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UNITED NATIONS INDUSTRIAL DEVELOPMENT ORGANIZATION

**Terms of Reference**

**Independent Evaluation of UNIDO Project:**

Countering Violence and Extremism through Skills Training and Livelihoods Support  
for At-Risk Youth in Kismayo

UNIDO Project Number: 140231  
Period covered: April 2015 – July 2016

March 2016

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## **Countering Violence and Extremism through Skills Training and Livelihoods Support for At-Risk Youth in Kismayo**

<b>Project Country</b>	Somalia
<b>Donor</b>	Government of Japan
<b>Executing Agency</b>	The United Nations Industrial Development Organization (UNIDO)
<b>Counterparts/ Partners</b>	Ministry of Transportation and Ministry of Social Affairs

### **I. BACKGROUND**

Stability and development in Somalia are critical to achieving the strategic priorities that have been agreed upon between Somalia's government and the international community. Al-Shabaab and local militia continue to carry out violent activities aimed at de-stabilizing international and national government efforts to move out of its 'fragile state' status. To support this transition, it is essential that current stability operations in the country are accompanied by complimentary efforts aimed at promoting economic development, employment creation, and community reconciliation.

Youth constitute 70% of the population of Somalia and face staggering challenges to finding long-term employment and a stable income stream. Although Kismayo is the main economic, commercial, and agricultural hub in southern Somalia, youth do not have opportunity for obtaining marketable skills to enter labor and commercial product markets.

UNIDO's Community Stabilization and Reconciliation: Countering Violence and Extremism through Skills Training and Livelihoods Support for At-Risk Youth in Kismayo (hereafter referred to as 'CSR II') builds upon the achievements of UNIDO's CSR I (TF/SOM/14/008), MIPS (TF/SOM/11/001) and SERIES (TF/SOM12/001) projects; all funded by Japan. The design of CSR II also reflects key findings of the Independent Evaluation (IE) of the MIPS and SERIES projects and initial experiences on the ground during operationalization of CSR I. The IEs confirmed the relevance of UNIDO's Quick Impact (QI) approach which integrates technical assistance, livelihoods recovery, and human security goals/objectives.

#### **Project description**

There is a serious risk of at risk youth becoming engaged in violence and conflict as a tool to address youth disenfranchisement. Armed Opposition Groups (AOG) such as Al-Shabaab leverage the alienation felt by youth and channel it towards undermining recent gains made by the national government, the international community, and AMISOM peace support operations. As a result, youth are continually at risk to be induced into armed conflict as the only means for income generation.

Simultaneously, those previously engaged or at risk to engage in armed activity with low skill levels must be given the opportunity to reintegrate into the community. Young women face considerable gender barriers to access the formal labour market and find opportunities for improving the quality of life. Central to these efforts will be providing real world economic and employment/revenue-enhancing opportunities to marginalized and at-risk youth to participate in the community

There is a small window of opportunity to provide alternative livelihoods and life skills to empower youth to contribute positively to their community following return of Kismayo to government control. The risk of disenfranchisement of youth and turn to both political and terrorist violence remains high. Recent military gains against radical armed opposition groups, and a growing commitment on the part the Somali Federal Government authorities to set and

pursue tangible development priorities has led to a sharp increase in the demand for technical assistance and community stabilization interventions in southern Somalia for the youth population.

UNIDO's approach stems from a 2013 report entitled "Examining the Links between Youth Economic Opportunity, Civic Engagement and Conflict." Mercy Corps found when vocational skills training programs integrated conflict resolution and life skills into the curriculum, the result was not only an increase in income generation and reduction in poverty, but also a reduction in participation in violence.

The technical, vocational, and livelihoods support integrated with life skills provided by CSR Youth project interventions is designed as a powerful counter-balance to terrorist ideological framework currently targeting youth in and around Kismayo.

CSR Youth is designed to ensure the achievement of the following expected outcomes and two main outputs:

### **Expected outcomes**

1. The capacity and capability of project linked technical training centres to deliver a wider and more relevant range of training courses is strengthened;
2. Improve the livelihoods of approximately 250 youth living in project targeted communities through the provision of market-oriented technical and livelihoods skills upgrading.

### **Output 1:**

4-6 trainers and 250 youth directly benefit from a deepening of their technical, trades, and vocational skills through locally relevant and market-oriented training programmes, and an upgrading of technologies and manufacturing practices

### **Output 2:**

The capacities of project targeted at risk youth to engage in commercial and peaceful coexistence are strengthened through a dedicated focus on enhancing personal life skills and small-group conflict-minimization and harm reduction strategies.

### **Budget Information**

Project Total	USD 929,204
Support Cost (13%)	USD 120,796
Grand Total	<b>USD 1,050,000</b>

## **II. EVALUATION PURPOSE**

The purpose of the evaluation:

The main objective of the thematic evaluation is to contribute to UNIDO's institutional learning in short-term, post-crisis interventions, and is expected to contribute to:

- a. Learning lessons in Kismayo with a forward looking approach that can feed into future UNIDO cooperation with the local and central Government and next projects in Kismayo; and

b. Feeding into the wider thematic evaluation that seeks lessons and recommendations on UNIDO's post-conflict/early recovery interventions.

The evaluation exercise will therefore help UNIDO shape its overall strategy in post-crisis settings, and to further identify UNIDO's specific role and added value in supporting crisis-affected countries make the transition from humanitarian assistance to early recovery, reconstruction, and sustainable development.

The report will therefore be of interest to concerned UNIDO staff at HQ and the field, as well as UNIDO's Somali and Japanese counterparts.

In order to meet tight deadlines before the project's formal closure, the evaluation must be launched as the earliest opportunity in June and completed by 31 July 2016.

The stakeholders will be consulted in Vienna and in the field as part of the evaluation exercise, and their comments and feedback will be sought as part of the report finalization process.

The evaluation will take full account of an earlier thematic evaluation of UNIDO's post-crisis interventions completed in 2010.

Due to security requirements for UN personnel in Somalia, the evaluation must include a briefing session by the UN Security Coordinator in Nairobi or in Kismayo prior to travel to Kismayo, and will also include a visit to UNDSS security briefings in Kismayo.

### **III. SCOPE AND METHODOLOGY OF THE EVALUATION**

The evaluation will be carried out in accordance to agreed evaluation standards and requirements. More specifically, it will fully respect the principles laid down in the "UN Norms and Standards for Evaluation" and Evaluation Policies of UNIDO.<sup>1</sup>

The evaluation shall determine as systematically and objectively as possible the relevance, efficiency, effectiveness, achievements (outputs, prospects for achieving expected outcomes and impact) and despite being a quick impact funding scheme and framework – the sustainability of the project. To this end, the evaluation will assess the achievements of the project against its key objectives, as set out in the project document and the inception report, including a review of the relevance of the objectives and of the design. It will also identify factors that have facilitated or impeded the achievement of planned objectives.

The evaluation will be carried out through analysis of various sources of information, including desk analysis, survey data, and interviews with counterparts, beneficiaries, partners agencies, donor representatives, programme managers and through the cross validation of data.

The consultants will be expected to visit the project sites and to conduct interview with various stakeholders in the field before the end of July 2016. The key project sites to visit are based in Kismayo, specifically, the Kismayo International Airport.

While maintaining independence, the evaluation will be carried out based on a participatory approach, which seeks the views and assessments of all relevant and involved parties.

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<sup>1</sup> All documents are available on the website of UN Evaluation Group: <http://www.uneval.org/>

#### **IV. EVALUATION QUESTIONS**

The evaluation consultants will be expected to prepare a more targeted and specific set of questions and to design related survey questionnaires as part of the Inception Report and in line with the above evaluation purpose and focused descriptions.

This terminal evaluation will address the following issues:

##### **Project identification and formulation**

- The extent to which a participatory project identification process was applied in selecting problem areas and counterparts requiring support;
- Relevance of the project to development priorities and beneficiary needs in the project area;
- Clarity and realism of the project's development and immediate objectives, including specification of targets and identification of beneficiaries.
- Clarity and logical consistency between inputs, activities, outputs and progress towards achievement of objectives (quality, quantity and time-frame);
- Realism and clarity in the specification of prior obligations and prerequisites (assumptions and risks);
- Realism and clarity of external institutional relationships, and in the managerial and institutional framework for implementation and the work plan; and
- Likely cost-effectiveness of the project design.

##### **Project ownership**

- Relevance of the project to the country's and region's early recovery and development priorities, strategies, policies, programmes and needs;
- The extent to which the project was formulated with the participation of national counterpart and/or target beneficiaries;
- The extent to which counterparts have been appropriately involved and have been participating in the identification of their critical problem areas, in the development of technical cooperation strategies and in the implementation of the project approach;
- Despite being considered a quick impact intervention within the framework of the Japan Supplementary Budget funding mechanism, to what extent to which ownership of project's results / contributions has been transferred to relevant national counterparts for future sustainability.

##### **Efficiency of Implementation**

Efficiency and adequacy of project implementation including:

- Availability of funds as compared to the provisional budget (donor and national contribution);
- The quality and timeliness of inputs delivered by UNIDO (expertise, training, equipment, methodologies, etc.) as compared to the work plan(s);
- Managerial and work efficiency;
- Implementation challenges and difficulties;

- Adequacy of monitoring and reporting;
- The extent of national support and commitment and the quality and quantity of administrative and technical support by UNIDO.

### **Effectiveness and Project Results**

- Full and systematic assessment of outputs produced to date (quantity and quality as compared with work plan and progress towards achieving the immediate objectives);
- Quality of outputs produced and how target beneficiaries use these outputs, with particular attention possibility of replication; and
- Outcomes, which have occurred or which are likely to happen through utilization of outputs.
- The evaluation will also assess the contribution of the project to enhancing local recovery and peace building efforts in targeted regions.

### **Prospects to achieve expected outcomes, impact and sustainability**

Prospects to achieve expected outcomes and impact and prospects for sustaining the project's results by beneficiaries and host institutions after termination of the project, and identification of developmental changes (economic, environmental, social) that are likely to occur as a result of the intervention, and how far they are sustainable.

### **Gender and women empowerment**

Assessment of the extent to which the gender aspects were mainstreamed and considered during the project lifecycle (design, implementation, monitoring and reporting)

### **Recommendations for the next phase**

It is expected that the report's recommendations would also cover pertinent issues such as management arrangements, procurement and financial procedures, timeliness of interventions, selection of beneficiaries, and prospects for sustainability in a crisis context.

Based on the above analysis the evaluation team will draw specific conclusions and make proposals for any necessary further action by the Government and/or UNIDO to safeguard a transition to sustainable development in the context of planned follow-up project phase that will be launched in 2016 funded by Government of Italy.

The mission will draw attention to any lessons of general interest in post-crisis settings, and in relation to the design and orientation of the aforementioned, planned thematic evaluation.

### **Specific considerations**

Due to strong time constraints for this exercise and poor security in the project area, the evaluators will concentrate on the core issues of interest rather than details of activities, and will receive proactive support from the project management team (UNIDO HQ and field) and the Evaluation Division (HQ) throughout the exercise. This will ensure that all key substantive issues will be identified in a participative manner at the start of the exercise (mission to Vienna), that the project management team will



provide solid logistical and administrative support for the field mission expected during end of June.

The evaluators will use a mix of document reviews, interviews, field visits and any local surveys needed for verifying relevant facts. The approach will be a forward looking one with a close eye on the thematic evaluation.

## **V. EVALUATION TEAM**

The evaluation team will include:

1. One Senior International Evaluation Consultant with extensive experience in conducting evaluations to design, supervise, guide the evaluation and formulate the evaluation report and related documents and with relevant experience in Somalia;
2. One National Evaluation Consultant with extensive experience in conducting evaluations to conduct field surveys and assessments, assist the Senior International Evaluation Consultant in field activities as well as preparation of the final report.

The evaluation team must have the necessary technical competence and experience to assess the quality of technical assistance provided to project counterparts/beneficiaries.

The Senior International Evaluation Consultant will be responsible for elaboration of an evaluation strategy, including the design of field surveys and elaboration of questionnaires; guiding the national evaluator for his/her field work; analysis of survey results; gathering of complementary information from project staff, collaborators and stakeholders through the relevant means; and preparing PowerPoint presentation of conclusions and recommendations as well as a final evaluation report.

The National Evaluation Consultant will be responsible for carrying out the field surveys (under the guidance of the Senior International Evaluation Consultant). The field surveys will provide foundation for the evaluation and must therefore be executed in line with the highest standards of professionalism and impartiality. She/He will also provide the required translation during field interviews.

All consultants will be contracted by UNIDO. The tasks of the consultants are specified in their respective job descriptions, attached to this ToR as Annex 2.

The functions, competencies and skills as described in the respective Job Descriptions may be distributed among several persons in the evaluation team. Team members may be located in different countries but an effective coordination mechanism will have to be demonstrated. Evaluation team members must be independent and not have been involved in the formulation or, implementation of the project.

The UNIDO Independent Evaluation Division will be responsible for the quality control of the evaluation process and report. They will provide inputs regarding findings, lessons learned and recommendations from other evaluations, ensuring that the evaluation report is in compliance with established evaluation norms and standards and useful for organizational learning of all parties.

The project office in Kismayo will logistically and administratively support the evaluation team to the extent possible. However, it should be understood that the evaluation team is responsible for its own arrangements for transport, lodging, security etc.

## **VI. EVALUATION SCHEDULE AND MAIN TASKS**

The final evaluation is scheduled to take place end of June 2016, including field visit to Kismayo, Somalia. At the end of the field mission, there will be a presentation of preliminary findings by the international and / or national evaluation consultant to stakeholders involved in this project in Somalia.

After the field mission, the evaluation team leader will come to UNIDO HQ for debriefing and a presentation of the preliminary findings for all stakeholders involved in this project.

The draft final evaluation report will be submitted one week after the end of the mission. After quality review of the draft evaluation report by UNIDO Independent Evaluation Division and the Project Manager, the evaluation team should deliver the final evaluation report.

## **VII. CONSULTATIONS AND LIAISON**

A proposed list of Government officials, private sector representatives and other relevant individuals will be provided by the Project Manager to the evaluation team.

The evaluation team will maintain close liaison with the representatives of UNIDO, other UN agencies as well as with the concerned national agencies and with national and international project staff. The evaluation team is free to discuss with the authorities concerned anything relevant to its assignment. However, it is not authorized to make any commitments on behalf of the Government, the donor or UNIDO.

## **VII. LANGUAGE REQUIREMENTS**

Local interviews and surveys can be conducted in Somali or English in presence of national independent translator. Telephone interviews may be conducted in English (by the Senior International Evaluation Consultant). All data and interview reports must be translated into English. Performing a linguistic quality control of all interview reports is part of the scope of contract. The evaluation report must be delivered in English.

## **IX. DELIVERABLES AND REPORTING**

The main documents to be delivered by the evaluation team are:

1. Inception report
2. Draft evaluation report (English)
3. Final evaluation report (English)
4. PowerPoint presentation debriefing on the process, findings, and recommendations (English)

The reporting language will be English. The executive summary, recommendations and lessons learned shall be an important part of the presentations to be prepared for debriefing sessions in Kismayo and Vienna.

Draft reports submitted to UNIDO Independent Evaluation Division are shared with the corresponding Project Managers for initial review and consultation. They may provide feedback on any errors of fact and may highlight the significance of such errors in any conclusions. The consultation also seeks agreement on the findings and

recommendations. The evaluators will take the comments into consideration in preparing the final version of the report.

The evaluation will be subject to quality assessments by UNIDO Independent Evaluation Division. These apply evaluation quality assessment criteria and are used as a tool for providing structured feedback. The quality of the evaluation report will be assessed and rated against the criteria set forth in the Checklist on evaluation report quality (see Annex 4).

## **Annex 1: Table of contents for the evaluation report**

### **Template of in-depth evaluation reports**

#### **I. Executive summary**

- Must be self-explanatory
- Not more than five pages focusing on the most important findings and recommendations
- Overview showing strengths and weaknesses of the project

#### **II. Introduction**

- Information on the evaluation: why, when, by whom, etc.
- Information sources and availability of information
- Methodological remarks and validity of the findings
- Project summary (“fact sheet”, including project structure, objectives, donors, counterparts, timing, cost, etc)

#### **III. Country and project context**

This chapter provides evidence for the assessment under chapter IV (in particular relevance and sustainability):

- Brief description including history and previous cooperation
- Project specific framework conditions; situation of the country; major changes over project duration
- Positioning of the project (other initiatives of government, other donors, private sector, etc.)
- Counterpart organization(s); (changes in the) situation of the relevant institutions and counterparts in terms of mandate, scope of cooperation, etc.

#### **IV. Project Planning**

This chapter describes the planning process as far as relevant to the assessment under chapter IV:

- Project identification (stakeholder involvement, needs of target groups analysed, depth of analysis, etc.)
- Project formulation (stakeholder involvement, quality of project document, coherence of intervention logic, etc.)
- Description of the underlying intervention theory (causal chain: inputs-activities-outputs-outcomes)
- Funds mobilization

#### **V. Project Implementation**

This chapter describes what has been done and provides evidence for the assessment under chapter IV:

- Financial implementation (overview of expenditures, changes in approach reflected by budget revisions, etc.)
- Management (in particular monitoring, self assessment, adaptation to changed circumstances, etc.)
- Outputs (inputs used and activities carried out to produce project outputs)
- Outcome, impact (what changes at the level of target groups could be observed, refer to outcome indicators in project document if any)
- Types of collaboration that took place with different counterparts and stakeholders

## **VI. Assessment**

The assessment is based on the analysis carried out in chapter II, III and IV. It assesses the underlying intervention theory (causal chain: inputs-activities-outputs-outcomes). Did it prove to be plausible and realistic? Has it changed during implementation? This chapter includes the following aspects:

- Relevance (evolution of relevance over time: relevance to UNIDO, Government, counterparts, target groups)
- Ownership
- Efficiency (quality of management, quality of inputs, were outputs produced as planned?, were synergies with other initiatives sufficiently exploited? Did UNIDO draw on relevant in-house and external expertise? Was management results oriented? was the planning process flexible to accommodate country based changes?)
- Effectiveness and impact (assessment of outcomes and impact, reaching target groups)
- Sustainability
- If applicable: overview table showing performance by outcomes/outputs

## **VII. Issues with regard to a possible next phase**

- Assessment, in the light of the evaluation, of proposals put forward for a possible next phase
- Recommendations on how to proceed under a possible next phase, overall focus, outputs, activities, budgets, etc.
- Recommendations on how to capitalize on the achieved result and possibility of replication for broader benefit / impact

## **VIII. Recommendations**

- Recommendations must be based on evaluation findings
- The implementation of the recommendations must be verifiable (indicate means of verification)
- Recommendations must be actionable; addressed to a specific officer, group or entity who can act on it; have a proposed timeline for implementation
- Recommendations should be structured by addressees:
  - UNIDO
  - Government and/or Counterpart Organizations
  - Donor

## **IX. Lessons learned**

- Lessons learned must be of wider applicability beyond the evaluated project but must be based on findings and conclusions of the evaluation

## Annex 2: ToRs - Job Descriptions



### UNITED NATIONS INDUSTRIAL DEVELOPMENT ORGANIZATION

#### TERMS OF REFERENCE FOR PERSONNEL UNDER INDIVIDUAL SERVICE AGREEMENT (ISA)

#### Independent Evaluation of the UNIDO Projects

“Countering Violence and Extremism through Skills Training and Livelihoods Support for At-Risk Youth in Kismayo”

Project No: 140231

Title:	Senior International Evaluation Consultant
Main Duty Station and Location:	Home-based
Mission/s to:	Kismayo, Somalia
Start of Contract (EOD):	15 June 2016
End of Contract (COB):	31 July 2016
Number of Working Days:	26 working days

#### ORGANIZATIONAL CONTEXT

The Independent Evaluation Division is responsible for the independent evaluation function of UNIDO. It supports learning, continuous improvement and accountability, and provides factual information about results and practices that feed into the programmatic and strategic decision-making processes.

#### PROJECT CONTEXT

See evaluation terms of reference (attached).

The senior international evaluation consultant will act as a Team leader in this project evaluation according to the terms of reference. She/he will be responsible for the preparation of the evaluation report, including the coordination of inputs from other team members. This concerns in particular the overall assessment of evaluation issues in section IV of the TOR. The Team Leader will perform the following tasks:

MAIN DUTIES	Concrete/ measurable Outputs to be achieved	Expected duration	Location
Review project documentation and relevant country background information (national policies and strategies, UN strategies and general economic data...); determine key data to collect in the field and prepare key instruments (questionnaires, surveys, logic models...) to collect these data through interviews and/or surveys during and prior to the field missions	List of detailed evaluation questions to be clarified; questionnaires/ interview guide; logic models; list of key data to collect, draft list of stakeholders to interview during the field missions	5 days	Home-based
Briefing with the UNIDO Independent Evaluation Division, project managers and other key stakeholders from UNIDO HQ Preparation of the Inception Report	Interview notes, detailed evaluation schedule and list of stakeholders to interview during the field missions Division of evaluation tasks with the National Consultant Inception Report	2 days	Home-based (telephone interviews)
Field Mission Provide guidance to the national evaluator and supervise her/his field surveys' findings and outcomes Conduct interviews of project counterparts/beneficiaries, the UNIDO project personnel and of any other relevant institutions/individuals in accordance with the evaluation terms of reference: analyse the information received from interviews	Key evaluation's initial findings, draft conclusions and recommendations to stakeholders in the country at the end of the missions. Agreement with the National Consultant on the structure and content of the evaluation report and the distribution of writing tasks	7 days	Kismayo, Somalia
Present overall findings and recommendations including lessons learned to the stakeholders at UNIDO HQ (incl. travel)	Presentation slides, feedback from stakeholders obtained and discussed	3 days	Vienna, Austria, UNIDO HQs

<b>MAIN DUTIES</b>	<b>Concrete/ measurable Outputs to be achieved</b>	<b>Expected duration</b>	<b>Location</b>
Prepare the evaluation report and PowerPoint presentation according to TOR Coordinate the inputs from the National Consultant and combine with her/his own inputs into the draft evaluation report	Draft evaluation report and PowerPoint presentation	6 days	Home-based
Revise the draft project evaluation reports based on comments from UNIDO Independent Evaluation Division and stakeholders and edit the language and form of the final version according to UNIDO standards	Final evaluation report and PowerPoint presentation	3 days	Home-based
<b>Total</b>		<b>26 days</b>	

#### REQUIRED COMPETENCIES

##### ***Core values:***

1. Integrity
2. Professionalism
3. Respect for diversity

##### ***Core competencies:***

1. Results orientation and accountability
2. Planning and organizing
3. Communication and trust
4. Team orientation
5. Client orientation
6. Organizational development and innovation

##### ***Managerial competencies (as applicable):***

1. Strategy and direction
2. Managing people and performance
3. Judgement and decision making
4. Conflict resolution

#### MINIMUM ORGANIZATIONAL REQUIREMENTS

**Education:** Advanced university degree preferably in international development studies, studies or related disciplines.

##### **Technical and Functional Experience:**

- A minimum of ten years practical experience in the field of development projects, including evaluation experience at the international level involving technical cooperation in developing countries.
- Exposure to the needs, conditions and problems in developing countries.



- Proven experience in monitoring and evaluation.

**Languages:** Fluency in written and spoken English is required.

**Absence of Conflict of Interest:**

According to UNIDO rules, the consultant must not have been involved in the design and/or implementation, supervision and coordination of and/or have benefited from the programme/project (or theme) under evaluation. The consultant will be requested to sign a declaration that none of the above situations exists and that the consultants will not seek assignments with the manager/s in charge of the project before the completion of her/his contract for this independent evaluation.



**UNITED NATIONS INDUSTRIAL DEVELOPMENT ORGANIZATION**

TERMS OF REFERENCE FOR PERSONNEL UNDER INDIVIDUAL SERVICE AGREEMENT (ISA)

**Independent Evaluation of the UNIDO Projects**

“Countering Violence an Extremism through Skills Training and Livelihoods Support for At-Risk Youth in Kismayo”

Project No: 140231

Title:	National Evaluation Consultant
Main Duty Station and Location:	Home-based (Kismayo, Somalia)
Mission/s to:	
Start of Contract (EOD):	15 June 2016
End of Contract (COB):	31 July 2016
Number of Working Days:	28

**ORGANIZATIONAL CONTEXT**

The Independent Evaluation Division is responsible for the independent evaluation function of UNIDO. It supports learning, continuous improvement and accountability, and provides factual information about result and practices that feed into the programmatic and strategic decision-making processes.

**PROJECT CONTEXT**

Under the supervision and guidance of the senior international evaluation consultant and Team leader in this project evaluation according to the terms of reference. . The national evaluation consultant will perform the following tasks:

MAIN DUTIES	Concrete/ measurable Outputs to be achieved	Expected duration	Location
Review project documentation and relevant country background information (e.g., national policies and strategies, UN strategies and general economic data); in cooperation with Team Leader: determine key data to collect in the field and prepare key instruments (e.g., questionnaires,	List of detailed evaluation questions to be clarified; questionnaires/ interview guide; logic models; list of key data to collect, draft list of	3 days	Home-based

MAIN DUTIES	Concrete/ measurable Outputs to be achieved	Expected duration	Location
logic models) to collect these data through interviews and/or surveys during and prior to the field missions	stakeholders to interview during the field missions		
Briefing with the evaluation team leader, UNIDO project managers and other key stakeholders Assist in setting up the evaluation mission agenda, coordinating meetings and site visits Assist Team leader in preparation of the Inception Report	Interview notes, detailed evaluation schedule and list of stakeholders to interview during the field missions Division of evaluation tasks with the international Consultant Inception Report	3 days	Home-based (telephone interviews)
Conduct field mission Assist the senior international consultant in conducting the overall evaluation, including: - Undertake field surveys as required by the evaluation and in accordance with pre-defined terms of reference - Collect information and data to be communicated to the senior international consultant - Support the senior international consultant in preparing a the inception and final evaluation reports; draft an executive summary in Arabic - Provide interpretation/ translation assistance as required by the evaluation	Presentations of evaluation's initial findings, draft conclusions and recommendations to stakeholders in the country at the end of the mission. Agreement with the International Consultant and Team Leader on the structure and content of the evaluation report and the distribution of writing tasks	7 days	Kismayo, Somalia
Prepare inputs to the evaluation report and PowerPoint presentation according to TOR and as agreed with Team Leader	Draft evaluation report and PowerPoint presentation	5 days	Home-based
Revise the draft project evaluation reports based on comments from UNIDO Independent Evaluation Division and stakeholders and edit the language and form of the final version according to UNIDO standards	Final evaluation report and PowerPoint presentation	2 days	Home-based
<b>Total</b>		<b>20 days</b>	

## REQUIRED COMPETENCIES

### **Core values:**

1. Integrity
2. Professionalism
3. Respect for diversity

### **Core competencies:**

1. Results orientation and accountability
2. Planning and organizing
3. Communication and trust
4. Team orientation
5. Client orientation
6. Organizational development and innovation

### **Managerial competencies (as applicable):**

1. Strategy and direction
2. Managing people and performance
3. Judgment and decision making
4. Conflict resolution

## MINIMUM ORGANIZATIONAL REQUIREMENTS

**Education:** Advanced university degree preferably in agribusiness, developmental studies or related disciplines.

### **Technical and Functional Experience:**

- A minimum of five years practical experience in the field technical cooperation, monitoring and/or of evaluation of development projects,
- Exposure to the needs, conditions and problems in developing countries.
- experience in project management, monitoring and evaluation.

**Languages:** Fluency in written and spoken English and Somali is required.

### **Absence of Conflict of Interest:**

According to UNIDO rules, the consultant must not have been involved in the design and/or implementation, supervision and coordination of and/or have benefited from the programme/project (or theme) under evaluation. The consultant will be requested to sign a declaration that none of the above situations exists and that the consultants will not seek assignments with the manager/s in charge of the project before the completion of her/his contract for this independent evaluation.

### Annex 3: Project Logical Framework

Intervention logic	Indicators	Means of Verification	Assumptions/Risks
<p><b>Project Objective:</b> Support and contribute to the pursuit of development strategies and priorities set by United Nations and the Government of Somalia for livelihoods recovery and improving economic productivity; through the promotion of various technical assistance initiatives aimed at strengthening income generation, employment creation, and value addition in the country for at-risk youth.</p>	<ul style="list-style-type: none"> <li>Number of new jobs</li> </ul>	<ul style="list-style-type: none"> <li>Government Reports</li> </ul>	<ul style="list-style-type: none"> <li>Government of Somalia's commitment to supporting livelihoods strategies remains strong</li> <li>Improved security</li> </ul>
<p><b>Outcome:</b></p>			
<ul style="list-style-type: none"> <li>The capacity and capability of project linked technical training centres to deliver a wider and more relevant range of training courses is strengthened;</li> <li>Improve the livelihoods of approximately 250 youth living in project targeted communities through the provision of market-oriented technical and livelihoods skills upgrading.</li> </ul>	<ul style="list-style-type: none"> <li>Number of function training centres</li> <li>Number of training courses delivered by project linked centres</li> <li>Change in the technology profile of project linked workshops and enterprises</li> </ul>	<ul style="list-style-type: none"> <li>Annual Reports of NGOs</li> <li>Government Reports</li> <li>Project Progress Reports</li> <li>Training Attendance Records</li> <li>Periodic sampling</li> <li>Baseline and Rapid Area Appraisal Reports</li> </ul>	<ul style="list-style-type: none"> <li>Government of Somalia's commitment to supporting livelihoods strategies remains strong</li> <li>Sectarian violence and instability</li> <li>NGOs do not collapse due to internal struggles</li> <li>Clan disagreements prevent the timely unfolding of project activities;</li> <li>Geo-political risks: Unknown</li> </ul>
<p><b>Outputs</b></p> <p>Output 1: Approximately 4-6 trainers and 250 youth directly benefit from a deepening of their technical, trades, and vocational skills through locally relevant and market-oriented training programmes, and an upgrading of technologies and manufacturing practices;</p> <p>Output 2: The capacities of project targeted beneficiary groups and households to engage in commercial and peaceful coexistence are strengthened through a dedicated focus on enhancing personal and small-group conflict-minimization and harm reduction strategies.</p>	<ul style="list-style-type: none"> <li>Number of beneficiaries trained with marketable skills</li> <li>Number of start toolkits distributed</li> <li>Number of trainers trained</li> <li>Number of training centres up-graded</li> </ul>	<ul style="list-style-type: none"> <li>Training reports</li> <li>Project M&amp;E and Tracking Reports</li> <li>Project Progress Reports</li> <li>Mid-Term and Final Reports</li> <li>Periodic sampling</li> <li>End of Activity Reports</li> </ul>	<ul style="list-style-type: none"> <li>Government of Somalia remains committed to supporting UN livelihoods strategies</li> <li>Political violence and instability</li> <li>NGOs do not collapse due to internal struggles</li> <li>Clan disagreements prevent the timely unfolding of project activities;</li> </ul>

#### Annex 4: Checklist on Evaluation Report Quality

Report quality criteria	UNIDO Independent Evaluation Division Assessment notes	Rating
<b>Report Structure and quality of writing</b>		
<p>The report is written in clear language, correct grammar and use of evaluation terminology. The report is logically structured with clarity and coherence. It contains a concise executive summary and all other necessary elements as per TOR.</p>		
<b>Evaluation objective, scope and methodology</b>		
<p>The evaluation objective is explained and the scope defined.</p> <p>The methods employed are explained and appropriate for answering the evaluation questions.</p> <p>The evaluation report gives a complete description of stakeholder's consultation process in the evaluation.</p> <p>The report describes the data sources and collection methods and their limitations.</p> <p>The evaluation report was delivered in a timely manner so that the evaluation objective (e.g. important deadlines for presentations) was not affected.</p>		
<b>Evaluation object</b>		
<p>The logic model and/or the expected results chain (inputs, outputs and outcomes) of the object is clearly described.</p> <p>The key social, political, economic, demographic, and institutional factors that have a direct bearing on the object are described.</p> <p>The key stakeholders involved in the object implementation, including the implementing agency(s) and partners, other key stakeholders and their roles are described.</p> <p>The report identifies the implementation status of the object, including its phase of implementation and any significant changes (e.g. plans, strategies, logical frameworks) that have occurred over time and explains the implications of those changes for the evaluation.</p>		
<b>Findings and conclusions</b>		

Report quality criteria	UNIDO Independent Evaluation Division Assessment notes	Rating
<p>The report is consistent and the evidence is complete (covering all aspects defined in the TOR) and convincing.</p> <p>The report presents an assessment of relevant outcomes and achievement of project objectives.</p> <p>The report presents an assessment of relevant external factors (assumptions, risks, impact drivers) and how they influenced the evaluation object and the achievement of results.</p> <p>The report presents a sound assessment of sustainability of outcomes or it explains why this is not (yet) possible.</p> <p>The report analyses the budget and actual project costs.</p> <p>Findings respond directly to the evaluation criteria and questions detailed in the scope and objectives section of the report and are based on evidence derived from data collection and analysis methods described in the methodology section of the report.</p> <p>Reasons for accomplishments and failures, especially continuing constraints, are identified as much as possible.</p> <p>Conclusions are well substantiated by the evidence presented and are logically connected to evaluation findings.</p> <p>Relevant cross-cutting issues, such as gender, human rights, and environment are appropriately covered.</p>		
<b>Recommendations and lessons learned</b>		
<p>The lessons and recommendations are based on the findings and conclusions presented in the report.</p> <p>The recommendations specify the actions necessary to correct existing conditions or improve operations ('who?' 'what?' 'where?' 'when?').</p> <p>Recommendations are implementable and take resource implications into account.</p> <p>Lessons are readily applicable in other contexts and suggest prescriptive action.</p>		

Rating system for quality of evaluation reports

A number rating 1-6 is used for each criterion: Highly Satisfactory = 6, Satisfactory = 5, Moderately Satisfactory = 4, Moderately Unsatisfactory = 3, Unsatisfactory = 2, Highly Unsatisfactory = 1, and unable to assess = 0.