

Terms of Reference

FINAL EVALUATION

UN Joint programme - toward a Somali Led Transition to National Social Protection Systems in Somalia (2020-2021)

Jointly Commissioned
by UNICEF, WFP & ILO

List of Abbreviations and Acronyms

ABND	Assessment Based National Dialogue (ABND)
DAC	Development Assistance Committee
EB	Executive Board
EC	Evaluation Committee
ERG	Evaluation Reference Group
FGD	Focus Group Discussion
FGS	Federal Government of Somalia
FMS	Federal Member State
GAM	GAM
HQ	Head Quarters
IDP	Internally Displaced Persons
ILO	International Labour Organization
KII	Key Informant Interview
LNOB	Leave No One Behind
M&E	M&E
MoLSA	Ministry of Labour and Social Affairs- Somalia
NDP	National Development Plan 9 (2020-2024)- Somalia
NGOs	Non-Governmental Organizations
RCO	Resident Coordinator's Office
RO	Regional Office
SAM	severe acute malnutrition
SDG	Sustainable Development Goals
SNHCP)	Shock-responsive Safety Net for Human Capital Project
UN	United Nations
UNDSS	United Nations Department of Safety & Security
UNEG	United Nations Evaluation Group
UNICEF	United Nations Children's Fund
UNJP	The UN joint programme
UNSDCF	United Nations Sustainable Development Cooperation Framework
US\$	United States Dollar
WFP	World Food Programme

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Title of the consultancy	Institutional contract to conduct a country-led evaluation of the joint programme on Toward a Somali Led Transition to National Social Protection Systems in Somalia.
Objective	Design and implement the evaluation of the joint programme on toward a Somali Led Transition to National Social Protection Systems in Somalia. (implemented by UNICEF, WFP, ILO and funded by the United Nations Joint SDG Fund)
Programme Evaluation period	Jan 2020 to Jan 2022
Type of contract	Institutional Contract
Location	Remote and in country (Somalia)
contract Duration	13 weeks of Work (20 November 2021 to 15 Feb 2021)
Start date	20 November 2021
Supervision	Chief of Social Policy, UNICEF, jointly with the MoLSA, WFP, and ILO

1. Introduction

1. The Terms of Reference (TOR) are for the final evaluation of the UN joint programme on Toward a Somali Led Transition to National Social Protection Systems in Somalia (referred here as UN Joint Programme). The evaluation is commissioned by three UN agencies: United Nations Children's Fund (UNICEF), World Food Programme (WFP) and International Labour Organization (ILO). The evaluation will cover the period from January 2020 to December 2021.
2. The purpose of the Joint programme is to strengthen the capacity of the Government of Somalia to focus on prioritizing support to the most vulnerable populations, with a view of transitioning from short-term emergency response, to long-term predictable social protection mechanism – with linkages to education, health and justice systems. More specifically it aims to strengthen the Ministry and Labour and Social Affairs (MoLSA) leadership on social protection through a targeted institutional support and capacity development. This will allow FGS to be better positioned to leverage three upcoming opportunities: (i) the unprecedented fiscal space that will be created by debt relief (decision point is expected in second quarter 2020) that is by definition conditioned to be prioritized on social sectors; (ii) NDP 9 (2020-2024) which clearly identifies Social protection among the priorities of its fourth pillar: Improved Social Development; and (iii) Government prospects to create an independent contributory social security scheme.
3. This support will be done both at federal government and at federal member state (FMS) levels and will focus on three areas: (i) Supporting MoLSA institutional capacity for policy analysis and coordination of partners activities in order to ensure national ownership and leadership of the social protection reform agenda; (ii) Support MoLSA role to create an adaptive approach to reform through capturing the potential for scale of past and present social protection and link them with human capital (nutrition, health and education); and (iii) Strengthen MoLSA capacity on International Standards for Social Protection
4. The Terms of Reference (TOR) was prepared by RCO, UNICEF, WFP and ILO based upon an initial document review and consultation with stakeholders and following a standard template. The purpose of the TOR is twofold. Firstly, it provides key information to the evaluation team and helps guide them throughout the evaluation process; and secondly, it provides key information to stakeholders about the proposed evaluation.
5. After competition of a joint programme, a final, independent and gender-responsive¹ evaluation will be organized by the Resident Coordinator. The cost needs to be budgeted, and in case there are no remaining funds at the end of the joint programme, it will be the responsibility of PUNOs to pay for the final, independent evaluation from their own resources.
6. The programme will be subject to a joint final independent evaluation with established arrangements for managing the joint evaluation. The final evaluation will be managed jointly by the PUNOs as per established process for independent evaluations, including use of a joint evaluation steering group and dedicated evaluation managers not involved in the implementation of the joint programme. The evaluations will follow the United Nations Evaluation Group's (UNEG) Norms and Standards for Evaluation in the UN System, using the guidance on [Joint Evaluation and relevant UNDG guidance on evaluations](#). The management and implementation of the joint evaluation will have due regard to

¹ [How to manage a gender responsive evaluation, Evaluation handbook](#), UN Women, 2015

the evaluation policies of the PUNOs to ensure the requirements of those policies are met; and with use of appropriate guidance from PUNOs on joint evaluation. The evaluation process will be participative and will involve all relevant programme's stakeholders and partners. Evaluation results will be disseminated amongst governments, donors, academic institutions and stakeholders of civil society (including workers' and employers' organizations) and a joint management response will be produced upon completion of the evaluation process to be made publicly available on the evaluation platforms or similar of the PUNOs."

2. Purpose and Objectives of the Evaluation

7. The main purpose of the evaluation is to promote accountability, organizational learning, stocktaking of achievements, impacts, good practices and lessons learnt from implementation towards SDGs. The findings will provide the Federal Government of Somalia, RCO, WFP, UNICEF, ILO and other key stakeholders valuable lessons on what has worked and what has not worked in the acceleration of SDG targets and why for consideration in the design and implementation of other similar programmes in future. The evaluation will assess the joint programme contribution towards the acceleration of the SDG and UN Coherence and Jointness.

2.1 Objectives

The final evaluation of the UN Joint Programme has the following specific objectives:

- A) Establish the relevance of the project design and implementation strategy in relation to the UN, ILO, UNICEF and WFP, and national development frameworks (i.e. DWCP, SDGs and UNDAF) and beneficiaries' needs;
- B) Assess the extent to which the project has achieved its stated objectives and expected results, while identifying the supporting factors and constraints that have led to them, including strategies and implementation modalities chosen, partnership arrangements.
- C) Identify unexpected positive and negative results of the project
- D) Assess the level of implementation efficiency of the project.
- E) To the extent possible, assess the sustainability of the programme outcomes
- F) To the extent possible, assess the impact of the joint programme towards the achievement of the relevant SDGs targets (the long-term effects produced by the project directly, indirectly, intended, unintended, positive, and negative).
- G) To identify and document substantive lessons learnt and good practices
- H) Provide recommendations to project stakeholders to promote sustainability and support further development of the project outcomes
- I) To the extent possible, assess how the programme contributed to the Acceleration of SDG progress and UN coherence and jointness

2.2 Stakeholders/clients of the evaluation

8. A number of stakeholders² have interests in the results of the evaluation and some of these actors will be asked to play a role in the evaluation process.
9. The Ministry of Labour & Social Affairs (Federal Government) might use the findings from the evaluation to inform social protection policy options and programmatic interventions.
10. Other key stakeholders include employers and workers organizations and World Bank, Italian Agency for Development Cooperation, Somali Cash Consortium, and Somalia Women Development Center etc
11. The Federal Government of Somalia, WFP, UNICEF and ILO Country Offices and their partners will use this evaluation for decision-making, notably related to adjustments in programme implementation and/or design, enhancement of partnerships, accountability for results, and learning what has worked and what needs to be improved. In addition, the evaluation report will be for wider organizational learning and accountability. Offices of Evaluation may use the evaluation findings, as appropriate, to feed into evaluation syntheses as well as for annual reporting to the Executive Board on progress in the implementation of their evaluation policy.
12. The Joint SDG Fund may use the evaluation to understand the extent to which the programme met its objectives, key challenges, lessons learnt and good practices for decision-making and replications

² Stakeholders can either be duty bearers or rights holders. In this evaluation the beneficiaries are the rights holders while all the other stakeholders are duty bearers.

in future support. Other users of the evaluation include key stakeholders involved in social protection including UN agencies, academia, and NGOs.

3 Context & Background Information

3.1 Context

13. **General:** Over the past two decades, Somalia has endured persistent periods of conflict, political instability, and environmental and economic shocks, resulting in widespread hunger and malnutrition. Conflict, drought, and floods have triggered large-scale displacements: currently 2.6 million Somalis are displaced and an additional one million are refugees in neighboring countries. In 2017 alone, Somalia experienced widespread drought, leaving an estimated 6.7 million people in urgent need of humanitarian assistance and one million people internally displaced. A year later, major flooding further displaced over 230,000 people, worsening the impacts of the drought. Since 2019, the extreme fragility of Somalia has been exacerbated by locust infestation and more recently by the socio-economic consequences of the COVID-19 crisis. Nonetheless, conflict and political instability remain the core causes behind the slow progress across UNICEF areas of work in a country where over 20 per cent of the territory is out of reach due to security concerns.
14. Somalia emerged in 2012 from more than 20 years of civil war and failed statehood, with a Provisional Constitution and emerging Federal Government. However, armed conflict across several regions and an insurgency by Al-Shabaab remain ongoing areas of concern, and the Federal Government only controls about half of the physical territory of the country. The armed conflict, protracted displacement and climatic shocks have left over 5 million people (almost one third of the population) in need of humanitarian assistance.³ The 2014 population estimation - the most recent officially recognized figure - was 12.3 million,⁴ although with a total fertility rate of 6.9 births per woman,⁵ the population is growing rapidly. Around two-thirds of Somalis are aged less than 20 years and around three-quarters (78 percent) are aged below 30 years.⁶
15. The Federal Government consists of six Federal Member States (Somaliland, Puntland, Galmudug, Hirshabelle, South West State, Jubaland) and the Banadir Regional Administration (Mogadishu Municipality). Somalia lacks a clear model for both functional and fiscal federalism, which critically hampers planning and implementation efforts, and it remains unclear whether the Federal Government or state (or even local) governments are the true duty bearers for children. Somaliland and Puntland have achieved a relatively higher level of development on key indicators as well as government responsiveness to citizens' needs than other Federal Member States. The Federal Government's 9th National Development Plan (NDP) for 2020-2024 includes several important improvements over NDP 8, including a stronger monitoring and evaluation framework, and an orientation more in line with the Sustainable Development Goals.
16. The recomposing the federation is a political, security and an institutional challenge. At the institutional level, the Puntland and Somaliland¹ governments have effectively operated in Somalia in the absence of the Federal Government. They have an operational institution and are equipping themselves to further improve their effectiveness. Puntland has indicated its intention to remain part of the Federal Republic of Somalia, Somaliland declared itself unilaterally independent in 1991, although no international recognition has followed. However, not everything is bleak. The elections in both Somaliland and Puntland are considered as fair and transitions of power are peaceful. Somaliland and Puntland both have established government institutions that are becoming increasingly professional in managing their mandates. Increasingly alternative mechanisms are deployed to resolve conflict and the conferences around the emerging states are very hopeful signs. The Federal Government is step-by-step emerging with the ministries taking on board their mandates. The joint national and international military efforts to drive out Al Shabaab lead to the newly liberated areas to organize themselves into the new or 'emerging' states. The Jubaland Interim Administration was established in 2014, while towards the end of the 2014 the Interim South West

³ Somalia 2020 Humanitarian Response Plan

⁴ UNFPA. Population Estimation Survey of Somalia. 2014.

⁵ Directorate of National Statistics, Federal Government of Somalia. *The Somali Health and Demographic Survey 2020*.

⁶ Ibid.

Administration (ISWA) was established in South West Somalia and developments are promising in Central Somalia as well.

17. **Poverty and inequality:** The incidence of poverty⁷ stands at 69 per cent, which is 18 percentage points higher than the 2017 unweighted average of low-income Sub-Saharan African countries. This makes Somalia one of the poorest countries in the continent and world. Poverty is widespread and deep, particularly for rural and nomadic households and those in internally displaced persons (IDP) settlements.⁸ Furthermore, 73 per cent of children below 14 years of age (representing nearly half of Somalis) are poor. Over 90 per cent of nomadic populations are within the lowest wealth quintile, and more than 63 per cent of rural Somalis are in the lowest two wealth quintiles.⁹ In addition to monetary poverty, most Somali households suffer other non-monetary deprivations. Almost nine of 10 Somali households are deprived in at least one dimension: monetary, electricity, education, or water and sanitation. Nearly seven of 10 households suffer in two or more dimensions.
18. **Nutrition:** Somalia continues to grapple with elevated acute malnutrition levels due to various forms of deprivations exacerbated by violent conflict and vulnerability to disasters. In 2015, GAM had reduced significantly from the 18 per cent prevalence of the 2011 famine to 12.2 per cent in 2015. However, these gains were reversed in the years that followed as GAM gradually increased peaking during the 2017 drought emergency that registered GAM of 17.4 per cent due to successive failed seasons. GAM was most recently measured at 14 per cent in 2019. 1 in 10 children under the age of five were acutely malnourished resulting in a projected one million acutely malnourished boys and girls of whom 178,000 are likely to be affected by life threatening severe acute malnutrition (SAM). The 2019 national micronutrient survey indicates that the nutrition situation in Somali children poses a public health problem with moderate to high significance, despite improvements noted for some indicators¹⁰. Stunting stands at 17.2 per cent down from 23.2 per cent and wasting prevails at 11 per cent from 13.8 per cent. The prevalence of anaemia in children was at 43.4 per cent from 59 per cent and in non-pregnant women prevailed at 40.2 per cent from 47 per cent whilst iron deficiency (ID) in children was 47.2 per cent from 59 per cent. At the same time, 2020 data indicates that twenty-two per cent of women are overweight and an additional 11 per cent of women are obese.¹¹
19. **Social Protection – Coverage:** The majority of Somalis is not covered by any social protection programme. While humanitarian assistance is estimated to have reached some 3.0 million people in 2020¹²—mostly displaced, returning, and extremely poor people in rural and peri-urban areas—this assistance is short term and designed to address acute needs, thereby missing the underlying causes of vulnerability to poverty and risk. While the Government intends to shift from short-term humanitarian response to a longer-term focus on social protection, such a transition can happen only when it has the capacity not only to identify the most vulnerable, but also to design and implement appropriate social protection schemes to address the root causes of vulnerabilities. However, to date, the Government has not been consistently involved in the coordination and oversight of these humanitarian-focused cash interventions.
20. The social protection interventions currently implemented are fragmented, and gaps remain the norm. Whilst many humanitarian actors have been engaged over the years in humanitarian cash transfers, in recent years UNICEF’s focus has been on supporting the Government on policy, institutional and social protection systems strengthening. Even formal public and private sectors workers do not have access to proper social protection interventions such as contributory pension or unemployment and health insurance schemes. A positive development in this respect is the ongoing implementation of the shock-responsive safety net for human capital project (SNHCP), known as *Baxnaano*, under which 200,000 households nationwide will receive predictable and regular cash transfers to poor households in rural areas affected by chronic food insecurity. When fully implemented, however, *Baxnaano* will cover less than a fifth of the poor¹³. There remains room to expand social protection coverage and to pursue implementation of the government social protection policy, especially by ensuring linkages to social services through, for example, waivers, fee exemptions, or subsidies.

⁷ This is the international poverty line of \$1.90 per person per day.

⁸ World Bank. Somali Poverty and Vulnerability Assessment: Findings from Wave 2 of the Somali High Frequency Survey (SHFS). 2018.

⁹ Directorate of National Statistics, Federal Government of Somalia. The Somali Health and Demographic Survey 2020, p.32.

¹⁰ Ministry of Health Somaliland, Ministry of Health Puntland, Federal Ministry of Health, UNICEF. Somalia Micronutrient Survey 2019. Hargeisa, Somaliland; Garowe, Puntland; Mogadishu, Somalia; 2019.

¹¹ Directorate of National Statistics, Federal Government of Somalia. *The Somali Health and Demographic Survey 2020*.

¹² Somalia Humanitarian Response Plan 2020 (January 2020).

¹³ 200,000 households correspond to 1.2 million people (average household size is estimated at six). 8.9 million of the 12.9 million population (69%) are poor.

21. **Policy context:** Federal Government of Somalia develop and adopted the national Social Protection Policy in September 2019. It sets the guidelines for designing, implementation, coordination, monitoring and evaluation of social protection and social support programs. More broadly, the policy aims to contribute to the Federal Government of Somalia's commitment to peace and prosperity by ensuring that development is equitable, inclusive, and compassionate. The policy had been identified in the Resilience Chapter of the National Development Policy 8 (2017-2019) and will contribute to the current Social Development Roadmap and National Development Plan 9 (2020-2024). The Social Protection Policy recognizes the role of civil society, the private sector and government to deliver equitable, inclusive, and compassionate development. It also acknowledges that these developmental goals are contingent on gains in key segments of the economy and society. The Ministry of Labour and Social Affairs will support and coordinate the implementation of the policy.
22. Furthermore, to advance the Social Protection Policy, MoLSA has prepared this comprehensive implementation framework to guide policy implementation. The framework articulates goals, objectives, principles, populations to be served and instruments of implementation. It provides clarity on the policy's scope and a process to evolve the independent actions falling under the social protection umbrella into a more coordinated, structured approach. Building consensus and support for the framework required consultation with key government, private-sector, civil society, and international development partners. Making it credible to Somalis required clarity of language and a purpose, priorities, and processes that resonated with them.
23. **COVID-19:** In the context of the COVID-19 pandemic, social protection remains relevant. COVID-19 will have an impact on household livelihoods. As of 25 October 2021, Somalia had 20,526¹⁴ confirmed COVID-19 cases and 1,158 deaths. All the Federal Member states have reported positive cases of COVID-19. Government of Somalia with support from humanitarian and development partner is responding to the COVID-19 health and economic crisis. For more info, click this [link](#)

3.2 About the UN Joint Programme- Social Protection

24. The **overall objective of the programme** is to strengthen the capacity of the Government of Somalia to focus on prioritizing support to the most vulnerable populations, with a view of transitioning from short-term emergency response, to long-term predictable social protection mechanism – with linkages to education, health and justice systems Implementation of the programme started in January 2020 and is expected to end by December 2021. The final evaluation will be done between November to Feb 2022. For the implementation of the programme, the Joint SDG Fund provided a total financial contribution of **\$2,045,300**.
25. The UN joint programme (UNJP) leverages the expertise of three implementing UN agencies (WFP, UNICEF, and ILO) to accomplish its targets. The programme is structured around a one outcome and three interlinked output results, implemented by the three UN agencies that seek to accelerate SDGs 1, while at the same time promoting the Leave No One Behind (LNOB) commitment.
26. The specific **outcome** of the UNJP will be that MoLSA is capacitated to design and implement long-term social protection system with a shift from assistance to more emphasis on building human capital. MoLSA and the three UN agencies have identified the following three main **outputs** to be achieved at the end of Programme (refer to Annex 5)
 - (a) **Functional, equitable and inclusive social protection Directorate at MoLSA and social protection units in FMS:** While MoLSA has in place a Director of Social Affairs, there is a plan to create a full-fledge Social Protection Directorate that will have seven civil servants. In order to equip the social protection staff with the adequate skills needed for their function, the implementing agencies will undertake the following: technical assistance, top-up incentive to civil servants and Provision of equipment and supplies for the SP Directorate
 - (b) **FGS/MoLSA capacitated to serve as a Learning/Convening Organization on Social Protection in Somalia (learning both from the implementation of past humanitarian assistance in the country and other countries' experience in designing and implementing social protection schemes):** The aim to strengthen capacity of MoLSA staff in social protection programme planning, design, and oversight. The key interventions under this output include structured trainings for civil servants, facilitation international study tours and making the case for investing to scale up social protection schemes.

¹⁴ <https://moh.gov.so/en/>

- (c) **International Standards for an integrated Social Protection approach, including inclusion and gender equity mainstreamed into Social Protection Implementation Strategy:** This third output will be achieved through the following key interventions: (a) Social Protection Diagnostic: Mapping and data collection on social protection coverage in Somalia, based on the ILO Social Security Inquiry methodology ; (b) Assessment Based National Dialogue (ABND) on Social Protection: a dialogue process on social protection to set up national priorities, measuring the cost of these priorities and (c) Feasibility study for the creation of an old-age (+ disability and survivor) pension scheme for the formal workers.

4 Evaluation Approach

4.1 Scope

27. This evaluation will follow the [United Nations Evaluation Group \(UNEG\) Norms and Standards](#). Adopted in 2005 and revised in 2016, these norms and standards have served in strengthening and harmonizing evaluation practice and are used as a key reference for evaluators around the globe.
28. The scope of the evaluation is as follows:
- (a) **Timeframe:** The UN Joint Programme is a two-year project, 2020 to 2021. Data collection will be done in November/December 2021. The evaluation report is expected in late Jan/Feb 2022.
 - (b) **Geographical Coverage:** The evaluation will predominately be centered on systematic changes made at the national and federal member state (FMS) level.
 - (c) **Target:** The joint programme targets all government ministries involved in the project and the UN agencies at the national and sub-national level. In addition, at the local level, the joint programme has been working with Federal Member State who will also be targeted by the evaluation.

4.2 Evaluation Criteria and Questions

29. **Evaluation Criteria:** The evaluation will apply the Development Assistance Committee (DAC) evaluation criteria¹⁵ of relevance and coherence including the UN collaboration and Jointness, effectiveness, efficiency, impact, and sustainability.¹⁶ The evaluation will assess on how the programme contributed to acceleration of SDG progress. Furthermore, Gender and human rights will be mainstreamed and reflected throughout the evaluation design, implementation, and reporting results.
30. **Evaluation Questions:** Allied to the evaluation criteria, the evaluation will address the following key questions, which will be further developed by the consultant(s) during the inception phase. Collectively, the questions aim at highlighting the key lessons and performance of the joint programme, which could inform future strategic and operational decisions.
31. The evaluation will answer the overarching question “*To what extent were the joint programme objectives achieved and how?*” To answer this question, the evaluation will answer a number of sub-questions¹⁷ along each of the evaluation criteria as shown in *Table 1*. Evaluative judgement will be against the sub-questions, and reporting will focus on the evaluation criteria as this approach is best suited to communicate the findings and conclusions. All answers should be evidence-based.

Table 1: Criteria and evaluation questions

Criteria	Evaluation Questions ²⁹
Relevance	<ul style="list-style-type: none"> ○ Is the project relevant to the UNSCF, the DWCP, SDGs and national development frameworks and direct and final beneficiaries? ○ To what extent were the objectives of the programme valid and appropriate and have remained so over time? ○ Are the activities and outputs of the programme consistent with the overall goal, objectives and intended impacts? How appropriate has the results framework been? Has the project a solid Theory of change to guide the project implementation? ○ To what extent did programme design consider gender, equity, and rights of people with disabilities, tripartism and international labor standards?

¹⁵ Impact will receive a minimal score because the evaluation will be done before end of the project. Sustainability will rank low as issues of sustainability often emerge from how impactful the programme has been. Given that the evaluation is focused on learning, replication and process, Relevance, Effectiveness and Efficiency are key criteria and may get a high score

¹⁶ For more details see: <http://www.oecd.org/dac/evaluation/dacriteriaforevaluatingdevelopmentassistance.htm> and <http://www.alnap.org/what-we-do/evaluation/cha>

¹⁷ All evaluation questions must compare the results between men and women.

	<ul style="list-style-type: none"> ○ To what extent does the project complement and fit with other on-going Government initiatives and other ILO, UNICEF and WFP and other UN projects in the country? ○ Have the government, employers' and workers' organizations involved in the design and planning of the project? ○ To what extent the joint programme design, implementation, and monitoring have been inclusive of persons with disabilities (accessibility, non-discrimination, participation of organizations of persons with disabilities, data disaggregation) ○ Has the project planning included a useful monitoring and evaluation framework including outcomes indicators with baselines and targets? ○ Did the project design include an exit strategy and a strategy for sustainability? ○ Was the implementation approach valid and realistic? Has the project adequately taken into account the risks of blockage?
Effectiveness	<ul style="list-style-type: none"> ○ To what extent have the targeted outputs, outcomes, and strategic results been achieved? ○ What were the main factors (internal and external) influencing the achievement and non-achievement of the joint programme objectives and what challenges were faced in the programme? ○ To what extent did programme results address gender at strategic and operational levels, people with disabilities and social inequities and child rights? ○ Are there any unintended results of the project? ○ Has the quantity and quality of these outputs been satisfactory? ○ To what extent is the COVID-19 Pandemic influencing project results and effectiveness and how the project have addressed this influence and is ready to adapt to changes for at least some time from now-on? ○ Within its overall objectives and strategies, what specific measures were taken by the project to address issues relating to: <ul style="list-style-type: none"> ○ i. Gender equality and non-discrimination? ○ ii. Inclusion of people with disabilities? ○ To what extent and in what ways has the UNCT contributed to achieving better synergies and knowledge sharing among the programmes of UN agencies? ○ How did UNCT promote effective partnerships and strategic alliances around the main UNDAF outcome areas? ○ To what extent, the UNCT promote catalytic contribution to broader UN reforms and, specifically, coherence, jointness and collaboration? ○ How has JP contributed to UN reforms (including to incentivize RC leadership and improved collaboration and coherence of the UNCT)?
Efficiency	<ul style="list-style-type: none"> ○ To what extent were human and financial resources allocated to the JP sufficient (in quantity and quality) to achieve expected outputs and contribute to the expected outcome? ○ To what extent were these resources adequately deployed (good programme management) to achieve the expected outputs and contribute to the outcome?". ○ What are the factors affecting the pace and quality of implementation and how can these be mitigated?
Impact	<ul style="list-style-type: none"> ○ What real difference has the programme made on the targeted groups? ○ What is the potential impact that can be envisioned, with initial signs of it? ○ What were the intervention's long-term effects in terms of reducing/exacerbating? <ul style="list-style-type: none"> ○ i. Gender inequalities and gender based discrimination? ○ ii. Inequalities and exclusion faced by people with disabilities? ○ What changes has the programme effected on the Somalia Social Protection System? ○ To what extent the Joint programme effectively contributed to the socio-economic inclusion of persons with disabilities by providing income security, coverage of health care, and disability-related costs¹⁸ across the life cycle. ○ To what extent the programme contributed to the acceleration of progress towards achieving the Sustainable Development Goals? ○ How have the JPs facilitated systemic and catalytic change at the national level? <ul style="list-style-type: none"> ○ To what extent has government been leading JP implementation and the development of the financial and institutional capacities to ensure sustainability of results?

¹⁸ [Joint statement on inclusive social protection system for full and effective participation and inclusion of persons with disabilities](#)

Sustainability	<ul style="list-style-type: none"> ○ How has the project build capacities in different stakeholders for the results to continue, did the project develop an exit strategy? ○ To what extent are the benefits of the programme likely to continue after donor funding has ceased? ○ Identify and discuss gaps in the sustainability strategy and how the stakeholders, including ILO, UNICEF, and WFP projects support, could address these, taking into consideration potential changes in the country in the context of the COVID 19 pandemic
Coherence	<ul style="list-style-type: none"> ○ To what extent is the programme addressing gender and equity? Are the rights of people with disabilities consistently integrated in all aspects of programming and implementation? ○ What are the comparative strengths of the joint programme in comparison to other social protection programmes? ○ What are the comparative strengths of the coordination and convening roles of the joint programme? ○ How coherent is the project with social protection policies in the country? ○ To what extent does the project compliment or build on work done by participating agencies in strengthening social protection system. ○ To what extent does the JP complement other ongoing social sector programmes for greater impact?

32. Furthermore, as persons with disabilities are among the most vulnerable and marginalized groups across countries and considering the critical role that social protection can play in supporting their inclusion, most joint programs had identified them as direct or indirect beneficiaries. In line with the Leaving No One Behind principle and the obligations stemming from the Convention on the rights of persons with disabilities, even programs that do not target directly persons with disabilities should ensure that persons with disabilities within targeted population can access the program without discrimination.

33. The joint programme is supporting the Government of Somalia to accelerate its progress towards the Sustainable Development Goals (SDGs), particularly SDG target 1.3, and to some extent in SDG 5 and 10. Furthermore, the evaluation will assess the programme contribution to integrated multi-sectoral policies that have accelerated SDG progress as well as efforts to strengthen national capacities to implement integrated, cross-sectoral SDG accelerators. Furthermore, the evaluation will pay special attention to the joint programme's catalytic contribution to broader UN reforms, particularly coherence, jointness and collaboration of the broader UNCT.

4.3 Evaluability Assessment and Data Availability

34. In initial inception phase, the evaluation should undertake an evaluability assessment. The purpose of this assessment is to inform the evaluation of any evaluability constraints early in the process. This will include the following (i) clarify logic and coherence of the programme and broader UN collaboration and jointness, (ii) assess the adequacy and validity of the indicators, tools and systems for monitoring, measuring and verifying results, (iii) assess, according to the learning purpose, the adequate availability of human resources and financial resources to monitor and evaluate the expected results and (iv) provide guidance on approaches to the evaluation of the programme.
35. It is expected that the evaluation will make use of already existing data as follows:
- Baseline figures
 - Routine Progress Reports
 - Project proposal including the Results Framework and Key Deliverables
 - Quarterly, semi-annual and Annual Progress reports/updates
36. Depending on the spread of COVID-19 and policy measures in place at the time of data collection, the team may either collect primary data via normal face-to-face surveys; or collect primary data via remote data collection means (i.e. call centres). Remote data collection may bring challenges in access to all sampled beneficiaries because some beneficiaries may not have access to phones while in some cases, there may be connectivity challenges. The evaluation team should therefore rely on mix of primary and secondary data to have enough data for this evaluation. If there are more data gaps established during inception, the three agencies' programme staff will be available to support the evaluation team to address these gaps. There are other relevant interventions where

secondary data can be sourced from. Concerning the quality of data and information, the evaluation team should:

- Assess data availability and reliability as part of the inception phase expanding on the information provided in section 4.3. This assessment will inform the data collection.
- Systematically check accuracy, consistency, and validity of collected data and information and acknowledge any limitations/caveats in drawing conclusions using the data.

4.4 Methodology

37. The evaluation methodology will be guided by the Norms and Standards of the United Nations Evaluation Group (UNEG), as well as UNICEF Evaluation Policy, complemented by RCO, ILO and WFP policies. The evaluation will be conducted in a participatory manner: key stakeholders will be involved in all phases of the evaluation, including the planning, inception, fact-finding and reporting phases via Reference Group and other mechanisms. In addition, Mixed method approach is suggested for this evaluation, combining qualitative and quantitative components to ensure complementary strengths and non-overlapping weaknesses.
38. The evaluation will employ a theory-based design, but the evaluator should review the feasibility of delivering a quasi-experimental design for some key quantitative indicators. In addition to this, a refinement or reprioritization of initial evaluation questions should be planned within a participatory approach after conducting a stakeholder mapping.
39. At a minimum, the evaluation will draw on the following methods:
 - Literature review and desk review of background documents and other relevant data, including review and analysis of secondary quantitative and qualitative data.
 - Key Informant Interviews (KIIs) with the following stakeholders: MoLSA, UNICEF, WFP, and ILO, the Ministry of Humanitarian Affairs, MESAF, Member States ministries in charge of social protection, and the Civil Society partners such as Somalia Women Development Center (SWDO) and IIDA Somalia Women's Development Organization
 - Focus Group Discussions (FGDs) with relevant stakeholders at the national and sub-national level, including frontline workers.
 - Case studies (in-depth interviews) of major core social protection services.
 - Cost analysis of the implementation of the joint programme.
40. The methodology should be Gender sensitive, indicating what data collection methods are employed to seek information on Gender issues and to ensure the inclusion of girls, women, and marginalized groups. The methodology should ensure that data collected is to the most possible extent disaggregated by sex and age; an explanation should be provided if this is not possible. Triangulation of data should ensure that diverse perspectives and voices of both boys, girls, men, and women are heard and considered.
41. The evaluation findings, conclusions and recommendations must reflect gender analysis, and the report should provide lessons/ challenges/ recommendations for conducting gender responsive evaluation in the future.

5. Evaluation Governance & Quality Assurance.

42. The evaluation will be conducted by an independent Evaluation Team to be recruited by UNICEF Somalia and under the overall leadership of the Resident Coordinator Office(RCO). The Evaluation Team will operate under the technical supervision of the Chief of Planning, Monitoring & Evaluation at UNICEF Somalia and the Strategic Communication and Coordinator Officer, at Resident Coordinator Office. To ensure that independence and impartiality are employed throughout the evaluation, the following mechanisms for independence and impartiality will be employed

- An **Evaluation Committee (EC)** composed of representatives from Resident Coordinator Office, UNICEF, WFP, ILO and MoLSA will be appointed and involved through all phases of the evaluation. The EC is responsible for overseeing the evaluation process, making key decisions, and reviewing evaluation products. UNICEF and RCO will co-chair all evaluation committee meetings.
- **Evaluation co-managers:** who are not part of the day-to-day implementation of the programme.
- **An Evaluation Reference Group (ERG)** will be set up to steer the evaluation, comment on all evaluation deliverables, and exercise oversight over the methodology.

43. This is a joint evaluation, with UNICEF and RCO as the lead agencies. As such, RCO and UNICEF quality assurance (QA) systems and processes will be applied. UNICEF Evaluation Manager and RCO Evaluation Manager will be responsible for ensuring that the evaluation progresses and for conducting a rigorous quality control of the evaluation products ahead of their finalization. UNICEF has developed a set of Quality Assurance Checklists for evaluations. This includes checklists for feedback on quality for each of the evaluation products. The relevant checklist will be applied at each stage, to ensure the quality of the evaluation process and outputs.
44. The UNICEF evaluation manager together with the co-Evaluation Managers from MoLSA, RCO, WFP and ILO will review the feedback and recommendations from QS and share with the team leader, who is expected to use them to finalize the inception/ evaluation report. To ensure transparency and credibility of the process in line with the [UNEG norms and standards](#),¹⁹ a rationale should be provided for any recommendations that the team does not take into account when finalizing the report.

6. Roles and Responsibilities of Stakeholders

45. **RCO, WFP, UNICEF, and ILO Management (Country Rep or Deputy Rep)** will take responsibility to:
 - Assign evaluation managers for the evaluation. These evaluation managers have not been directly involved in implementation of the programme.
 - Compose the internal evaluation committee (see Annex 1) and the evaluation reference group
 - Approve the final ToR, inception and evaluation reports.
 - Ensure the independence and impartiality of the evaluation at all stages, including establishment of an Evaluation Committee and of a Reference Group
 - Participate in discussions with the evaluation team on the evaluation design and the evaluation subject, its performance and results with the Evaluation Manager and the evaluation team.
 - Organize and participate in two separate debriefings, one internal and one with external stakeholders.
 - Oversee dissemination and follow-up processes, including the preparation of a management response to the evaluation recommendations.
46. The **Evaluation Managers (EM) for each organization**:
 - a Manage the evaluation process through all phases including drafting this TOR;
 - b Ensure quality assurance mechanisms are operational;
 - c Consolidate and share comments on draft TOR, inception and evaluation reports with the evaluation team.
 - d Ensure expected use of quality assurance mechanisms (checklists, quality support).
 - e Ensure that the team has access to all documentation and information necessary to the evaluation; facilitates the team's contacts with local stakeholders; sets up meetings, field visits; provides logistic support during the fieldwork; and arranges for interpretation, if required.
 - f Organize security briefings for the evaluation team and provide any materials as required.
 - g The UNICEF Evaluation Manager and RC Evaluation Manager will lead communications with the evaluation team and evaluation committee and the sharing of evaluation products with stakeholders. All evaluation managers will lead in reviewing and addressing comments specific to their agencies. These comments will then be consolidated by the UNICEF Evaluation Manager.
47. **An Evaluation Reference Group** will review and comment on the draft evaluation products and act as key informants in order to further safeguard against bias and influence (see [Annex 1](#)).
48. **The Regional Office (UNICEF/ILO/WFP) or HQ** be responsible for:
 - a Advising the Evaluation Manager and providing support to the evaluation process where appropriate.

¹⁹ [UNEG Norm #7](#) states “that transparency is an essential element that establishes trust and builds confidence, enhances stakeholder ownership and increases public accountability”

- b Participating in discussions with the evaluation team on the evaluation design and on the evaluation subject as required.
 - c Providing comments on the draft TOR, inception and evaluation reports.
 - d Supporting the management response to the evaluation and tracking the implementation of the recommendations including to participation in the Evaluation Reference Group and/or comment on evaluation products as appropriate.
49. **Beneficiaries** will be consulted during the evaluation process and their inputs will be critical to assessing the level of implementation of activities and achievement of results. They will participate in individual interviews and/or focus group discussions. Special attention to the various ways in which each beneficiary group has benefitted (or not) from the programme should be noted.
50. **Ministry of Labour and Social Affairs (MoLSA)** will be consulted during the evaluation process to get their inputs. They are key informants in this evaluation focusing on their role in implementing the Joint programme.
51. Federation of Somali Trade Unions (FESTU) and Somali Chamber of Commerce & Industries (SCCI) will be consulted during the evaluation process as one of the key informants.

7. Phases and Deliverables

52. The evaluation will proceed through the following phases. The deliverables and deadlines for each phase are as follows:

A) Preparation phase (Oct/Nov 2021): UNICEF Evaluation Manager and RCO Evaluation Manager, in collaboration with the Evaluation Managers from WFP and ILO, will conduct background research and consultation to frame the evaluation; prepare the TOR, finalize provisions for impartiality and independence, quality assure, consult and finalize the TOR, select the Evaluation Team and finalize the budget; prepare the document library and draft a communication and learning plan.

Deliverables: Approved TOR, Evaluation Budget, Evaluation team recruited (team contracts), Document Library, and Draft communication and learning plan [By Evaluation Co-Managers]

B) Inception phase (Nov/Dec 2021): The purpose of this phase is to ensure that the evaluators have a good grasp of the expectations for the evaluation as outlined in the approved TOR in order to prepare a clear plan for conducting it. The phase will include orientation of the evaluation team, desk review of secondary data by the evaluators, initial interaction with the main stakeholders; deeper discussions on the methodological approach and review of the programme design and implementation approach; and detailed design of evaluation, including evaluation matrix, methodology, data collection tools and field work schedule.

Deliverable: Inception report with methodology, evaluation matrix, data analysis plan, data collection tools, field schedule; evaluability assessment, stakeholder comments matrix detailing how the evaluation team dealt with stakeholder comments and final communication and learning plan [By Evaluation Team]

C) Data Collection phase (December 2021): Fieldwork will include visits to project sites and primary and secondary data collection from stakeholders. A debriefing/presentation of preliminary findings will be done at the end of the field work phase or as soon as initial data analysis is available.

Deliverable: PowerPoint exit briefing/Presentation of preliminary findings and raw datasets [By ET]

D) Analysis and Reporting phase (Dec 2021 to January 2022): After analyzing the data, the evaluation team will draft the evaluation report. It will be submitted to the Evaluation Manager for quality assurance. Stakeholders will be invited for two weeks to provide comments, which will be recorded in a matrix by the evaluation managers and provided to the evaluation team for their consideration before the report is finalized.

Deliverables: PowerPoint presentation for validation workshop [by ET], summary evaluation report to facilitate approval and final evaluation report [By co-EMs]

E) Dissemination and follow-up phase (Feb 2022): The final approved evaluation report will be published on the public websites of the commissioning agencies and shared with relevant stakeholders. RCO, UNICEF, WFP, and ILO alongside the other key stakeholders, will respond to the evaluation recommendations by providing actions that will be taken to address each recommendation and estimated timelines for taking those actions. Findings will be disseminated, and lessons will be incorporated into other relevant lessons learnt sharing systems and processes.

Deliverables: Three-page evaluation report summary, Management Response, published evaluation report and Other relevant dissemination products as required [Co-EMs and Commissioning Agencies Management]

8. Evaluation Team Profile

53. The evaluation will be conducted through an institutional contract with an evaluation firm. The proposed evaluation team will consist of at minimum one (1) senior-level consultant (Team Leader) to conduct the evaluation that will be supported by at least one (1) additional consultant (Team Member/Technical Expert). Additional researchers/enumerators can be considered by the bidders to conduct the data collection.
54. The Team Leader should bring the following competences:
 - Having extensive evaluation experience (at least 10 years) with an excellent understanding of evaluation principles and methodologies, including evaluability, capacity in an array of qualitative and quantitative evaluation methods, and UNEG Norms and Standards.
 - Having extensive experience on social protection interventions – planning, implementing, managing or M&E.
 - Holding an advanced university degree (Master or higher) in economics, social policy, international development, public policy, public administration, or similar, including sound knowledge of social protection; familiarity with human rights.
 - Bringing a strong commitment to delivering timely and high-quality results, i.e., credible evaluations that are used for improving strategic decisions.
 - Having in-depth knowledge of the UN's human rights, gender equality and equity agenda (and those specific to RCO, ILO, UNICEF, and WFP).
 - Having a strong team leadership and management track record, as well as excellent interpersonal and communication skills to help ensure that the evaluation is understood and used.
 - a strong mixed-method evaluation background; previous experience in conducting developmental evaluation is considered an asset.
 - Previous work experience in East Africa is desirable, together with an understanding of the Somalia context and cultural dynamics.
 - The Team Leader must be committed and willing to work independently, with limited regular supervision; s/he must demonstrate adaptability and flexibility, client orientation, proven ethical practice, initiative, concern for accuracy and quality.
 - S/he must have the ability to concisely and clearly express ideas and concepts in written and oral form as well as the ability to communicate with various stakeholders in English.
55. The Team Leader will be responsible for undertaking the evaluation from start to finish, for managing the evaluation, for the bulk of data collection, analysis, and consultations, as well as for report drafting and communication of the evaluation results.
56. One (1) national Team Member/Technical Expert:
 - Holding advanced university degrees (Masters-level) in statistics, economics, international development, public policy, public administration, or similar coursework.
 - Strong training and experience in social protection.
 - Hands-on experience in collecting and analyzing quantitative and qualitative data, especially in relation to socio-economic interventions.
 - Strong expertise in equity, gender equality and human rights-based approaches to evaluation and expertise in data presentation and visualization.
 - Be committed and willing to work in a complex environment and able to produce quality work under limited guidance and supervision.
 - Having good communication, advocacy and people skills and the ability to communicate with various stakeholders and to express concisely and clearly ideas and concepts in written and oral form.
 - Excellent English communication and report writing skills.

57. The Team leader will play a key role in data collection, analysis and presentation, and preparation of the debriefings, and will make significant contributions to the writing of the main evaluation report.
58. The Evaluation Team is expected to be balanced with respect to gender to ensure accessibility of both male and female informants during the data collection process. Back-office support assisting the team with logistics and other administrative matters is also expected. **It is vital that the same individuals that develop the methodology for the request for proposals for services will be involved in conducting the evaluation. In the review of the proposals, while adequate consideration will be given to the technical methodology, significant weighting will be given to the quality, experience (including CVs, three referees and written samples of previous evaluations) and relevance of individuals who will be involved in the evaluation.**

9. Security Considerations

59. **Security clearance** where required is to be obtained from UNICEF Somalia Country Office. As an 'independent supplier' of evaluation services to UNICEF, the evaluation company is responsible for ensuring the security of all persons contracted, including adequate arrangements for evacuation for medical or situational reasons. The consultants contracted by the evaluation company do not fall under the UN Department of Safety & Security (UNDSS) system for UN personnel.

10. Ethics

60. The contractors undertaking the evaluations are responsible for safeguarding and ensuring ethics at all stages of the evaluation cycle (preparation and design, data collection, data analysis, reporting and dissemination) as per the [UNEG ethical guidance](#) . This should include, but is not limited to, ensuring informed consent, protecting privacy, confidentiality and anonymity of participants, ensuring cultural sensitivity, respecting the autonomy of participants, ensuring fair recruitment of participants (including women and socially excluded groups) and ensuring that the evaluation results do no harm to participants or their communities. The evaluation team leader will have overall responsibility for ethical oversight of the evaluation process.

11. Evaluation Deliverables

61. **Expected evaluation deliverables are as follows:**

- a) **A stand-alone Evaluability Assessment:** of the joint programme that will inform the evaluation by identifying evaluability constraints early in the process.
- b) **An Inception Report:** including detailed research timeline and design, a summary notes in preparation for data collection and revised data collection tools for the light monthly households' survey, the KII and FGD; outlining the schedule of the evaluation process, and description of outputs to be delivered, what questions can be addressed and which cannot and propose new evaluation questions.
- c) **Preliminary evaluation findings:** present the preliminary evaluation findings from primary data collection, comprising the desk-based document review and analysis of the technical support project.
- d) **A draft Evaluation Report:** that will go through a methodological review by the Evaluation Committee.; and circulated among the Reference Group and all project stakeholders for comments. The comments will be consolidated by the Evaluation Committee and provided to the evaluation team leader

The draft and final report should consider at minimum the following sections:

1. Cover page with key project and evaluation data
2. Executive Summary
3. Acronyms
4. Description of the project
5. Purpose, scope, and clients of the evaluation
6. Methodology and limitations
7. Clearly identified findings for each criterion
8. Conclusions
9. Recommendations
10. Lessons learned and good practices (briefly in the main report and a detailed in ILO EVAL template, annexed to the report)

11. Annexes :

- TOR
 - Evaluation questions matrix
 - Data Table on Project Progress in achieving its targets by indicators with comments
 - Evaluation schedule
 - Documents reviewed
 - List of people interviewed
 - Lessons learned and good practices (using ILO-EVAL template)
 - Any other relevant
- e) A final Evaluation Report that will address the comments by the stakeholders (or document those not integrated) to be approved by the Evaluation Committee.
- f) **A PowerPoint presentation** (both in English & Somali): to be used to share findings with the Reference Group and for use in subsequent dissemination events; and
- g) **A four-page Evaluation Brief** (both in English & Somali): that is distinct from the executive summary in the evaluation report, and it is intended for a broader and non-technical audience. The executive summary should also be produced both in text and video versions (i.e., 1 or 2-minute video clip). Video and photo materials should be collected as part of the evaluation to enrich the evaluation dissemination.
- h) **An ILO/EVAL template for the Executive summary and the Cover of the evaluation report for the final version fooling ILO/EVAL template**

62. Other interim products are:

- o Minutes of key meetings with the Reference Group.
 - o Monthly progress reports.
 - o Copy of the data collected during the evaluation; and
 - o Presentation materials for the meetings with the Evaluation Management Team and the Reference Group. These may include PowerPoint summaries of work progress and conclusions to that point.
63. Bidders are invited to reflect on each outline and effect the necessary modification to enhance their coverage and clarity. Having said so, products are expected to conform to the stipulated number of pages where that applies.

12. Communications

64. The evaluation managers, led by UNICEF, will be responsible for:

- o Sharing all draft products including the TOR, inception report, and evaluation report with internal and external stakeholders to solicit their feedback; the communication will specify the date by when the feedback is expected and highlight next steps.
- o Documenting systematically how stakeholders' feedback has been used in finalizing the product, ensuring that where feedback has not been used a rationale is provided.
- o Informing stakeholders (through the ERG) of planned meetings at least three days before and where appropriate sharing the agenda for such meetings.
- o Informing the team leader in advance about the people who have been invited for meetings in which the team leader is expected to participate and sharing the agenda in advance; and
- o Sharing evaluation products (TOR, inception and evaluation report) with all of the internal and external stakeholders for their information and action as appropriate.

65. The evaluation team will be responsible for:

- a Communicating the rationale for the evaluation design decisions (sampling, methodology, tools) in the inception report and through discussions.
- b Working with the evaluation managers to ensure a detailed evaluation schedule is communicated to stakeholders before field work starts (annexed to the inception report).

- c Sharing a brief PowerPoint presentation before the debriefings to enable stakeholders joining the briefings remotely to follow the discussions.
 - d Including in the final report the list of people interviewed, as appropriate (bearing in mind confidentiality and protection issues); and
 - e Systematically considering all stakeholder feedback when finalizing the evaluation report, and transparently providing rationale for feedback that was not used.
66. As part of the international standards for evaluation, the evaluations will be made publicly available.
67. To enhance the use of the evaluation findings, the three UN agencies may consider holding a dissemination and learning workshop. Such a workshop will target key government officials, donors, UN staff and partners. The team-leader may be called to co-facilitate the workshop. The details will be provided in a communication plan that will be developed by the evaluation managers jointly with the team leader during the inception phase.

13. Budget

68. The cost of evaluating this programme was already budgeted for in the project proposal. The actual budget will be determined by the level of expertise and experience of the individual consultants recruited.
69. In-country road travel for the evaluation team shall be arranged by the evaluation team, subject to COVID-19 and security restrictions.
70. The evaluation has a timeline of 3.5 months from November 2021 to February 2022

14. Payment Schedule

Unless bidders propose an alternative payment schedule, payments will be as follows:

- Approved Evaluability Assessment and Inception Report: 15% of payment)
- Approved initial evaluation findings report: 25% of payment
- Approved final Evaluation Report: 35% of payment
- Approved final presentation and other materials: 25% of payment

15. Application Process

71. Each proposal will be assessed first on its technical merits and subsequently on its price. In making the final decision, UNICEF considers both **Technical and Financial Proposals**. The Evaluation Team first reviews the Technical Proposals followed by review of the Financial Proposals of the technically compliant firms. The proposal obtaining the highest overall score after adding the scores for the Technical and Financial Proposals together, that offers the best value for money, will be recommended for award of the contract.

72. The Technical Proposal should include but not be limited to the following:

- a) **Request for Proposals for Services Form** (provided above).
- b) **Presentation of the Bidding Institution** or institutions including:
 - Name of the institution.
 - Date and country of registration/incorporation.
 - Summary of corporate structure and business areas.
 - Corporate directions and experience.
 - Location of offices or agents relevant to this proposal.
 - Number and type of employees.
 - In case of a consortium of institutions, the above listed elements shall be provided for each consortium members in addition to the signed consortium agreement; and
 - In case of a consortium, one only must be identified as the organization lead in dealing with UNICEF and signing the contract with UNICEF.
- c) **Narrative Description of the Bidding Institution's Experience and Capacity** in the following areas:
 - Evaluation of social protection interventions.
 - Evaluation of social protection interventions ideally implemented by government institutions and partner NGOs; previous experience in conducting developmental evaluation is considered an asset.

- Previous assignments in developing countries in general, and related to social protection programmes, preferably in Africa; and
 - Previous and current assignments using UNEG Norms and Standards for evaluation.
- d) **Relevant References** of the proposer (past and on-going assignments) in the past five years. UNICEF may contact references persons for feedback on services provided by the proposers.
- e) **Samples or Links to Samples of Previous Relevant Work** listed as reference of the proposer (at least three), on which the proposed key personnel directly and actively contributed or authored.
- f) **Methodology.** It should minimize repeating what is stated in the ToR. There is no minimum or maximum length. If in doubt, ensure sufficient detail.
- g) **Work Plan**, which will include as a minimum requirement the following:
- General work plan based on the one proposed in the ToR, with comments and proposed adjustments, if any; and
 - Detailed timetable by activity (it must be consistent with the general work plan and the Financial Proposal).
- h) **Evaluation Team:**
- Summary presentation of proposed experts.
 - Description of support staff (number and profile of research and administrative assistants etc.).
 - Level of effort of proposed experts by activity (it must be consistent with the Financial Proposal); and
 - CV and three referees of each expert proposed to carry out the evaluation.

The Technical Proposal will be submitted in electronic (PDF) format.

Please note that the duration of the assignment is 13 weeks starting from November 2021 to Feb 2022. The presence of a conflict of interest of any kind will automatically disqualify prospective candidates from consideration.

The Financial Proposal should include but not be limited to the following:

- a) **Resource Costs:** Daily rate multiplied by number of days of the experts involved in the evaluation including the cost for monthly data collection for the light household's survey.
- b) **Conference or Workshop Costs (if any):** Indicate nature and breakdown if possible.
- c) **Travel Costs:** All travel costs should be included as a lump sum fixed cost. For all travel costs, UNICEF will pay as per the lump sum fixed costs provided in the proposal. A breakdown of the lump sum travel costs should be provided in the Financial Proposal.
- d) **Any Other Costs (if any):** Indicate nature and breakdown.
- e) **Recent Financial Audit Report:** Report should have been carried out in the past two years and be certified by a reputable audit organization.

Bidders are required to estimate travel costs in the Financial Proposal. Please note that: i) travel costs shall be calculated based on economy class fare regardless of the length of travel; and ii) costs for accommodation, meals, and incidentals.

The Financial Proposal must be fully separated from the Technical Proposal. Costs will be formulated in US\$ and free of all taxes.

16. Evaluation Weighting Criteria

73. Proposals will be evaluated against two elements: technical and financial. The ratio between the technical and financial criteria depends on the relative importance of one component to the other. Cumulative Analysis will be used to evaluate and award proposals. The evaluation criteria associated with this ToR is split between technical and financial as follows:

- Weightage for Technical Proposal = 70%
- Weightage for Financial Proposal = 30%
- Total Score = 100%

a. Technical Proposal:

The Technical Proposal should address all aspects and criteria outlined in this Request for Proposal.

Table 2: Evaluation of Technical Proposal

The Technical Proposals will be evaluated against the following:		
REF	CATEGORY	POINTS
1	Overall response: <ul style="list-style-type: none"> • Completeness of response • Overall concord between the ToR requirements and proposal 	2 3
2	Company/key personnel/individual consultant: <ul style="list-style-type: none"> • Range and depth of experience with similar projects • Samples of previous work • References • Key personnel: relevant experience and qualifications of the proposed team for the Assignment 	8 5 5 14
3	Proposed methodology and approach: <ul style="list-style-type: none"> • Detailed proposal with main tasks, including sound methodology to achieve key outputs • Proposal presents a realistic implementation timeline 	20 13
Total Technical		70
Only proposals which receive a minimum of 50 points will be considered further.		

b. Financial Proposal

The total amount of points allocated for the price component is 30. The maximum number of points will be allotted to the lowest price proposal that is opened and compared among those invited firms/institutions which obtain the threshold points in the evaluation of the technical component.

All other price proposals will receive points in inverse proportion to the lowest price, e.g.,

$$\text{Max. score for price proposal} * \text{Price of lowest priced proposal}$$

$$\text{Score for price proposal X} = \frac{\text{-----}}{\text{Price of proposal X}}$$

Prepared by



Ayanle M. Omar, Social Policy Specialist

Date 04.11.2021

Reviewed & Endorsed by

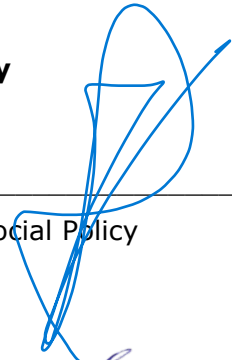


Joshua Kakaire, Chief PM&E

5th November 2021

Date

Reviewed & Endorsed by



Jose M. Bendito, Chief Social Policy

Date 5 Nov 2021

Approved by



Nejmudin Kedir Bilal, Deputy Rep – Programme

07/1102021

Date

Annexes

Annex 1 Evaluation Reference Group- ToR

Context: The **overall objective of the programme** is to strengthen the capacity of the Government of Somalia to focus on prioritizing support to the most vulnerable populations, with a view of transitioning from short-term emergency response, to long-term predictable social protection mechanism – with linkages to education, health and justice systems.

The final evaluation is being commissioned by RCO and the three UN agencies in Somalia; United Nations Children’s Fund (UNICEF), World Food Programme (WFP) and International Labour Organization (ILO).

Purpose: The overall purpose of the Evaluation Reference Group (ERG) is to support a credible, transparent, impartial, and quality evaluation process in accordance with UNICEF Evaluation Policy. The ERG members review and comment on the draft evaluation TOR, the inception report, and the evaluation report. The ERG members act as experts in an advisory capacity, without management responsibilities. Responsibility for approval of evaluation products rests with the Country Representative /Deputy Country Representative as Chair of the Evaluation Committee.

The composition of the Evaluation Reference Group

1. RCO- Chair
2. UNICEF Chief of Planning, Monitoring and Evaluation- co-Chair
3. WFP Evaluation Manager
4. ILO Evaluation Manager
5. Chief of Supply and Logistics, UNICEF
6. Chief of Social Policy, UNICEF
7. ILO Social Protection Manager
8. WFP Social Protection Manager
9. Director General, Ministry of Labour and Social Affairs, Somalia
10. Director of Social Affair Department, Ministry of Labour and Social Affairs, Somalia

Phase 2: Preparation

- Review draft TOR and provide feedback ensuring that the TOR will lead to a useful evaluation output and provide any additional key background information to inform the finalization of the ToR.
- Identify source documents for the evaluation team.

1 day

Phase 3: Inception

2 days

<ul style="list-style-type: none"> • Meet with the evaluation team (together and/or individual members). The ERG is a source of information for the evaluation, providing guidance on how the evaluation team can design a realistic, practical, relevant, and useful evaluation. • Assist in identifying and contracting key stakeholders to be interviewed, identifying, and accessing key documentation and data sources, and identifying appropriate field sites. This is important to safeguard against bias. • Review and comment on the draft inception report. 	
<p>Phase 4: Data Collection</p> <ul style="list-style-type: none"> • Act as key informants during the data collection stage. Assist the evaluation team by providing sources of the information and facilitating data access. • Attend the end of field work debriefing conducted by the evaluation team. 	1.5 days
<p>Phase 5: Data Analysis and Reporting</p> <ul style="list-style-type: none"> • Review and comment on the draft evaluation report, specifically focusing on accuracy, quality, and comprehensiveness of the basis against which the findings are presented, and conclusions and recommendations are made. • Particular attention should be given to ensuring that the recommendations are relevant, targeted, realistic, and actionable. • The ERG must respect the decision of the independent evaluators regarding the extent of incorporation of feedback provided to them by the ERG and other stakeholders, as long as there is sufficient transparency in how they have addressed the feedback, including clear rationale for any feedback that has not been incorporated. 	2 days
<p>Phase 6: Disseminate and Follow-up Phase</p> <ul style="list-style-type: none"> • Disseminate the final evaluation report internally and externally, as relevant. • Share, as relevant, evaluation findings within the respective units, organizations, networks and at key events. • Provide input to the management response and its implementation as appropriate. 	2 days
<p>Procedures of Engagement</p> <ul style="list-style-type: none"> • The Chair of the Evaluation Committee will appoint the members of the ERG. • The Evaluation Manager will notify the ERG members of the time, location and agenda of calls or meetings at least three days before the meeting and share any relevant background materials. • ERG meetings will be held face-to face and/or via electronic conference call/Skype. • The ERG will meet at the end of each deliverable or otherwise based on the need. • ERG members, representing their organizations, will be interviewed by the evaluation team as part of the inception and data collection phases. • ERG members will provide feedback electronically to the Evaluation Manager on the draft ToR, inception report and evaluation report. The Evaluation Manager will ensure that the evaluation team responds to comments, whether by incorporating them in the reports or providing rationale where feedback is not incorporated. Comments will be recorded in a comments matrix to help ensure a transparent and credible process. 	

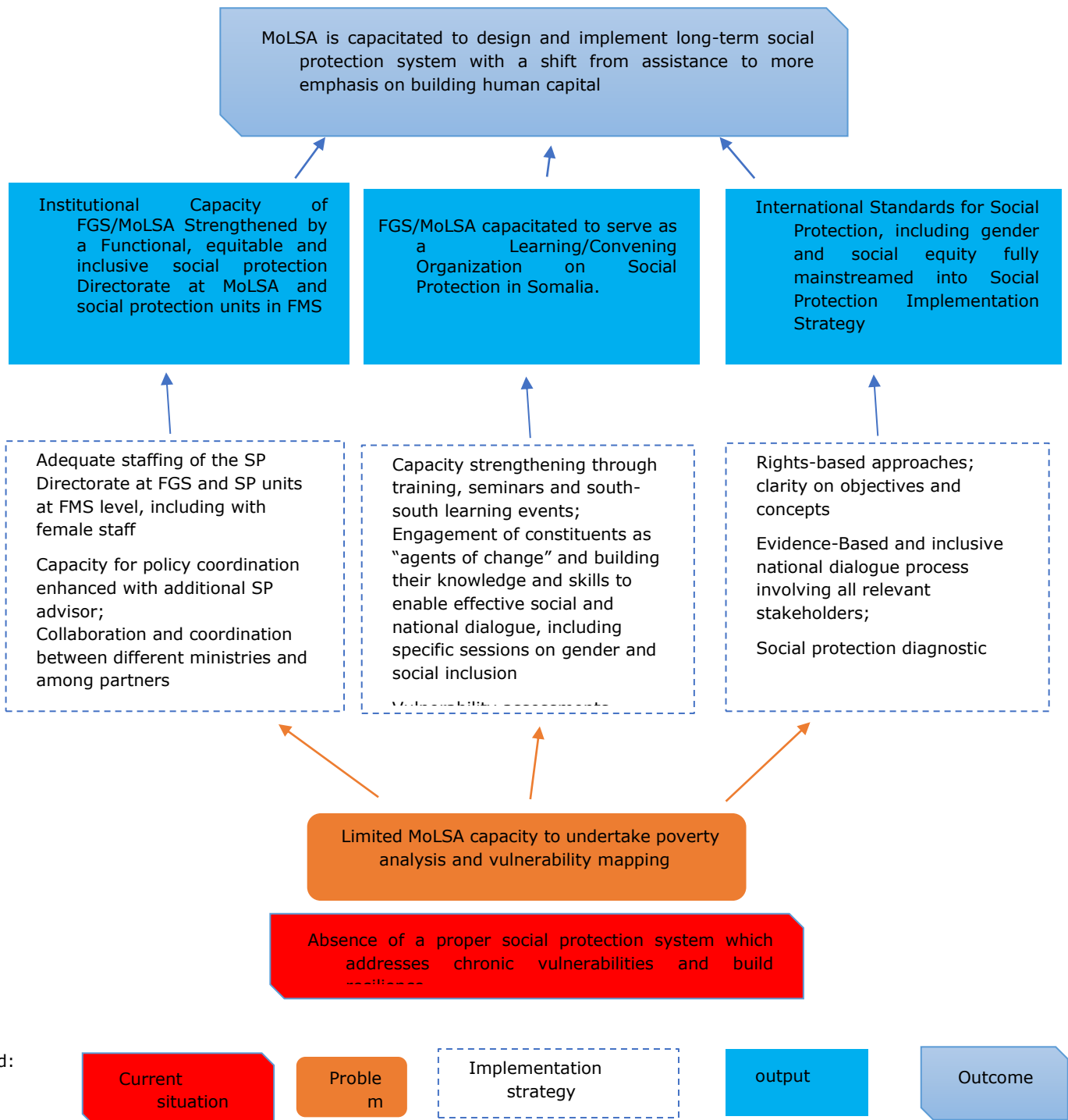
Annex 3: List of related initiatives

Name of initiative/project	Key expected results	Links to the joint programme	Lead organization	Other partners	Budget and funding source	Contract person (name and email)
Joint programme on Combating Poverty and Vulnerability in Somalia through Social Protection, Phase 2	Strengthen the capacity of federal and regional institutions to implement the social protection policy and programming Strengthen the evidence on vulnerability to support the development of a national social protection system	Will provide more specific skills to MoLSA staff who are members of the SP Directorate (FGS) and SP units (FMS)	UNICEF, WFP		2,300,000	Chrystelle Tsafack ctsafack@unicef.org
Shock-responsive safety Nets for Human Capital Project	Unconditional nutrition-linked cash transfer to poor vulnerable households building blocks of SP delivery systems (Social registry, MIS) established	Component 2 will focus on systems strengthening and institutional capacity building.	The World Bank	UNICEF, WFP	65,000,000	Afrah Alawi Al-Ahmadi aalahmadi@worldbank.org
Technical Assistance facility	Facilitation identification of policy options on further range of topics, including but not exclusively: targeting; vulnerability; poverty; needs assessments; triggers and Early Warning Systems (EWS), integrated programming, community perceptions, monitoring, PFM, and governance	Will ensure harmonization of donors and UN family positions on major SP policy decisions	European Union	WFP, NGO consortium	1,000,000	Paul Crook, Paul.Crook@dai.com
Joint-Project on Youth Employment Somalia (JP-YES)	Jobs creation for young women and men; National Employment Policy; Labour Force Survey	Creating an enabling environment for Labour market Policies; statistics on employment and social protection	UNDP	ILO, FAO, UNIDO, UNHABITAT	23,000,000 MPTF	Pascal Annycke, ILO annycke@ilo.org
Joint-Project on Youth Employment Somalia (JP-YES)	Jobs creation for young women and men; National Employment Policy; Labour Force Survey	Creating an enabling environment for Labour market Policies; statistics on employment and social protection	UNDP	ILO, FAO, UNIDO, UNHABITAT	23,000,000 MPTF	Henry Dansoh, ILO dansoh@ilo.org
Access to productive employment, decent work and income opportunities for women and men in Somalia	Labour Law; Social Dialogue in Somalia	Improving labour market situation and social dialogue among tripartite stakeholders	ILO	MoLSA, Somali Chamber of Commerce & Industries (SCCI), Federation of Somali Trade Unions (FESTU)	890,000	Henry Dansoh, ILO dansoh@ilo.org
Humanitarian cash transfers	Life-saving humanitarian assistance for job creation, education and governance/stabilisation efforts	Experience accumulated from implementing humanitarian CT will be capitalized to strengthen MoLSA capacity	Somalia Cash Working Group	Somali cash Consortium	420,000,000	Mary Karanja, mary.karanja@wfp.org

Annex 4: Results framework

Result / Indicators	Baseline	Expected 2020 target	2020 Result	Reasons for a variance from the planned target (if any)	Expected 2021 target
Outcome 1: MoLSA is capacitated to design and implement long-term social protection system with a shift from assistance to more emphasis on building human capital					
Outcome indicator: SP Directorate is functional (with staff and equipment)	SP Directorate is not equipped and has no dedicated staff	SP Directorate has the relevant equipment\	Social Protection Directorate at federal and FMS has been equipped with the relevant office furniture.	Programme visits and training reports	SP Directorate staff has received adequate SP training
Output 1: Institutional Capacity of FGS/MoLSA Strengthened by a Functional social protection Directorate at MoLSA and social protection units in FMS					
Output 1.1 indicator: SP Directorate is created	SP Directorate at MoLSA and FMS limited	Staffed, equipment, and supplies are provided to the SP Directorate	Incentives were provided to two civil servants in the Social Protection Directorate at the federal level, and six social protection focal points at FMS and the SDG Programme Coordinator.	Programme visits	SP officers are in place in all FMS, disaggregated by gender
Output 1.2 indicator: Government SP core staff receive adequate training on SP, disaggregated by gender	SP directorate and SP units' staff do not have adequate training in SP	2 SP directorate staffs and SP staff in half of the FMS participate in one learning event	13 Government staff received e-coaching training on shock responsive social protection	Training reports	2 SP directorate staffs and SP staff in the other half of the FMS participate in one learning event
Output 1.2 indicator Gender and inclusion are mainstreamed throughout most learning event sessions	No specific session on gender and social inclusion on learning events	A session is included on gender and inclusion in Social Protection systems in all learning events	No progress. Inclusive and gender sensitive social protection training is scheduled in Q1 2021, as per the capacity development plan	Training reports	A session is included on gender and inclusion in Social Protection systems in all learning events
Output 2: FGS/MoLSA capacitated to serve as a Learning/Convening Organization on Social Protection in Somalia.					
Output 2.1 indicator: Somalia is engaged in South-South cooperation on SP	No systematic learning opportunity mechanism from other country experience	study tour on SP governance structure	The study tour has been put on hold due to COVID-19	Travel reports	Study tour on SP delivery systems
Output 2.2 indicator: learning event organized between the federal level and FMS hosted by MoLSA	No experience sharing platform between different government levels	Exchange visit on learning and sharing and good practice in SP	No progress. Put on hold owing to COVID-19	Workshop report	Exchange visit on learning and sharing and good practice in SP
Output 1: Institutional Capacity of FGS/MoLSA Strengthened by a Functional social protection Directorate at MoLSA and social protection units in FMS					
Output 3.1 indicator: Social Protection Diagnostic undertaken	No diagnostic on SP	Consultant recruited for the SP diagnostic	Initial consultation meeting organized. The exercise will be conducted in 2021	ToRs	Mapping and data collection on social protection coverage in Somalia
Output 3.2 indicator: Assessment Based National Dialogue (ABND) on Social Protection implemented	No ABND initiated	ToR for the ABND are finalized a	Recruitment for an international consultant is in the process of being finalized and the assignment will comment by Quarter 1 next year.	Minutes of the consultations	Dialogue process on social protection to set up national priorities

Annex 5: Theory of Change



Annex 6: Guiding questions on Persons with Disabilities -

1. To what extent did the program target persons with disabilities?
 - Not specifically targeted
 - One of the groups of direct beneficiaries targeted
 - Main target group for the program
2. To what extent did the design and implementation of activities of the joint program supported include disability-related accessibility and non-discrimination requirement?
 - No requirements
 - General reference
 - Specific requirements
3. To what extent have persons with disabilities, in particular children and women with disabilities, been consulted through their representative organizations?
 - Not invited
 - Invited
 - Specific outreach
4. To what extent did support to data collection and analysis, registries, and information system feature disability?
 - No reference to disability
 - Disability included via Washington group short set or similar but no analysis
 - Disability included via Washington group short set or similar
 - Part of general analysis
 - with specific analysis
5. To which extent did the program contribute to support inclusion of persons with disabilities via:
 - Ensuring basic income security
 - Coverage of health care costs, including rehabilitation and assistive devices
 - Coverage of disability-related costs, including community support services
 - Facilitate access to inclusive early childhood development, education, and work/livelihood