:** 25 Working Days

Starting date: **Immediately**

Contract type: Individual Contractor (International)

Languages: English

Proposals should be submitted at the following address: by email to bids.lr@undp.org (Please include procurement notice number in the subject area- PROCUREMENT NOTICE No. UNDP/ELECTION PROJECT/005/2020) no later than **Thursday, 19th March 2020 at 12:00 PM (GTM)**. Any request for clarification must be sent by standard electronic communication to the address or e-mail indicated below: info.lr.procurement@undp.org. (Please DO NOT SEND PROPOSALS TO THIS ADDRESS)

UNDP will respond by standard electronic mail and will send written copies of the response, including an explanation of the query without identifying the source of inquiry, to all consultants.

**1. Background**

The Republic of Liberia held democratic Presidential and Legislative Elections in 2005 and 2011 after 14 years of devastating civil war and decades of misrule. The 2017 General Elections then marked a defining moment in the nation-building process, as the first post-conflict elections managed entirely by Liberians. As Liberia continues to struggle with enduring economic difficulties, the country achieved a significant milestone in the strengthening of its democratic institutions. With three successive successful post-war elections, it became clear that Liberia will no longer enjoy such a broad-based international support. For that reason, it is imperative that Liberia’s national institutions and processes are strengthened to conduct future elections in credible, inclusive, transparent and sustainable manner. While significant work has been done since 2011 elections in strengthening NEC’s institutional capacity, including capacity-building and infrastructural developments, there are still steps to be taken to consolidate and built upon these gains.

The project titled ‘Support to 2015-2018 Liberian Electoral Cycle’ (hereinafter ‘the Project’) has been developed following the request by the Government of Liberia and has been implemented through the National Elections Commission (NEC) with support from key national and international partners. The Project uses electoral cycle approach, in line with the recommendations by domestic and international election observers, project evaluations and lessons learnt throughout 2011 and then 2017 elections. The Project has been funded through the UNDP-managed elections-basket fund, supported by the European Union (EU), Sweden, Irish Aid, the Government of Canada, and UNDP, as well as Germany and Japan in its earlier stages.

The 2015-2018 Project, extended till 31 May 2020, has supported the institutional strengthening, including infrastructural development, and staff capacity development, to ensure the conduct of credible, transparent, and inclusive elections. The Project has also supported the NEC in addressing key challenges related to the electoral dispute resolution (EDR) by advising the creation of inclusive and transparent conflict resolution platforms. Strengthening of the professional conduct of the NEC is key to improvement of the public perception of the electoral institution and the process, as well as to deepening trust in the electoral system and democracy. The Project’s support to the Enterprise Resources Planning (ERP) has further aimed at promoting accountability and better coordination in the workplace, as well as sustainability of the electoral process.

The Project’s overall objective is to enhance the democratization in Liberia through improved electoral institutions and processes. The Project’s purpose is to strengthen the capacity of NEC and core electoral stakeholders to conduct their core activities in an impartial, transparent, and sustainable manner and successfully carry out scheduled electoral processes within the electoral cycle.

Based on recommendations of observer missions, previous evaluations and Needs Assessment Mission, the project has sought to achieve following eight results/outcomes:

Result/Outcome 1: Strengthened capacity within NEC for efficient implementation of its mandate

Result/Outcome 2: Voter registration is updated, and voter registration process is improved

Result/Outcome 3: Women’s political participation and leadership is enhanced

Result/Outcome 4: Political parties’ capacity is enhanced; political parties are coordinated, and conflict prevention measures are in place

Result/Outcome 5: Elections security forces act is in line with international standards

Result/Outcome 6; Civic and voter education is strengthened;

Result/Outcome 7: Strengthen the electoral legal framework and the constitutional review process as it relates to elections and harmonization of election law and regulations;

Result/Outcome 8: Successful conduct of national elections through logistics and operational support provided to NEC and core electoral stakeholders.

2. Evaluation Purpose

Since the Project comes to an end on 31 May 2020, the project evaluation is being carried out to assess the progress made against the Project outputs, results and indicators. In-depth analysis will be needed to review the results achieved under eight Project result areas as outlined in the Project document.

The evaluation should look into the relevance, sustainability, effectiveness and efficiency of the Project. To this end, the evaluation should measure an impact of the Project towards strengthening the capacity of NEC and core electoral stakeholders to conduct their core activities in an impartial, transparent, and sustainable manner and successfully carry out scheduled electoral processes within the electoral cycle, with the overall objective to enhance the democratization process in Liberia through improved electoral institutions and processes. The evaluation will also look at the Project from a gender dimension to ascertain the extent to which the Project actively incorporated and/or targeted women and men during electoral training, poll watchers’ recruitment, community engagements, and other key electoral activities.

The analysis and recommendations presented by the evaluation mission will be useful for, development partners and UNDP in measuring the contributions made by the project and in designing future interventions for strengthening electoral system and processes in Liberia.

3. Evaluation Scope

The outcome evaluation will be conducted during the months of March and April 2020, with a view of enhancing the project while providing strategic direction and inputs to the preparation of the next electoral support project to cover the period from 1 June 2020 till 31 July 2024. Given that this is a terminal evaluation, the evaluators are expected to look at the entire period of the project cycle (2015-2020). The evaluation is expected to look also at the extent to which gender has played a role in the project as well as determine the level to which people from diverse socio-economic backgrounds have participated in electoral processes.

Given that the project is nation-wide, the evaluation is expected to have a national scope. A representative sample size will be used so as to ensure equal representation of the entire targeted population. Nonetheless, specific focus will be placed on the target areas that the project had more intervention as this will strongly measure the impact of the project as a whole. At the national level, the evaluation will cover several stakeholders including, NEC officials, government officials associated with electoral process, legislature, development partners (EU, Sweden, Irish Aid, Canada, Germany Japan), other members of Technical Working Group (Carter Center, NDI, USAID, LAVI) electoral experts, leaders of political parties, civil society organizations, women and youth groups, community and faith-based organizations, UN agencies and UNDP. At the sub-national level, the evaluation will cover electoral magistrates in the county-level offices of the NEC, local level political party, civil society, women, youth and other representatives, communities and other beneficiaries of Project’s interventions.

4. Objectives of the Evaluation

Findings from the evaluation are expected to reflect on the project’s implementation strategies and to determine the extent to which the project successfully delivered on its set objectives. Drawing from that, the evaluation is expected to proffer on lessons learnt and salient recommendations which will be used in the design of the next Elections Project.

Specifically, the project evaluation will:

• Assess and evaluate the progress made by the project towards an attainment of the results as specified in the project monitoring and evaluation framework, UN Sustainable Development Cooperation Framework (UNSDCF) and Country Program Document (CPD)

• Measure the contributions made by the project in enhancing the accountability, effectiveness efficiency and inclusiveness of democratic system and processes with focus on elections

• Assess the sustainability of the project interventions

• Examine the cost efficiency and effectiveness of the assistance

• Document main lessons learned, best practices and propose recommendations

The evaluation will consider the pertinent outcomes and outputs as stated in the project document focused towards enhancing the democratization in Liberia through improved electoral institutions and processes. The specific outcomes under the Elections Project are to be assessed as they relate to Country Programme Outcome #4: Liberian governance systems strengthened to ensure consolidation of peace and stability supported by effective and well-functioning institutions that foster inclusive participation of stakeholders, especially women and youth, with enhanced service delivery at local levels.

5. Evaluation Questions

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

Relevance

• To what extent was the Project’s technical and operational assistance relevant in addressing the needs and strategic priorities of the NEC?

• To what extent were interventions informed by gender and social inclusion analyses to enhance women, youth, and marginalized groups’ meaningful participation in the electoral processes as voters, candidates?

• To what extent the project was able to cater the needs of the beneficiaries in the changed context? If and when required an alteration of focus/strategy, was the project flexible?

• Is there any evidence that the project advanced any key national human rights, gender or inclusion policies and the priorities of UN, UNDP, including the UNSDCF?

Effectiveness

• How relevant was the project in making the NEC, electoral system and processes inclusive, credible and transparent?

• How effective has the project been in enhancing the institutional and professional capacity of NEC to conduct an inclusive, credible and transparent elections?

• Has the project achieved its outputs? What were the major factors influencing the achievement or non-achievement of the outputs?

• To what extent the planned outputs contributed towards the achievement of the UNSDCF outcome and what are the evidences to validate these claims?

• Did women, men, persons with disabilities, youth and marginalized groups directly benefit from the Project‘s activities? If so, how and what was the impact?

• Were any changes made in the project regarding approach, partnerships, beneficiaries etc. suggested by project mid-point assessment, context/risk analysis? Did it affect project results?

Efficiency

• To what extent have resources (financial, human, institutional and technical) been allocated strategically?

• Could the activities and outputs have been delivered in fewer resources without reducing their quality?

• Were the project inputs and benefits fairly distributed amongst different genders and communities while increasing access for the most vulnerable? What factors influenced decisions to fund certain proposed activities, and not others?

• To what extent did the coordination with other UN agencies and UNDP projects reduce transaction costs, optimize results and avoid duplication?

Impact

• What impact did the work of the Project have on the institutional capacity of NEC and other electoral stakeholders, including political parties, civil society and other organizations?

• What impact did the work of the Project have on the conduct of elections in Liberia? Is there evidence of changes in their credibility and effectiveness??

• What impact did the work of the Project have on the democratic participation in elections in Liberia? Is there evidence, based on Project indicators, of improvements for underrepresented and/or disadvantaged segments of Liberia society and project’s contribution to the achievement of such results?

Sustainability

• Is there evidence of knowledge transfer from the Project to NEC?

• Have the Project’s interventions enhanced the capacity of NEC and electoral stakeholders?

• What is the level of ownership of NEC towards the project?

• Will the NEC be able to sustain project-supported interventions (programmatically and financially) after the project is phased out?

• Is there any evidence of Project’s reduced assistance over the years due to NEC’s increased ownership and leadership?

Impact

• What has happened as a result of the project?

• What real difference has the activity made to its primary and secondary beneficiaries?

• How many people have been affected?

The evaluation should also include an assessment of the extent to which programme design, implementation and monitoring have taken the following cross cutting issues into consideration:

Human rights

• To what extent have poor, urban and rural population, women and other marginalized groups benefitted from Project’s interventions?

Gender Equality

• To what extent has gender equality been addressed in the design, implementation and monitoring of the Election Project?

• To what extent has the Election Project promoted positive changes in gender equality? Were there any unintended effects both positive and negative?

• How did the Project promote gender equality, human rights and human development in the delivery of outputs?

Based on the above analysis, the evaluators are expected to provide overarching conclusions on the results of the Election Project in this area of support, as well as recommendations on how the Project could adjust its programming, partnership arrangements, resource mobilization strategies, and capacities to ensure that it has sustainable results in the future. The evaluation is additionally expected to offer wider lessons for UNDP’s support in Liberia and elsewhere.

6. Methodology

The evaluation will be carried out by an external team of evaluators and will engage a wide array of stakeholders and beneficiaries, including national and local government officials and staff, donors, beneficiaries from the interventions, and community members.

The evaluation is expected to take a “theory of change’’ (TOC) approach to determine causal links between the interventions that the Election Project has supported and observed achievement at national and local levels. The evaluators will develop a logic model to determine how Project’s interventions have led to improved national and local government management and service delivery.

Evidence obtained and used to assess the results of Election Project’s interventions should be triangulated from a variety of sources, including verifiable data on indicator achievement, existing reports, evaluations and technical papers, stakeholder interviews, focus groups, surveys and site visits.

The following steps in data collection are expected:

6.1 Desk Review

A desk review should be carried out on the key strategies and documents underpinning the programme’s scope of work. This includes reviewing the programme document, different reports, documents kept by the government entities, the Agenda for Transformation (AfT), country programme document, the midterm review report as well as any monitoring and other documents, to be provided by the Project.

6.2 Field Data Collection

Following the desk review, the evaluators will build on the documented evidence through an agreed set of field and interview methodologies, including:

• Interviews with key partners and stakeholders

• Field visits to project sites and partner institutions

• Survey questionnaires where appropriate

• Participatory observation, focus groups, and rapid appraisal techniques

7. Deliverables

The following reports and deliverables are required for the evaluation:

• Inception report

• Draft Evaluation Report

• Presentation at the validation workshop with key stakeholders, partners and beneficiaries

• Final Evaluation report

One week after contract signing, the evaluation manager will produce an inception report containing the proposed theory of change for UNDP’s work on governance in Liberia. The inception report should include an evaluation matrix presenting the evaluation questions, data sources, data collection, analysis tools and methods to be used. Annex 3 provides a simple matrix template. The inception report should detail the specific timing for evaluation activities and deliverables and propose specific site visits and stakeholders to be interviewed. Protocols for different stakeholders should be developed. The inception report will be discussed and agreed with the UNDP country office before the evaluators proceed with site visits.

The draft evaluation report will be shared with stakeholders, and presented in a validation workshop, that the UNDP country office will organise. 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.

The suggested table of contents of the evaluation report is as follows:

Title

Table of contents

Acronyms and abbreviations

Executive Summary

Introduction

Background and context

Evaluation scope and objectives

Evaluation approach and methods

Data analysis

Findings and conclusions

Lessons learned

Recommendations

Annexes

8. Evaluation Team Composition and Required Competencies

The evaluation will be undertaken by two (2) external evaluators, hired as consultants, comprised of a Team Lead ( International) and an Associate Evaluator ( National).

Required Qualifications of the Evaluation Manager/Team Leader:

• Minimum Master’s degree in political science, public administration, international development, or other social science;

• Minimum 7 years of professional experience in public sector development, including in the areas of democratic governance, regional development, gender equality and social services.

• At least 5 years of experience in conducting evaluations for government and international aid organisations, preferably with direct experience with civil service capacity building;

• Strong working knowledge of the UN and more specifically the work of UNDP in support of government;

• Sound knowledge of results-based management systems, and monitoring and evaluation methodologies; including experience in applying SMART (S Specific; M Measurable; A Achievable; R Relevant; T Time-bound) indicators;

• Excellent reporting and communication skills

• Ability to manage a team and ensure quality of a team output

• Previous work experience working on elections in post-conflict countries is desirable

The Team Lead will have overall responsibility for the quality and timely submission of the draft and final evaluation report. Specifically, the Team Lead will perform the following tasks:

• Lead and manage the evaluation mission;

• Develop the inception report, detailing the evaluation scope, methodology and approach;

• Conduct the project evaluation in accordance with the proposed objective and scope of the evaluation and UNDP evaluation guidelines;

• Manage the team during the evaluation mission, and liaise with UNDP on travel and interview schedules’

• Draft and present the draft and final evaluation reports;

• Lead the presentation of draft findings in the stakeholder workshop;

• Finalize the evaluation report and submit it to UNDP.

9. Evaluation Ethics

The evaluation must be carried out in accordance with the principles outlined in the UNEG ‘Ethical Guidelines for Evaluation’ and sign the Ethical Code of Conduct for UNDP Evaluations. In particular, evaluators must be free and clear of perceived conflicts of interest. To this end, 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 outcomes and programmes under review. The code of conduct and an agreement form to be signed by each consultant are included in Annex 4.

10. Implementation Arrangements

The UNDP Country Office (CO) Management will take responsibility for the approval of the final evaluation report. The M&E Specialist or designate will arrange introductory meetings within the CO and the Deputy Resident Representative for Programmes (DRRP) or her designate will establish initial contacts with partners and project staff. The consultants will take responsibility for setting up meetings and conducting the evaluation, subject to advanced 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 Chief Technical Adviser (CTA) of the Project will convene a Reference Group (RG) comprising of UNDP, NEC and partners’ technical experts to enhance the quality of the evaluation. The RRG will review the inception report, draft evaluation report to provide detail comments related to the quality of methodology, evidence collected, analysis and reporting. The RG will also advise on the conformity of evaluation processes to the UNEG standards. The evaluation team is required to address all comments of the RG completely and comprehensively. The Evaluation Team Leader will provide a detail rationale to the RG for any comment that remain unaddressed.

The evaluation will use a system of ratings standardising assessments proposed by the evaluators in the inception report. The evaluation acknowledges that rating cannot be a standalone assessment, and it will not be feasible to entirely quantify judgements. Performance rating will be carried out for the four evaluation criteria: relevance, effectiveness, efficiency and sustainability.

While the Country Office will provide logistical support during the evaluation, for instance assisting in setting interviews with senior government officials as well as ensuring that the evaluators have transport to meetings. Logistical arrangements will be made for field movement for the purposes of data collection to the counties.

11. Time-Frame for the Evaluation Process

The evaluation is expected to take 25 working days for each of the two consultants, over a period of five weeks starting 23 March 2020. The final draft evaluation report is due the 20 April 2020. The following table provides an indicative breakout for activities and delivery:

Activity Deliverable Work day allocation Time period (calendar days) for task completion

Evaluation Manager Associate Evaluator

Review materials and develop work plan Inception report and evaluation matrix

7 6 5

Participate in an Inception Meeting with UNDP Liberia country office

Participate in an Inception Meeting with Reference Group (NEC, donors, partners)

Draft inception report

Review Documents and stakeholder consultations Draft evaluation report

Stakeholder workshop presentation 13

15 15

Interview stakeholders

Conduct field visits

Analyse data

Develop draft evaluation and lessons report to Country Office and Reference Group

Present draft Evaluation Report and lessons at Validation Workshop

Final evaluation report 5 4 5

Finalize and submit evaluation and lessons learned report incorporating additions and comments provided by stakeholders

total 25 25 5 weeks

12. Fees and payments

Interested consultants should provide their requested fee rates when they submit their expressions of interest, in USD. The UNDP Country Office will then negotiate and finalise contracts. Travel costs and daily allowances will be paid against invoice, and subject to the UN payment schedules for Liberia. Fee payments will be made upon acceptance and approval by the UNDP Country Office of planned deliverables, based on the following payment schedule:

Inception report 20%

Draft Evaluation Report 40%

Final Evaluation Report 40%

13. ANNEXES

ANNEX 1 - LIST OF ELECTION PROJECT OUTCOMES TO BE EVALUATED

Project Outcome 1 Strengthened capacity within NEC for efficient implementation of its mandate

Project Outcome 2 Voter registration is updated, and voter registration process is improved

Project Outcome 3 Women’s political participation and leadership is enhanced

Project Outcome 4 Political parties’ capacity is enhanced; political parties are coordinated, and conflict prevention measures are in place

Project Outcome 5 Elections security forces act is in line with international standards

Project Outcome 6 Civic and voter education is strengthened;

Project Outcome 7 Strengthen the electoral legal framework and the constitutional review process as it relates to elections and harmonization of election law and regulations;

Project Outcome 8 Successful conduct of national elections through logistics and operational support provided to NEC and core electoral stakeholders

ANNEX 2 - DOCUMENTS TO BE CONSULTED

- Project Document “Support to 2015-2018 Liberian Electoral Cycle’

- Election Project’s Annual Work Plans 2015-2020

- UNDP Country Programme Document

- Local Governance Act

- UNDP PME Handbook

- UNDP Evaluation Guide and addendum

- UNDG RBM Handbook

- UNDG Ethical Code of Conduct of Evaluators

Annex 3: 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

Standard

Methods for Data

Analysis

Annex 4: 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 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.

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: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

10. Documents to be included when submitting the proposal

Interested individual consultants must submit the following documents/information to demonstrate their qualifications:

1. Proposal:

(i) Explaining why they are the most suitable for the work (1 page); brief methodology on how they will approach and conduct the work

1. Financial proposal
2. Personal CV (P11) including experience in similar projects and at least 3 references

**6. Financial Proposal**

The financial proposal shall specify an all-inclusive daily fee. Payments will be made to the Individual Consultant based on specific and measurable deliverables as specified in the TOR upon completion of all deliverables.

**7. Evaluation**

Individual consultants will be evaluated based on the following methodologies:

*Cumulative analysis*

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

1. *responsive/compliant/acceptable, and*
2. *Having received the highest score out of a pre-determined set of weighted technical and financial \* Technical Criteria; [70 points]*

*\* Financial Criteria; [30 points]*

*Only candidates obtaining a minimum of 70% of the maximum points would be considered for the financial evaluation*

**ANNEXES**

ANNEX 1- TERMS OF REFERENCES (TOR)

ANNEX 2- INDIVIDUAL CONSULTANT GENERAL TERMS AND CONDITIONS

ANNEX 3 – Confirmation of interest