I. Background and context:

i. Stabilization activities are based on a gender-aware conflict analysis, quick needs assessments, and consultations with local authorities and other relevant local stakeholders. The final Project Evaluation - Stabilization Facility for Libya – Stronger for Libya (SFL) supports national and local actors, men, women and youth, in delivering peace dividends to the Libyan people. All stabilization activities aim at supporting and strengthening the legitimate and internationally recognized state authorities; strengthening their capability to lead Libya to sustained peace; reducing the risk of further fragmentation of the Libyan State; and ultimately fostering national unity for all Libyans. The project supports inclusive governance structures, thus laying the groundwork for lasting reconciliation as well as sustained reconstruction and development. The Impact to which the SFL contributes is stronger legitimate and internationally recognized state authorities and national unity.
## Project/Outcome Information

<table>
<thead>
<tr>
<th>Project/outcome title</th>
<th>Independent Project Evaluation - Stabilization Facility for Libya - Stronger for Libya</th>
</tr>
</thead>
</table>
| Corporate outcome and output | UNDP Strategic Plan 2018-2022: Outcome 3- Strengthen resilience to shocks and crises  
UN Strategic Framework for Libya (2019-2020) and the Country Program Document (CPD): Overarching Objective - By late 2020, Libyan institutions’ capacities at all levels are strengthened thus ensuring accountability, transparency and provision of equitable and quality social services addressing vulnerability and participation gaps and encouraging economic recovery towards a diversified and inclusive model.  

**Outcome 1.** By late 2020, core government functions will be strengthened and Libyan institutions and civil society, at all levels, will be better able to respond to the needs of the people (Libyans, migrants and refugees) through transparent, inclusive gender-sensitive decision-making processes abiding by the democratic principles of division of power and rule of law.  

**Outcome 3.** By late 2020, relevant Libyan institutions improved their capacity to design, develop and implement social policies that focus on quality social services delivery for all women and girls, men and boys (including vulnerable groups, migrants and refugees) in Libya towards enhancing human security and reducing inequalities.  

Project Outcome/ UNDP Country Programme Document (CPD) Outputs:  
Output 1.1 Space for national reconciliation is created addressing community needs and mutual interests.  
Output 1.6. Mechanisms for civil society participation are in place.  
Output 3.1. Improved local public services and upgraded infrastructure to enhance accessibility and boost resilient local economic development, in targeted regions of the country. |

<table>
<thead>
<tr>
<th>Country</th>
<th>Libya</th>
</tr>
</thead>
<tbody>
<tr>
<td>Region</td>
<td>Arab States</td>
</tr>
<tr>
<td>Date project document signed</td>
<td></td>
</tr>
</tbody>
</table>
| Project dates | Start: 1 January 2019  
Planned end: 31 December 2021 |
| Project budget | $92,892,924.23 |
| Project expenditure at the time of evaluation | $62,208,248 |
| Funding source | Fourteen (14) Donors, including Libya, Canada, Denmark, European Union, France, Germany, Italy, Japan, Netherlands, Norway, South Korea, Switzerland, United Kingdom, United States |
| Implementing party | UNDP |
ii. Project Outcomes

The Stabilization Facility for Libya was established in May 2016. In the Board meeting in August 2016, the Board approved the project to commence operations in Kikla, Ubari and Benghazi. This was followed by approval to expand operations to Sirte and Sebha in December 2016. By June 2017, the SFL was also mandated to expand to Tripoli, Bani Walid, Derna, and Kufra. In January 2018, the Board approved expansion to Tawergha, Ghat and Ajdabiya, dependent upon safe access to each area and adequate financial resourcing. In the same Board meeting, the project end date was extended to 31 December 2018.

The SFL Board requested a strategic and operational review of the Facility which was conducted in the first semester of 2018. Recommendations of the consultants were discussed extensively and during the last semester of 2018, a Project Document was prepared for the 2nd phase of the SFL covering a three-year period from 1 January 2019 to 31 December 2021.

There were two important changes to the Facility as a result of the review: the first was a shift in the overall goal from “enhancing the legitimacy of the Government of National Accord (GNA), to contribute to “stronger legitimate and internationally recognized state authorities and national unity”. The second was a shift from working “in conflict” to an approach working “on conflict” which led to an emphasis on the establishment of local stabilization goals in each municipality where the Facility operates. This shift in emphasis is reflected in the section below which presents the flow of implementation from Output 3 to Output 2 and Output 1.

In the second phase which covers the period 1 January 2019 to 31 December 2021, the Stabilization Facility intends to contribute to the UNDP Libya country programme goal of reduced conflict and unified governance arrangements in Libya. The Impact to which the SFL will contribute is stronger legitimate and internationally recognized state authorities and national unity. This is being measured principally by perceptions of the legitimacy of the state authorities, by progress with formal political processes that unite Libya, and by political and economic progress being more even across the country.

SFL intends to reduce local conflicts and increase local stability; “the Outcome for which the SFL will manage is a reduction in local conflicts and increase in local stability”. This was expected to require that local stabilization goals are agreed, sufficiently inclusive of all communities, and are on course for achievement. This is intended to be assessed by local communities, reported through local peace structures that are fully inclusive with women and youth empowered to participate meaningfully, and verified by the SFL’s independent third-party monitoring contractor

---

1 UNDP had contracted a third part firm to measure the change in the public perception on the legitimacy and the performance of the internationally recognized government. A separate contract was advertised for panel and on-site monitoring of the effect of SFL interventions of local stabilization goals.
iii. **Project Scope.**

Since its inception, the Facility has been mandated to work in the three regions of Libya (East, West and South). In the 2nd phase of the Stabilization Facility (1 January 2019 – 31 December 2021), five streams of activity, implemented in each municipality, and approved by the Board:

1. Establishment and/or support to an inclusive local peace structure, involving the municipality, local social actors and relevant national service delivery agencies, working together to identify a realistic local stabilisation goal, informed by a gender-sensitive conflict analysis that informs discussions and agreement on a plausible path toward reaching that goal, including a list of priority investments for SFL, national budget, and other agencies;

2. Support for capacity in municipalities and local branches of national service delivery agencies through participation in the process plus short-term surge capacity (e.g. in inclusive planning or budgeting) where required;

3. Delivery of the identified priority investments relevant to SFL;

4. Continued support for trust-enhancing relationships within and between communities, reflecting the specific needs of women and also drawing on their potential contributions to stability, including where possible municipalities reaching out to neighbors where tensions persist;

5. Support for enhanced capacity to develop and deliver an effective communications strategy at local and national level; and

Additionally, SFL intends to contribute to enhanced capacity for monitoring, evaluation, and learning (MEL)

iv. **Geographic context (the specific areas that the project cover e.g. region)**

The Stabilization Facility for Libya was established in May 2016. In the Board meeting in August 2016, the Board approved the project to commence operations in Kikla, Ubari and Benghazi. This was followed by approval to expand operations to Sirte and Sebha in December 2016. By June 2017, the SFL was also mandated to expand to Tripoli, Bani Walid, Derna, and Kufra. In January 2018, the Board approved expansion to Tawergha, Ghat and Ajdabiya, dependent upon safe access to each area and adequate financial resourcing. In the same Board meeting, the project end date was extended to 31 December 2018.

v. **Project Stakeholders**

Key stakeholders on the government side include the Presidency Council, state authorities including relevant line ministries, and municipalities as well as with the Libyan Mine Action Centre (LibMAC). The SFL also has a number of partnerships with local and international NGOs providing support in the area of Output 3 (conflict reduction).

vi. **Project Beneficiaries**

The SFL seeks to bring about change in the lives of Libyan citizens in the East, West and South of the country. The Board has identified specific criteria for the selection of municipalities where the SFL will operate, the most important of which are:

1. Geographic balance to cover areas from the East, South and West Libya;
2. Functioning local authority structure in place in the municipality;
3. Commitment by the local authority to peace and political process;
4. Area affected by and/or prone to conflict and high level of vulnerable population;
5. Catalytic value of the intervention; as well as
6. Sufficient security for effective implementation

vii. Project Donors

When the Stabilization Facility was established in 2016, there were a total of 13 donors contributing to the Facility including the Government of Libya, Canada, the European Union, France, Germany, Italy, Japan, the Netherlands, Norway, South Korea, Switzerland, the United Kingdom and the United States. In 2017, Denmark became a donor to the SFL project which is now funded by 14 donors including the Government of Libya.

viii. Project Budget and delivery

The estimated project budget for the SFL in phase 1 was US $40 million. By the end of the first phase (31 December 2018), total utilization of funds contributed to the Stabilization Facility since its inception was $28,713,833. This includes expenditures of $28,371,023 and additional commitments of $342,810 leaving a remaining balance of just over $11.28 million.

The Total amount mobilized since the onset for both SFL phase 1 & 2 is $95.9 million. The amount utilized under Phase 1 was 28.4 million, leaving $67.5 million for phase 2. The Total amount projected for phase 2 as per the project document is $92.9 million; therefore, the funding gap as of October 2021 is $25.4 million.

ix. Project link to governmental strategies/ priorities

Libya has yet to develop a national development strategy and therefore lacks a framework within which to align and coordinate priority actions toward the achievement of the Sustainable Development Goals (SDGs).

The SFL is linked to the United Nations Strategic Framework (UNSF) specially for Outcome 1 (“By late 2020, core government functions will be strengthened and Libyan institutions and Civil Society, at all levels, will be better able to respond to the needs of the people (Libyans, migrants and refugees) through transparent, inclusive gender sensitive decision-making processes abiding by the democratic principles of division of power and rule of law.”) and its Outcome 3: By late 2020, relevant Libyan institutions improved their capacity to design, develop and implement social policies that focus on quality social services delivery for all women and girls, men and boys (including vulnerable groups, migrants and refugees) in Libya towards enhancing human security and reducing inequalities.

x. Project work with youth, gender, and human rights

SFL seeks to contribute to local stability through achieving the consensus on local stabilisation goals that are inclusive of all communities and population groups including youth, women and vulnerable populations including people with disability. This is intended to be assessed by local communities, reported through local peace structures that are fully inclusive with women and youth empowered to participate meaningfully.

Stabilisation activities are thus based on a gender-aware conflict analysis, quick needs assessments, and consultations with local authorities and other relevant local stakeholders. The SFL supports national and local actors, men, women and youth, in delivering peace dividends to the Libyan people.
II. Scope of work

i. The overall objectives of the Evaluation

The overall objective of the evaluation is to assess the extent to which SFL has contributed to its intended Impact to promote stronger legitimate and internationally recognized state authorities and national unity. The evaluation will review and assess implementation to date identifying whether changes identified in the 2018 SFL Review were included and completed. Through this process, it is important to highlight the unintended consequences (both positive and negative) of implementation to date. The evaluation should also provide an assessment of the extent to which project outcome and outputs were achieved. The evaluation should provide recommendations for action to be taken during the remaining period of the 2nd phase (ending 31 December 2021) and for actions to be taken in 2022.

The TOR is designed to guide the conduct of an independent evaluation (IE). This TOR seeks to strengthen and improve the project’s intervention by examining, amongst other things, the delivery of the program, the quality of its implementation and the organizational context, personnel, structures and procedure; and examining the project theory of change by testing the relationship between goals, activities, outcomes and wider context.

ii. The specific objectives of the evaluation

1. Review the performance of the Project in achieving the Outputs as per the Project Document and their contributions to Outcome and Impact.
2. By providing an objective assessment of the intervention achievements, constraints, performance and results, assess in particular the extent to which the changes embodied in the revised Project Document from January 2019 have been implemented in practice,
3. Generate lessons from the period beginning January 2019 to inform current and future programming in the context of Covid-19 and continued political instability in the country by identifying factors which facilitated or hindered delivery of results, both in terms of the external environment and those related to internal factors.
4. Document and record the lessons identified at various implementation stages. This should include but not be limited to assessing the strengths and weaknesses in different stages of the project, design, management, coordination, human resource, and financial resources;
5. Assess the appropriateness of the Project strategy to reach the intended Outcome and Impact, including the realism of the revised Theory of Change;
6. Define the extent to which the Project addressed cross-cutting issues including gender, conflict sensitivity;
7. Identify and assess the project’s response mechanisms and adaptability to unforeseen external and internal factors;
8. Identify whether past results represent enough foundation for future progress;
9. Provide clear, focused recommendations to suggest effective and realistic new and adaptative strategies by UNDP and partners during the 1) the current phase and 2) during a new phase, if agreed upon by all relevant counterparts.
10. Generate lessons from the period beginning January 2019 regarding the degree to which project implementation responded to the needs of women, girls and boys and the challenges faced by the project to ensure women, girls and boys are involved in benefits generated.

---

2 Or 31st August 2022 if the SFL Board grants a no-cost extension
A. Scope of the Evaluation

The independent evaluation will focus on the 2nd phase of the Stabilization Facility project which started 1 January 2019 and covers the period from 1 January 2019 to 31 December 2021.

Evaluation criteria and key guiding questions:

In assessing the Project, the evaluation will take into consideration the following evaluative dimensions and questions:

I. The validity of the Design and Relevance:

The extent to which the project strategy, proposed activities and expected Outputs, Outcome and Impact are justified and remain relevant to beneficiaries’ assessed needs, country’s policies and donor’s priorities. More specifically, the relevance of the project should be assessed through the following questions:

- To what extent was the intervention in line with national development priorities, country programme outputs and outcomes, the UNDP Strategic Plan, and the SDGs?
- To what extent is the intervention strategically relevant to fulfil its political objective as stated in the Project Document?
- Is the SFL’s Theory of Change – national and local – valid? What changes, further assumptions or additional risk management might be required to give it greater purchase?
- Is there evaluation evidence which indicates that SFL’s work on locally based stabilization (though an instrument like the SFL) is relevant to support political settlements, local or national?
- To what extent are the revised objectives for the 2nd phase of the Facility still relevant given the continued political instability, Libya’s financial crisis, and the impact of COVID-19 pandemic?
- Has the SFL provided a relevant response to the COVID crisis?
- To what extent has SFL adapted and responded to any factors affecting its implementation? Has the project put in place a mechanism to understand and design specific interventions to address the issues of women, girls and boys?
- Has the project put in place a mechanism to understand and design specific interventions to address the issues of women, girls and boys?

II. Efficiency of resource used

The extent to which the project resources (funds, expertise/human resources, time, etc.) are optimally used and converted into intended outputs. More specifically, the efficiency of the project should be assessed through the following guiding questions:

- To what extent has the SFL adopted the changes in structure, processes and methodology set out in the project document for the 2nd phase?
- Have the new structures, processes and methodologies been efficient in delivering project Outputs?
- To what extent has SFL adapted to the COVID-19 emergency to ensure efficiency in implementation?
- To what extent have SFL’s communications efforts contributed to efficient implementation? Are the resources for communication (with donors, with Government, with Libyan citizens, and with donor taxpayers) appropriate? Has the project communicated the perspective of women in their role in peacebuilding? Has the project been able to communicate benefits for women and girls?
- Is SFL’s risk matrix fit for purpose? Is the risk management approach appropriate?
• Does the risk matrix include or distinguish issues as relates to women in their role in peacebuilding and the specific risks faced by women and young girls?
• To what extent has there been an economical use of financial and human resources? Have resources (funds, male and female staff, time, expertise, etc.) been allocated strategically to achieve outcomes?
• To what extent do the M&E systems utilized by UNDP ensure effective and efficient project management?

III. Effectiveness

Effectiveness the extent to which the project’s expected outputs and outcomes are being achieved or are expected to be achieved. Factors contributing to or detracting from the achievement of the project desired results and objectives should also be included in the assessment. More specifically, the effectiveness of the project should be assessed through the following guiding questions:

• Is the sequence of Output 3-Output 2-Output 1 being reflected in practice? Is it working effectively?
• Are there trade-offs (e.g. with speed of visible delivery) which might merit revisiting the concept or its implementation?
• Has the SFL’s revised approach to Output 3 been sound in principle? Has it worked? What factors have made it more or less effective?
• What has affected the extent to which delivery of the SFL’s Outputs has led to achievement of the project’s Outcome?
• How far as achievement of the project’s Outcome contributed to achievement of the intended Impact?
• What factors have influenced the ability of SFL to deliver its results? Has the impact of the Covid-19 pandemic affected implementation of project activities?
• To what extent has the SFL provided a relevant response to the COVID crisis? In what ways has the pandemic affected overall implementation?
• Has the project responded effectively to the specific needs of women, girls and boys, especially with regards to the identification of stabilization goals and the identification of priority investments in support of stabilization goals (Output 1)?

IV. Sustainability of the Project.

In assessing the sustainability of the Project, the evaluation will look at the positive and negative changes produced by the Project’s development interventions, directly or indirectly, intended or unintended. It will also include the positive and negative impact of external factors, such as changes in terms of peacebuilding and reconciliation conditions.

On sustainability, the evaluation will measure the likeliness of project’s results continuing after donor funding has been withdrawn. Some of the key questions will include:

• To what extent did the Project contribute to the advance on reconciliation and dialogue among the community leaders in Libya?
• To what extent was sustainability considered in the planning and execution of the Project’s activities? To what extent is there evidence of sustainability of results?
• To what extent are the SFL’s approach and results likely to be replicated and scaled up by national partners?
• To what extent has the Project modified its approach to respond to the needs of the municipalities to address the Covid-19 pandemic?
• Have the resources of the SFL been sufficient to contribute to meeting the needs of the municipalities regarding Covid-19?
• Has the project been able to efficiently deliver interventions to address Covid-19 pandemic?
**Evaluation of Cross-Cutting Issues:**

Leave no one behind and gender aspects will be considered well in evaluation questions as well the evaluation process. Gender analysis, including gender disaggregated data need to be incorporated in the evaluation.

**Leave no one behind:**

- To what extent have the research and monitoring of Stabilization Facility for Libya been inclusive in terms of capturing the situation of the most vulnerable and marginalized part of the Libya population, vulnerable for incitement of conflict.
- To what extent has Stabilization Facility for Libya civil society and youth engagement been able to include and reach the most vulnerable and marginalized part of the Libya population, vulnerable for incitement of violence.

**Gender Equality:**

- To what extent has Stabilization Facility for Libya and other national stakeholders’ capacity been strengthened in better promoting and protecting women’s rights.
- To what extent have gender equality and the empowerment of women been addressed in the design, implementation and monitoring of the project?
- Is there gender marker data assigned to this project representative of reality?
- To what extent has the project promoted positive changes in gender equality and the empowerment of women? Were there any unintended effects?
- To what extent was the management structure outlined in the project document efficient to generate the expected results? To what extent were the resources used to address inequalities in general, and gender issues in particular?
- To what extent will targeted men, women and vulnerable people benefit from the project interventions in the long term? To what extent will financial and economic resources be available to sustain the benefits achieved by the project?

**Human rights**

- To what extent have poor, indigenous and physically challenged, women, men and other disadvantaged and marginalized groups benefited from the work of UNDP in the country?

**Disability**

- Were persons with disabilities consulted and meaningfully involved in programme planning and implementation?
- What proportion of the beneficiaries of a programme were persons with disabilities?
- What barriers did persons with disabilities face?
- Was a twin-track approach adopted? 3

---

3 The twin-track approach combines mainstream programmes and projects that are inclusive of persons with disabilities as well as programmes and projects that are targeted towards persons with disabilities. It is an essential element of any strategy that seeks to mainstream disability inclusion successfully. Also, see chapter 9 of the Technical Notes. Entity Accountability Framework. United Nations Disability and Inclusion Strategy: https://www.un.org/en/disabilitystrategy/resources
Way forward

- Have any good practices, success stories, lessons learned, or transferable examples been identified? Please describe and document them.
- Based on the achievements to the date, provide forward looking programmatic recommendations for UNDP to continue this project with foresight approach

V. Proposed Methodology

Based on UNDP guidelines for evaluations (*UNDP Handbook on Monitoring and Evaluating for Results* and the *UNDP Guidelines for Outcome Evaluators*), and in consultation with UNDP Libya CO, the evaluation will be inclusive and participatory, involving all principal stakeholders into the analysis. The evaluation will consider the social, political, security and economic context which affects the overall performance of the outcome achievements. During this evaluative exercise, the evaluation reference group is expected to apply the following approaches for data collection and analysis.

It is strongly suggested that the evaluation should use a mixed method approach – collecting and analyzing both qualitative and quantitative data using multiple sources in order to draw valid and evidence-based findings and conclusions and practical recommendations. The evaluation consultant is expected not only to conduct specific online surveys to collect quantitative/qualitative data but also is highly encouraged to review all relevant reports providing quantitative data collected by Stabilization Facility for Libya – Stronger for Libya.

However, the evaluation consultant is expected to propose and determine a sound evaluation design and methodology (including detailed methodology to answer each evaluation question) and submit it to UNDP in the inception report following a review of all key relevant documents and meeting with UNDP. Final decisions about the specific design and methods for the evaluation will be made through consultation among UNDP, the consultant and key stakeholders about what is appropriate and feasible to meet the evaluation purpose and objectives as well as answer the evaluation questions, given limitations of budget, time and data. The evaluator is expected to follow a participatory and consultative approach ensuring close engagement with stakeholders. All stakeholder meetings will be organized virtually for primary data collection given the current COVID-19 pandemic.

I. Data Collection, Data Review and Analysis:

The evaluation methodology will adhere to the United Nations Evaluation Group (UNEG) Norms & Standards. The evaluation will be carried out by an independent evaluation consultant. The evaluation consultant should adopt an integrated approach involving a combination of online data collection and analysis tools to generate concrete evidence to substantiate all findings. Evidence obtained and used to assess the results of UNDP support should be triangulated from a variety of sources, including verifiable data on indicator achievement, existing reports, evaluations and technical papers, stakeholder interviews, focus group discussions (FGD), surveys and site visits where/when possible.

Methods to be used by the evaluation consultant to collect and analyze the required data shall include but not be limited to:
**Desk Review:** This should include a review of inter alia

- Project document
- Result Framework/M&E Framework
- Project Quality Assurance Report
- Annual Work Plans
- Annual Reports
- Highlights of Project Board meetings
- Studies relating to the country context and situation
- Interviews with project staff, present and past;
- Virtual Interviews with an adequately gender representation among involved key stakeholders including government line ministries, development partners, civil society and other relevant partners through a participatory and transparent process;
- Online/virtual Consultations with beneficiaries through interviews and/or focus group discussions;
- Survey and/or questionnaires where appropriate;
- Triangulation of information collected from different sources/methods to enhance the validity of the findings.
- Semi-structured interviews with key stakeholders including UNDP, Government partners, UN colleagues, development partners, CSOs, youths, so on: Development of evaluation questions around relevance, effectiveness, efficiency and sustainability and designed for different stakeholders to be interviewed
- Online/Virtual Key informant interviews with relevant stakeholders from government agencies, donors, UN Agencies, youth groups and CSOs supported by Stabilization Facility for Libya.
- All interviews should be undertaken in full confidence and anonymity. The final evaluation report should not assign specific comments of individuals
- Analysis of Stabilization Facility for Libya Project funding, budgets and expenditure generated from Atlas.
- Analysis and interpretation of qualitative and quantitative data available from various credible sources.
- Data review and analysis of monitoring and other data sources and methods: ensure maximum validity, reliability of data (quality) and promote use; the evaluation consultant will ensure triangulation of the various data sources
- Data and evidence will be triangulated with multiple sources to address evaluation questions. The final methodological approach including interview schedule and data to be used in the evaluation should be clearly outlined in the inception report and fully discussed and agreed between UNDP, stakeholders and the consultant.

The evaluation is expected to use a variety of data sources, primary, secondary, qualitative, quantitative, etc. to be extracted through surveys, storytelling, focus group discussions, face to face interviews, participatory methods, desk reviews, etc. conducted with a variety of partners. A transparent and participatory multi-stakeholder approach should be followed for data collection from government partners, community members, private sector, UN agencies, multilateral organizations, etc.

Evidence will be provided for every claim generated by the evaluation and data will be triangulated to ensure validity. An evaluation matrix or other methods can be used to map the data and triangulate the available evidence.

**Gender and Human Rights-based Approach**

As part of the requirement, evaluation must include an assessment of the extent to which the design, implementation, and results of the project have incorporated gender equality perspective and rights-based approach. The evaluators are requested to review UNEG’s Guidance in Integrating Human Rights and Gender Equality in Evaluation during the inception phase. In addition, the evaluation must focus on expected and achieved

---

gender accomplishments, critically examining the presumed causal chains, processes, and attainment of results, as well as the contextual factors that enhanced or impeded the achievement of results.

In addition, the methodology used in the final evaluation, including data collection and analysis methods should be human rights and gender-sensitive to the greatest extent possible, with evaluation data and findings disaggregated by sex, ethnicity, age, etc. Detailed analysis on disaggregated data will be undertaken as part of final evaluation from which findings are consolidated to make recommendations and identify lessons learned for enhanced gender-responsive and rights-based approach of the project. These evaluation approach and methodology should consider different types of groups in the Stabilization Facility for Libya project intervention – women, youth, minorities, and vulnerable groups.

Due to travel restrictions imposed globally and internally by Covid-19 pandemic, the work will be done remotely using different mediums (Zoom, WhatsApp, Microsoft teams, etc.) to conduct the evaluation. FGDs in Libya will be limited in number in order to conform with country restrictions on public meetings and gatherings.

II. Evaluation Cons

The evaluator must be independent to the project’s implementation or monitoring phases. The international consultant will perform the following tasks:

- Design the detailed evaluation scope and methodology (including the methods for data collection and analysis) for the report;
- Provide UNDP with data collection tools in advance for UNDP feedback to ensure realistic application in the field.
- Ensure full responsibility for the drafting and finalization of the report
- Ensure UNDP feedback on inception and final report is considered in final versions, always under the basis of an independent evaluation.
- Finalize the whole evaluation report and engage in debriefing with UNDP.

III. Deliverables and timeline

The deliverables are summarized in the table below:

The detailed evaluation workplan will be agreed upon between the UNDP and the selected International Consultant. Due to travel restrictions as a result of the Covid-19 Pandemic, the consultancy will be home-based.

The Consultant is expected to commence the assignment on 21 Feb 2022. The assignment and final deliverable are expected to be completed, no later than 15 April 2022, with the detail as described in the below table:

<table>
<thead>
<tr>
<th>Deliverables</th>
<th>Workdays</th>
<th>Completion deadline</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Phase One: Desk review and inception report</strong></td>
<td>7 working</td>
<td>February 2022</td>
</tr>
<tr>
<td>Meeting briefing with UNDP (project manager and project staff as needed) At the time of contract signing</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Sharing of the relevant documentation with the evaluation reference group At the time of contract signing</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Desk review, Evaluation design, methodology and updated workplan including the list of stakeholders to be interviewed</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Submission of the inception report (10 pages maximum) - Comments and approval of inception report</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
**Phase Two: Data-collection**  
Consultations, in-depth interviews, and focus groups online meetings Zoom, WhatsApp, Microsoft teams, etc. Within two weeks of contract signing  
Debriefing to UNDP and key stakeholders

<table>
<thead>
<tr>
<th>Description</th>
<th>Duration</th>
<th>Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>17 days</td>
<td>March 2022</td>
<td></td>
</tr>
<tr>
<td>1 day</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Phase Three: Evaluation report writing**  
Preparation of draft evaluation report (50 pages maximum excluding annexes), executive summary (4-5 pages)  
Draft report submission  
Consolidated UNDP and stakeholder comments to the draft report - Within two weeks of submission of the draft evaluation report  
Debriefing with UNDP - Within one week of receipt of comments  
Finalization of the evaluation report incorporating additions and comments provided by project staff and UNDP country office - Within one week of final debriefing  
Submission of the final evaluation report to UNDP country office (50 pages maximum excluding executive summary and annexes) - Within one week of final debriefing

<table>
<thead>
<tr>
<th>Description</th>
<th>Duration</th>
<th>Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>9 days</td>
<td>April 2022</td>
<td></td>
</tr>
<tr>
<td>1 day</td>
<td></td>
<td></td>
</tr>
<tr>
<td>5 days</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Total**  
40 days

**Expected deliverables**

The consultant is expected to deliver the following outputs:

1. **Evaluation inception report (up to 10 pages).** The consultant will commence the evaluation process with a desk review and preliminary analysis of the available information provided by UNDP. Based on the ToR, initial meetings with the UNDP and the desk review, the consultant should develop an inception report which will be around 10 pages in length and will elaborate evaluation methodologies, including how each evaluation question will be answered along with proposed methods, proposed sources of data, and data collection and analysis procedures. The inception report will include the evaluation matrix. UNDP will review the inception report and provide useful comments for improvement. This report will serve as an initial point of agreement and understanding between the evaluation consultant and UNDP. The inception report, containing the proposed the theory of change, and evaluation methodology should be carried out following and based on preliminary discussions with UNDP. The inception report should include an evaluation matrix presenting the evaluation questions, data sources, data collection, analysis tools and methods to be used. The inception report should detail the specific timing for evaluation activities and deliverables and propose specific site visits and stakeholders to be interviewed (this element can be shared with UNDP well in advance). The inception report should be endorsed by UNDP in consultation with the relevant government partners before the evaluation starts (before any formal evaluation interviews, or survey distribution). ([See the inception report template in Annex E and special instructions on creating a google drive in bullet #4](#)).

2. **Kick-off meeting.** Evaluators will give an overall presentation about the evaluation, including the evaluator approach, work plans and other necessary elements during the kick-off meeting. Evaluators can seek further clarification and expectations of UNDP and the Government partner in the kick-off meeting.

3. **Evaluation debriefings.** Immediately following the evaluation, the evaluation consultant is required to present a preliminary debriefing of findings to UNDP, key government partners and other development partners (Evaluation Reference Group).
Draft evaluation and final evaluation reports (max 50 pages including executive summary).

The draft evaluation report will contain the same sections as the final report and shall follow the structure outlined in Annex 3/ Evaluation Report Template and Quality Standards (Page 49-53) of Section 4/ Evaluation Implementation of UNDP Evaluation Guideline (2019). The international consultant will include both, the inception and the final evaluation reports, in a google drive for the different reviewers to provide comments. UNDP and other designated government representative and key stakeholders in the evaluation will review the draft inception and evaluation report providing comments within this google drive file for the evaluator to address them within an agreed period of time. The consultant will address the required content (as agreed in the TOR and inception report) and quality criteria as outlined in these guidelines. The draft report will ensure that each evaluation question is answered with in-depth analysis of information and back up the arguments with credible quantitative and/or qualitative evidence.

4. Presentation/Debriefing/Audit Trial. Comments and changes by the evaluators in response to the draft report should be retained by the evaluators to show how they have addressed comments.

5. A meeting will be organized with key stakeholders including UNDP and designated government representative and key stakeholders to present findings, conclusions and recommendations. Final evaluation report (see final evaluation template in the Annex F).

The final report will incorporate comments and feedbacks from the stakeholders including the feedback provided during the Presentation/Debriefing meeting. Other relevant documents (i.e. data collection tools, questionnaires, datasets, if any) need to be submitted as well

Disbursement of payments

Lumpsum payment linked to deliverables, and Payment for aforementioned deliverables are subject to certification of deliverable/s report approved by Supervisor, Deputy Resident Representative Programme UNDP Libya.

In line with the UNDP’s financial regulations, when determined by the Country Office and/or the consultant that a deliverable or service cannot be satisfactorily completed due to the impact of COVID-19 and limitations to the evaluation, that deliverable or service will not be paid. Due to the current COVID-19 situation and its implications, a partial payment may be considered if the consultant invested time towards the deliverable but was unable to complete to circumstances beyond his/her control.

Institutional Arrangement

The consultant will work in close collaboration with the Management Support Unit of the Libya CO and will report and submit deliverables to the Deputy Resident Representative (P) of UNDP Libya for review and approval.

Responsibilities of evaluator

The Consultant will

- Lead the development and finalization of the inception report that will include elaboration of how each evaluation question will be answered along with proposed methods, proposed sources of data, and data collection and analysis procedures.
- Lead the entire evaluation process, including communicating all required information

Finalize the research design and questions based on the feedback and complete inception report
Lead the designing of tools and data collection;
Lead the data collection, analysis and interpretation;
Lead the development of the draft evaluation report;
Lead and finalize the evaluation report;
Lead the presentation of initial findings and de-brief;
Lead the evaluation in planning, execution and reporting, inception workshop, kick off and feedback meeting, debriefings;
Oversee the division of labor within the review reference group to ensure compliance with the Final Evaluation TOR;
Utilize best practice evaluation methodologies;
Conduct of data gathering activities: desk review, Key Informant Interviews (KII), focus group discussions etc.
Be responsible for data analysis, draft and final report preparation, consolidation and submission, and presenting the findings
Submit draft evaluation report
Address UNDP feedback and adjust first final report draft
Submit final evaluation report revised
The Consultant will use his/her own equipment and software.

Responsibilities of UNDP

This evaluation is commissioned by UNDP Libya. The Deputy Resident Representative, UNDP Libya will be responsible for managing the evaluation throughout the entire process and ERG will provide necessary support in day-to-day operation of evaluation. The International consultant will work under the overall supervision of the Deputy Resident Representative, UNDP Libya. The international consultant will lead the evaluation. The consultant will report to and work under supervision of the Deputy Resident Representative. An Evaluation Reference Group (ERG) will be established, made up of representatives of the donors to the Stabilization Facility and national counterparts. The ERG will perform advisory role throughout the evaluation process and will provide advice on the ToRs, including the appropriateness of evaluation questions and methodology, will support the evaluation in its analysis of existing evidence by facilitating access and providing inputs, and will discuss the preliminary findings of the evaluation.

The ERG will provide feedback to the evaluation report which should be addressed by the evaluator.

The ERG will also provide input to the development of the management responses and key actions recommended by the evaluation.

Evaluation ethics.

Evaluation consultant will be held to the highest ethical standards and are required to sign a code of conduct upon acceptance of the assignment. UNDP evaluations are conducted in accordance with the principles outlined in the United Nations Evaluation Group (UNEG) ‘Ethical Guidelines for Evaluations’.

This evaluation will be conducted in accordance with the principles outlined in the UNEG ‘Ethical Guidelines for Evaluation’. 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. A code of conduct must be signed by the evaluator(s).

Travel Plan

N/A

IV. Duty Station

Homebased

V. Contract duration

The duration of the contract will be 40 working days as per the above deliverables.

VI. Qualifications and Experience

Education:

At least Master’s degree in social sciences, development studies, international development or other relevant disciplines, with proven track record in programme development and advanced social research.

Experience:

- Minimum of (07) seven years of social or development experience and solid experience in programme development and implementation related to UNDP practice areas. Substantive knowledge in UNDP practice areas required, including Democratic Governance and Resilience and Recovery.
- Minimum of (3) three years of proven drafting skills (with sample of writing report and substantive knowledge of development issues in UNDP practice areas.
- Minimum of (02) two years of experience working in the Middle East and North Africa (MENA) Region.

Language:

- Proficient in English language, spoken and written. Spoken Arabic is a must.

VII. Competencies:

Corporate Competencies:

Integrity, professionalism, and respect for diversity.

Functional Competencies:

- Ability to think conceptually and flexibly, capacity to adapt, innovate, and propose multiple options.
- Prior experience in undertaking UNDP evaluations
- Proven ability to deliver quality output including reports writing and making presentation under tight deadlines.
- Familiarity and working experience on the development issues and context in the Crisis country would be the asset.
• Familiarity with UNDP or UN operations will be advantageous.
• Commitment to respecting deadlines and the delivery of outputs within the agreed timeframe.
• Fair and transparent decision making; calculated risk-taking

VIII. Documents to be included When Submitting the Proposals

Consultant shall submit the following documents:

• Applicants must submit a duly completed and signed Annex II Offeror’s letter to UNDP confirming interest and availability for the Individual Contractor (IC) assignment.

IX. Financial proposal

Lump sum contract

The financial proposal shall specify a total lump sum amount, and payment terms around specific and measurable (qualitative and quantitative) deliverables (i.e. whether payments fall in instalments or upon completion of the entire contract). Payments are based upon delivery of the services specified in the TOR. In order to assist the requesting unit in the comparison of financial proposals, the financial proposal will include a breakdown of this lump sum amount.

The Consultant will be responsible for all personal administrative expenses associated with undertaking this assignment.

Evaluation of applicants

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

• Only those applications which are responsive and compliant will be evaluated.
• Offers will be evaluated according to the Combined Scoring method – where the technical criteria will be weighted at 70% and the financial offer will be weighted at 30%.
• Only candidates obtaining a minimum of 49 points (70% of the total technical points) would be considered for the Financial Evaluation.
• The financial proposal shall specify an all-inclusive lumpsum payment linked to deliverables.
• The top applicant with the Highest Combined Scores and accepted UNDP’s General Terms and Conditions will be awarded the IC contract.

<table>
<thead>
<tr>
<th>EVALUATION CRITERIA</th>
<th>70 POINTS</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Technical evaluation (70 points).</strong></td>
<td><strong>10 Points</strong></td>
</tr>
<tr>
<td>Academic Requirement</td>
<td>At least Master’s degree in social sciences, development studies, international development or other relevant disciplines, with proven track record in programme development and advanced social research</td>
</tr>
<tr>
<td>Experience</td>
<td></td>
</tr>
<tr>
<td>----------------------------------------------------------------------------</td>
<td>---</td>
</tr>
<tr>
<td>Minimum of (07) seven years of social or development experience and solid experience in programme development and implementation related to UNDP practice areas. Substantive knowledge in UNDP practice areas required, including Democratic Governance and Resilience and Recovery.</td>
<td>35 Points</td>
</tr>
<tr>
<td>Minimum of (3) three years of proven drafting skills (with sample of writing report and substantive knowledge of development issues in UNDP practice areas.</td>
<td>15 Points</td>
</tr>
<tr>
<td>Minimum of (02) two years of experience working in the Middle East and North Africa (MENA) Region.</td>
<td>10 Points</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Financial Evaluation</th>
<th>MAX 30 POINTS</th>
</tr>
</thead>
<tbody>
<tr>
<td>Candidates obtaining a minimum of 49 points over 70 points would be considered for the Financial Evaluation - 30 points</td>
<td></td>
</tr>
<tr>
<td>Lowest Price will be qualified with the maximum of 30 points. Higher prices will be qualified according to the following calculation:</td>
<td></td>
</tr>
</tbody>
</table>

\[
FE = \frac{LFP \times 30}{FPI}
\]

FE= Financial Evaluation  
LFP = Lowest Financial Proposal  
FPI= Financial Proposal of bidder i  

<table>
<thead>
<tr>
<th>FINAL EVALUATION: TECHNICAL + FINANCIAL</th>
<th>MAX 100 POINTS</th>
</tr>
</thead>
</table>

For selected candidate the detail information to be provided on request with additional information below:

A. Document to be reviewed (PRODOC and Previous reviews)  
B. Key stakeholders and partners  
C. Evaluation matrix  
D. Schedule of tasks, milestone and deliverables  
E. Inception report template (see below) OR follow the link: Inception report content outline  
F. Annex: Required format for the evaluation report.

The final report must include, but not necessarily be limited to, the elements outlined in the quality criteria for evaluation reports. Follow the link: Evaluation report template and quality standards
Follow the link: [Evaluation Management Response Template](#)

B. Annex Evaluation Quality Assessment
Evaluations commissioned by UNDP country offices are subject to a quality assessment, including this evaluation. Final evaluation reports will be uploaded to the Evaluation Resource Centre (ERC site) after the evaluations complete. IEO will later undertake the quality assessment and assign a rating. IEO will notify the assessment results to country offices and makes the results publicized in the ERC site. UNDP Libya aims to ensure evaluation quality. To do so, the consultant should put in place the quality control of deliverables. Also, consultant should familiarize themselves with rating criteria and assessment questions outlined in the Section six of [UNDP Evaluation Guidelines](#)

C. Annex: Code of conduct.
UNDP requests evaluation consultant to read carefully, understand and sign the ‘Code of Conduct for Evaluators in the United Nations system’, which may be made available as an attachment to the evaluation report. Follow this link: [http://www.unevaluation.org/document/detail/100](http://www.unevaluation.org/document/detail/100)

It is also required to sign a pledge of ethical conduct upon acceptance of the assignment. The Pledge can be downloaded from the following link: [United Nations Development Programme - Evaluation Guidelines (undp.org)](http://www.unevaluation.org/document/detail/100)

**Note:**
Applications without i) financial offer, ii) P11 form and iii) Documents mentioned under Technical Proposal will NOT be considered for evaluation.
Financial proposal should be on provided format (i.e Annex 3- OFFEROR’S LETTER TO UNDP);
Firms are not eligible for this consultancy assignment (open only for International individual consultants).
Incomplete application will not be considered, it will be disqualified automatically.
Please complete the Statement of Health form and submit along with proposal

ANNEX
ANNEX 1- TERMS OF REFERENCES (TOR)
ANNEX 2 - INDIVIDUAL CONSULTANT GENERAL TERMS AND CONDITIONS
ANNEX 3- FINANCIAL PROPOSAL TEMPLATE
ANNEX 4- STATEMENT OF HEALTH- INDIVIDUAL CONTRACTOR