# Terms of Reference

**Title:** Evaluation Consultant (Substantive Expert)  
**Organizational Section/Unit:** UNODC Regional Office for Southern Africa (ROSAF) - HIV/AIDS Section (HAS), UNODC HQ Vienna  
**Name and title Supervisor:** Ms. Katharina Kayser, Chief of UNODC Independent Evaluation Section  
**Duty Station or Home-based:** Home-based with travel to Rumphi, Nkhatabaya, Nkhotakota, Kasungu, Lilongwe, Mangochi, Zomba (Mpyupyu, Mikuyu & Domasi), Mwanza, Chikwawa and Nsanje, contingent on COVID-19 travel restrictions.  
**Proposed period:** 30 March to 5 August 2022  
**Actual work time:** 35 working days  
**Fee Range:** $C$

1. **Background of the assignment:**

The Evaluation covers the component “Response to Malawi Prison Crisis” within the regional project XSSW23 - Supporting Minimum Standards for HIV, Health and Rights in Prison Populations of Sub-Saharan Africa.

Anachronistic legislative and policy instruments, institutional overcrowding and food insecurity, and a deprivation of individual health and human rights plague the institutions and population of Malawi's prison system. Consequently, prisoners continue to fall ill, and in some cases die, due to substandard and/or inefficient health systems and services, particularly including those addressing infectious disease, food production and security.

National laws and practices are misaligned to the principles and standards established by the UN Standard Minimum Rules on the Treatment of Prisoners (Also known as the Nelson Mandela Rules) and their related health and human rights instruments.

To effect sustainable change, a project was developed and implemented not only an immediate response to acute, health-oriented crises that are affecting existing prison population in Malawi, but also to improved prison service-wide systems, strategies, and capacities to contain and/or mitigate the chronic harms related to institutional overcrowding.
The focus was at the service and institutional levels. The project was built upon the existing and prior programmes of work implemented by UNODC addressing prison reform, health, and human rights in prison systems of Sub-Saharan Africa, to help Malawi arrive at a sustainable solution to her chronic challenges including extreme prison overcrowding by focusing on reform of the prison service systems, structures and capacities.

2. Purpose of the assignment:

The purpose of the assignment is in close cooperation and coordination with the Lead evaluator, to undertake a final evaluation of the project component, which will be summative in nature. The evaluation seeks to assess the achieved results of the project to date, inform further programming, and provide accountability to the donor by assessing the extent to which the project objectives have been met and how the resources have been utilised.

The main objective of the evaluation is to identify lessons learnt and best practices and derive recommendations for future decision-making and organisational learning. The evaluation will further enable the project donor and beneficiary organizations to report against their own strategic frameworks and advocate for greater investments in the general prison reforms in line with the Nelson Mandela Rules and achievement of Sustainable Development Goals after the lifetime of the project.

The final evaluation report will be shared with all relevant internal and external stakeholders, as well as published and made publicly available on the IES website.

3. Specific tasks to be performed by the Substantive Expert:

Under the guidance and supervision of the Chief or the Deputy Chief of the UNODC Independent Evaluation Section at Headquarters (Vienna, Austria), the Substantive Expert, in close coordination and cooperation, will collaborate with the Evaluation Expert and the evaluation team throughout the entire evaluation process, and contribute to the following tasks:

- Provide substantive inputs in relation to the area of expertise to the whole evaluation process and to all deliverables;
- Draft inputs to the inception report (with the evaluation design and the detailed methods, tools and techniques), the draft and final evaluation report, as well as the Evaluation Brief and the final presentation;
• Revise inputs in relation to the area of expertise to all deliverables based upon comments received from the various consultative processes (IES, Project Management and Core Learning Partners), including also full proofreading and editing;
• Ensure that all deliverables mentioned in these terms of reference are submitted in a timely and satisfactory manner, and in line with the quality criteria checklist.

4. **Expected tangible and measurable output(s)/deliverable(s):**

The Substantive Expert will be responsible for the quality and timely submission of his/her specific deliverables, as specified below. All products should be well written in English and inclusive, and have a clear, transparent and verifiable analysis process. The evaluation team will report exclusively to the Chief or the Deputy Chief of the UNODC Independent Evaluation Section.

The Substantive Expert, in close coordination and cooperation, will collaborate with the Evaluation Expert and the evaluation team throughout the entire evaluation process, and contribute to the following tasks:

• Draft inputs in relation to the area of expertise to the inception report in line with UNODC evaluation norms, standards, guidelines and templates. This includes a desk review summary, refined evaluation questions, data collection instruments (including surveys/questionnaires and interview guides), sampling strategy, evaluation matrix and limitations to the evaluation. (respecting potential COVID-related restrictions on travel and in-person meetings). Submission to IES through Unite Evaluations for review and clearance (may entail various rounds of comments). Revise inputs in relation to the area of expertise to required changes.
• Contribute to the preparations of an oral briefing of initial observations to internal key stakeholders (if applicable);
• Draft inputs in relation to the area of expertise to the draft report in line with UNODC evaluation norms, standards, guidelines and templates. This also includes an analysis of the performance of the project to adequately address gender equality as well as human rights issues, with concrete findings, conclusions and recommendations. Submission to IES through Unite Evaluations for review and clearance (may entail various rounds of comments);
• Contribute to the revision of the draft report, i.e. revise inputs in relation to the area of expertise based upon comments received from the various consultative processes (IES, Project Management and Core Learning Partners), including full proofreading and editing;
• Contribute to the finalization of the Final Evaluation Report in line with UNODC evaluation norms, standards, guidelines and templates. In addition, draft inputs to
the Evaluation Brief and PowerPoint slides on final evaluation results, including full proofreading and editing. Submission to IES through Unite Evaluations for review and clearance (may entail various rounds of comments). Revise inputs in relation to the area of expertise to required changes.

According to UNODC rules and The United Nations Evaluation Group (UNEG) Norms and Standards, the Substantive Expert shall not have had any responsibility for the design, implementation or supervision of any of the projects, programs or policies that he/she is evaluating.

The UNODC Independent Evaluation Section is the sole clearing entity for all evaluation deliverables and products.

The Substantive Expert shall respect the UNEG Ethical Guidelines.

5. **Dates and details of deliverables/payments:**

<table>
<thead>
<tr>
<th>Deliverable</th>
<th>Output</th>
<th>Working Days</th>
<th>To be accomplished by (dd/mm/yy)</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>Inception Report(^1)</td>
<td>9</td>
<td>27 April 2020</td>
</tr>
<tr>
<td>2.</td>
<td>Draft Evaluation Report(^2)</td>
<td>23</td>
<td>29 June 2022</td>
</tr>
<tr>
<td>3.</td>
<td>Final Evaluation Report, Evaluation Brief and PowerPoint slides (including full proof reading)(^3)</td>
<td>3</td>
<td>5 August 2022</td>
</tr>
</tbody>
</table>

Payments will be made upon satisfactory completion and submission of outputs/deliverables as assessed by IES. Project Management is requested to release all payments only after IES clearance.

- The first instalment amounting 30% of the total cost of the contract will be paid after delivery of the deliverable number 1 (Nine/9 days) and after has been submitted, assessed and approved by IES
- The second instalment amounting 40% of the total cost of the contract will be paid after delivery of the deliverable number 2 (Twenty-Three/23 days) and after has been submitted, assessed and approved by IES
- Third and final instalment amounting 30% of the total cost of the contract will be

---

\(^1\) Average number of working days: 12  
\(^2\) Average number of working days: 17 + approx. 7-10 for data collection phase/field mission  
\(^3\) Average number of working days: 3
paid after delivery of the deliverable number 3 (Three/3 days) and after final report has been submitted, assessed and approved by IES

6. **Indicators to evaluate the Substantive Expert’s performance**

Timely, satisfactory and high-quality delivery of the abovementioned outputs as assessed by IES (in line with UNODC norms, standards, guidelines and templates as well as UNEG Standards and Norms).

7. **Qualifications/expertise sought (required educational background, years of relevant work experience, other special skills or knowledge required)**

- Advanced university degree (Master’s degree or equivalent) in Social Science, Economics, Statistics or related field. A first level university degree (Bachelor’s degree or equivalent) in similar fields in combination with two additional years of qualifying experience may be accepted in lieu of the advanced university degree.
- A minimum of 15 (fifteen) years professional technical experience in the field of public health, prisons and rights, preferably with experience in human rights and gender issues.
- Sound knowledge in the thematic areas of reforms/prison reforms, including health is required;
- Professional technical experience in the field of evaluation or related field, including a track record of conducting various types of evaluation at the national level, preferably with experience in conducting evaluations for the United Nations is desirable;
- Experience in working in a team is required;
- Knowledge and experience of the UN System and in particular of UNODC is desirable;
- Knowledge of quantitative and qualitative methods is desirable;
- Experience in gender sensitive evaluation methodologies and analysis, and understanding of human rights and ethical issues in relation to evaluation is desirable;
- Experience in presenting and communicating complex evaluation or research results in a structured manner (in reports, briefs, presentations, etc.) is required;
- English and French are the working languages of the United Nations. For this post, fluency in English is required. Knowledge of another official United Nations Secretariat language is an advantage

**APPLICATION REQUIREMENTS**
A COMPLETED APPLICATION MUST INCLUDE:
Financial and technical proposal, Cover letter, Personal History profile (UNDP P11 Form) with past work experience and three contactable referees. Incomplete applications will not be considered. UNODC reserves the right not to make an appointment. CLOSING DATE FOR APPLICATIONS: 06 March 2022.

Interested candidates may send their completed application with the Subject line “Evaluation Consultant (Substantive Expert)” to the UNODC-ROSAF Procurement at unodc-rosaf.procurement@un.org (incomplete applications will not be considered). For enquiries, please contact Mr. Henry Ndindi by email unodc-rosaf.procurement@un.org.

These TOR's will also be available on UNODC website: https://www.unodc.org/southernafrica/en/consultancies-and-opportunities.html

UNODC reserves the right not to make an appointment.

UNODC/UNDP is committed to achieving workforce diversity in terms of gender, nationality, and culture. Individuals from minority groups, indigenous group and persons with disabilities are equally encouraged to apply. All applications will be treated with the strictest confidence.

UNODC/UNDP does not tolerate sexual exploitation and abuse, any kind of harassment, including sexual harassment, and discrimination. All selected candidates will, therefore, undergo rigorous reference and background checks.

Note: Failure to submit supporting documents as specified in the advertisement will result in an incomplete application. Applicants who submit incomplete applications will NOT be considered. Due to the high volume of applications, correspondence will be limited to shortlisted candidates only. UNODC reserves the right not to make an appointment.

*****************************************************************************