

Terms of Reference

Individual Consultancy Services for the terminal evaluation of the UNDP Security Sector Reform (SSR) Project

I. General Background

The Government of the Gambia through His Excellency, the President of the Republic of the Gambia, Adama Barrow, made a firm commitment to the Gambian people and the international community in a speech delivered on 12 Sept 2017; to ensure that the rule of law and human rights are fully respected and acknowledged that the security sector, over the past 22-years of authoritarian rule, had largely been predicated largely on coercion and total submission to the command and control of one person – the then President of the Republic. As a result, the reform of the security sector became a key priority to restore respect for human rights and the rule of law and promote peace and security

At the request of the Gambia government, this SSR project aims to provide strategic advice and technical support to conduct a comprehensive assessment of the security sector, advice and support the design and implementation of an all-inclusive and nationally-led SSR process. The SSR project kicked off in **MAY 2017** for an initial duration of 18 months maximum but was extending twice at “no cost” up to 31 December 2019.

II. PURPOSE

At the end of a project, the UNDP Country Office undertakes an evaluation of the project to gauge the level of implementation, challenges, gaps and lessons therefrom. The purpose of this consultancy therefore is **to undertake a terminal evaluation to assess the project effectiveness, efficiency, sustainability and impact on beneficiaries directly or indirectly**. The planned terminal evaluation must observe the parameters of the UNDP guidance and the project imperatives, whilst ensuring an inclusive approach which involves stakeholder representation in key decision-making processes towards achieving the ultimate objective of SSR.

III. OBJECTIVES

The evaluation has four key objectives:

1. To **assess the contribution of the project activities in the realization of project objectives and set targets;**
2. To **identify the factors that have affected/impacted the project's contribution either positively or negatively** - identifying, understanding and explaining the bottlenecks and enabling factors that influenced these contributions respectively.
3. To **reach conclusions concerning the project's contribution** across the scope being examined.
4. To **provide actionable recommendations for improving the project's contribution**, especially for incorporation into the upcoming broader UN-SSR interventions in the Gambia from 2020 going forward. These recommendations should be logically linked to the conclusions and draw upon lessons learned identified through the evaluation.

IV Methodology:

An overall guidance on outcome evaluation methodology can be found in the **UNDP Handbook on Monitoring and Evaluating for Results** and the **UNDP Guidelines for Outcome Evaluators**. The evaluator should come up with a suitable methodology for this outcome evaluation based on the guidance given in these two and other relevant evaluation documents.

V Duties and Responsibilities

The consultant will perform the following responsibilities:

- Hold discussions/consultations with the Senior Management and relevant programme staff of UNDP project team and Country Office;
- Undertake a desk review of relevant documents (project document, progress reports on activities undertaken and work plans as well as other relevant document).
- Conduct briefings, consultations and debriefing sessions with UNDP, partners and other stakeholders to the process (ONS, IAG,EU, ECOWAS, Ministry of Interior, Ministries of Justice);
- Prepare outline of evaluation report for review and approval by UNDP within five days of consultancy;
- Prepare draft report after 10 working days of consultancy;
- Brief Resident Representative, UNDP and other stakeholders on findings and recommendations as a result of the consultancy;
- Prepare and submit final report to the UNDP SSR Project Manager.

Schedule of Payment (All-inclusive)

Deliverable Number	Description of Deliverable	Percentage of Payment
Deliverable 1	Submission of an evaluation work plan and a desk review report: <ul style="list-style-type: none">• To include consultant's report to work and signing of contract	15%
Deliverable 2	<ul style="list-style-type: none">• Submit mid-term progress report (first draft) showing progress details of evaluation work and Log frame for review by the Program Management Unit (PMU): UNDP (SSR team) and the focal point designated by the Office of the President – Office of National Security.	25%

	<ul style="list-style-type: none"> Incorporating the comments and observations in the draft through a validation seminar arrangement 	
Deliverable 3	Present revised first draft at a validation seminar with all stakeholders: <ol style="list-style-type: none"> Organize and prepare validation seminar Facilitate validation seminar Present revised first draft to stakeholders Incorporate feedback into the final draft.	35%
Deliverable 4	Submission of final draft (hard and soft copies) of the terminal evaluation report to UNDP and the focal point designated by the Office of the President – ONS/Secretary General's Office	25%

VII. Consultancy Composition and Duration

Consultancy period is for 20 working days following the signing of contract and will be comprised of one evaluation expert with extensive background knowledge in security sector reform, democracy governance, public policy and public sector management.

VIII. Competencies & Experience

The consultant is expected to meet the following consideration:

- Minimum 10 years' experience in conducting evaluations tasks including at least one UNDP project evaluation with a gender and or human rights dimension.
- Master's degree in International Development, Public Administration, Evaluation or related field
- Extensive experience of qualitative and quantitative data collection and analysis methods
- A strong record in designing and leading evaluations, using a wide range of evaluation approaches and tools
- Process management and facilitation skills, including ability to negotiate with a wide range of stakeholders
- Strong understanding of the United Nations system and UNDP programming processes and procedures
- Ability to assess the application of UN Programming Principles including on human rights based approach to programming, results-based management, and capacity development.
- Familiarity of national planning processes.
- Experience of The Gambia context of SSR is desirable.
- Strong management, communication, interview and writing skills.
- Demonstrated ability to deliver quality results within strict deadlines.
- Proficiency in English.

Language Requirements: Fluency in written and spoken English.

The term 'all-inclusive' implies that all costs (professional fees, travel related expenses, communications, utilities, consumables, insurance, etc.) that could possibly be incurred by the Consultant are already factored into the financial proposal. Under this arrangement, the contract price will be fixed regardless of change in the cost components. Payments will be made only upon confirmation of UNDP on delivering on the contract obligations in a satisfactory manner

Deadline for submission

Kindly apply online at the following websites: bids.gm@undp.org