**Terms of Reference (ToR).**

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| Services/Work Description | National perception survey on the level of trust and accountability in Governance structures and institutions in The Gambia. |
| Project Title | UN PBF Governance and Leadership Project: Strengthening inclusive citizens engagement for more accountable Governance in The Gambia.  |
| Duty Station | The Gambia  |
|  Contract Type | Contract for Professional Services (National firm are eligible to apply) |
| Assignment Duration  | 3 months (90 man working days) |
| Expected Start Date:  | As soon as possible |

**Background and Introduction**

The global financial and economic crisis that started in 2008 led to a significant loss of accountability and trust in governance. As governments transition from authoritarian to democratic regimes, the search for a path to economic recovery is challenged by both the policy choices and the ability to implement those policies. Yet, capacity to implement depends crucially on trust and accountability. Without trust and accountability in governments, markets and institutions, support for necessary reforms is difficult to mobilize, particularly where short-term sacrifices are involved, and long-term gains might be less tangible. The sharp decline in accountability and trust in government is serving to underline the view that both are an essential ingredient in successful policy making.

A decline in trust can lead to not only lowering compliance with rules and regulations, but citizens and businesses can also become more risk-averse, delaying investment, innovation and employment decisions that are essential to regain competitiveness and jumpstart growth. More importantly, it may also undermine the consolidation of democratic governance and perpetuate authoritarian legacies. Therefore, nurturing accountability and trust in governance represents an investment in economic recovery and social well-being for the future. Trust is both an input to public sector reforms – necessary for the implementation of reforms –and, at the same time, an outcome of reforms, as they influence people’s and organizations’ attitudes and decisions relevant for economic and social well-being.

As a result, trust in government by citizens and businesses is essential for the effective and efficient policy making both in good and bad times. Investing in trust should be considered as a new and central approach to restoring economic growth and reinforcing social cohesion. The challenge of maintaining trust is complicated by a faster and more diversified flow of information across society, such as through civil society interaction, the Internet, and social networks. In this environment, good policy design and economic recovery may prove inadequate to restore trust if citizens are not well- informed about the policy-making process and perceive the distribution of costs and benefits as unfair. Understanding what drives trust in government is essential to build a virtuous cycle that can sustain economic growth and deepen social wellbeing in the medium term.

Trust in this sense refers to a basic consensus among members of a society on shared values, priorities, and differences and on the implicit acceptance of the society in which they live. It also refers to citizens’ expectations of the type of government that they should have, how government should operate and interact with other social and economic institutions and citizenry, and the behavior of public sector leadership, civil servants, and citizens.

The 2019 Conflict and Development Analysis (CDA) report in The Gambia identifies key challenges to good democratic governance and social cohesion, including the lack of a responsive, accountable state and an informed citizenry; it recommended urgency by all actors, both in the public and private sectors, to address the series of structural, attitudinal, behavioral, and relational issues as an appropriate strategy towards transforming the legacies of the former autocratic regime. The report also specifically identifies the lack of leadership and accountability as conflict drivers, borne out of the absence of effective channels of communication between the citizens and government authorities, which undermines trust and citizens’ ability to interrogate public policy and hold public sector leadership accountable. This is further demonstrated by rising perception of corruption, perceived nepotism, and discrimination amongst stakeholders.

 The above contextual analysis informed the formulation of the UN Peace Building Fund’s Governance and Leadership Project on “Strengthening inclusive citizen engagement for more accountable Governance in The Gambia. The project is being implemented through a partnership between the Government, UNICEF and UNDP, the project duration spans from January 2020 to December 2021; and will be implemented in the four regions (i.e. (Kanifing Municipal, Upper River Region, Lower River Region &North Bank Region) of the Gambia. The project will also complement Government’s efforts in tracking the delivery of development outcomes in the areas of Governance, socio-economic development as contained in the National Development Plan (NDP). Its consistent with Government’s desire to establish a robust platform for enhance Citizens’ engagement which is a key pillar within the NDP’s accountability framework. The framework speaks to Government aspirations of not only formulating better policies and deliver services, but also enhance effective communication with citizens in the policy formulation and service delivery processes. With a view to strengthen transparency and accountability with its citizens, the NDP requires public Institutions, to develop and publish a Service Charters; outlining standards of services delivery as well as conduct regular surveys through citizens’ score cards with a view to gauge citizens perceptions of service delivery.

This survey is complementary of that agenda intended to track the achievements of this project. As a result, UNDP, and its partners through the PBF Governance and Leadership Project aspires to conduct the national perception survey on the level of accountability and trust of governance structures and institutions in The Gambia. The perception survey will gather statistically reliable quantitative and qualitative information directly from the people of The Gambia on their knowledge, demand, perceptions on the level of accountability and trust in governance structures and institutions to enable improved service delivery. The national perception survey will serve as a baseline data that will inform programmatic decisions based on perceptions on the level of accountability and trust needs of target groups and for the geographical location of the pilots. The study will support the collection of baselines and the development of contextualized indicators to monitor progress and impact of the project

**Objectives:**

UNDP seeks an experienced and qualified national firm to conduct a comprehensive survey targeting a representative sample of Gambian citizens, particularly women and children and to collect statistically reliable qualitative and quantitative data on current perceptions on the level of accountability and trust in governance structures and institutions in The Gambia. The baseline will inform future Governance interventions, recommendations to improve the level of accountability and trust in governance structures and institutions and ways to address these challenges.

The specific objectives of the survey are to:

1. To determine public perceptions of the level of accountability and trust between public service leadership and the population
2. Measure the perception of the trust level in the performance of service delivery and its processes.
3. Identify the factors that govern the relationship between individuals and the state including comparative levels of trust between local and national authorities and between citizens and local actors.
4. Understand citizens’ expectations and confidence in the established governance mechanisms and what factors influence their expectations
5. To identify best practices and provide recommendations to improve accountability in service delivery.

**Scope of Work.**

1. Complete a Desk Review building upon previous findings and submit Desk Review Report.
2. Draft a comprehensive household questionnaire, combination of qualitative and quantitative questions, to cover the following subjects:
3. Level of awareness of the need for accountability in Governance structures and institutions.
4. Mapping of different Governance service providers available to respondents on the ground.
5. Subjective perceptions of accountability to the delivery of governance services and response rates of different service providers including Ministries, Departments and Agencies, Local authorities, and private sector institutions
6. Perceptions on the quality, efficiency, fairness, and confidence in different service providers (statutory and traditional).
7. Subjective needs and priorities in the delivery of services.
8. The **sample size of the Household Questionnaire should be a minimum of 600 respondents**.
9. Draft a questionnaire (including a child friendly questionnaire) for Focus Group Discussions.

Focus Group Discussions should cover the targeted 4 regions of the project ( i.e. the Kanifing Municipal, Upper River Region, Lower River Region and the North Bank Region) and be comprised of 1) all female FGD; 2) all male FGD in each of the four regions

1. A Key Informant Interview guide should also be submitted and include the Governance institutions, MDAs, CSOs, women’s and youth groups as well as Department of Strategic Policy and Delivery.
2. A Technical Working Group will be convened for quality assurance and oversight purposes, which the offeror will be required to meet with and present as required. The TWG will be comprised of the Department of Strategic Policy and Delivery, Relevant Government Ministries., , TANGO, UNDP, UNICEF, UN Peace and Development Advisor Peace Building Secretariat
3. The Offeror will conduct a workshop to present the draft survey instruments and follow that with an additional workshop for the validation of the survey instruments by the TWG.
4. Draft and finalize a suitable methodology for conducting the surveys in a manner that provides statistically significant results (95% confidence interval with a 5% margin of error) at minimum at both the national and regional levels in the four targeted regions.
5. Recruit and train field research teams including research supervisors, enumerators, and any other required staff as appropriate.
6. Conduct the surveys in all four regions of The Gambia ensuring a national survey on perceptions on the level of accountability and trust in governance structures and institutions
7. Ensure that each step of the survey process is gender sensitive and is inclusive towards women, children, and vulnerable populations throughout the country.
8. Conduct data analysis and quality control for the surveys.
9. Prepare a consultation draft presenting the findings of the perception survey.
10. Organize and conduct a workshop to present the final report to all key stakeholders.

**Methodology & Data:**

The offeror will select and propose methods that will be most suitable to the task, including the estimated timeline, while ensuring that the method selected involves a participatory process that generates and collates information in an inclusive and gender sensitive manner. This includes working in a consultative and collaborative manner with national, state, and local government counterparts as well as with development partners and members of civil society during the implementation of the survey.

The offeror will be responsible for both the design, development, and implementation of the survey instruments (HH survey, FGDs, KIIs), data collection, analysis, and reporting.

This shall include:

1. Setting up and managing the study.
2. Pre-test of survey instruments.
3. Recruitment and training of field research staff/enumerators before data collection starts.

The offeror will also be responsible:

1. For quality assurance in data collection ensuring all data is disaggregated by gender and age
2. For the HH Survey, the Offeror must ensure that the respondents will be representative of each category (female/male adult).
3. For data analysis and reporting.
4. To arrange and provide transport services, accommodation, and other logistics for the survey

**The Offeror shall also be responsible:**

1. To obtain statistically reliable data on the perceptions and levels of awareness of the availability and function of different service providers.
2. To obtain statistically reliable disaggregated data (by age and gender) on current level of accountability and trust in governance structures and institutions amongst end users of service delivery and to identify the primary barriers to service delivery.
3. To obtain statistically reliable data on the needs and priorities of end users of service delivery to enable more efficient and targeted programming and resource allocation.
4. To establish a baseline to help enable the monitoring and evaluation of the impact of service delivery on the level of accountability and trust in governance structures and institutions with greater accuracy.
5. To provide all resulting data (both raw and analyzed) at the close of the survey to the Directorate of Strategic Policy and Delivery & The Gambia Bureau of Statistics.

The offeror will report to UNDP at key stages of the assignment. These include a desk review report; presentation of draft questionnaires for UNDP approval before workshops on instruments with partners; status updates during data collection; draft report on findings and presentation of final report to all stakeholders.

**Key Outputs Expected:** The key output of the national perception survey on the level of accountability and trust in governance structures and institutions in The Gambia is:

1. To provide data and evidence-based analysis on the level of accountability and trust of governance structures and institutions in The Gambia
2. To understand the challenges the citizens of Gambia (right holders) face in demanding accountability of service delivery.
3. To understand the challenges governance (i.e. Public sector and local authority leadership) institutions (duty bearers) face in delivering quality services to citizens.
4. To provide evidence and data driven recommendations on how to improve the quality of service delivery for the citizens of The Gambia

**Expected Deliverables**

**Milestone 1:**

1. Timetable indicating timeline of survey activities submitted to UNDP /DSPD
2. Desk review report & timeline for completion submitted
3. Questionnaires survey instruments and methodology drafted and submitted to UNDP
4. Draft questionnaires, survey instruments and methodology presented at a workshop to the Technical Working Group for review and recommendations

**Milestone 2:**

1. Validation workshop to finalize the survey questionnaires and instruments conducted by the offeror for the TWG
2. Pilot survey completed and report of pilot survey submitted to Technical Working Group.
3. Methodology, Questionnaires and Survey instruments finalized

**Milestone 3:**

1. Enumerators recruited and trained
2. Data collection completed
3. Draft report submitted for input to UNDP and Technical Working Group

**Milestone 4:**

1. Final report submitted to UNDP/DSPD for initial review
2. Final report submitted to Technical Working Group
3. Workshop to present Survey Results to Governance stakeholders, donors, partners, and civil society
4. Final survey report submitted with raw and analyzed data submitted (in hard and soft copy)
5. Professional photographs representative of the data collection report submitted

**Required Qualifications for eligible firms**

* At least five years demonstrable institutional experience in field research.
* Demonstrable experience in conducting both quantitative and qualitative surveys, including stakeholder/beneficiary perception surveys.
* Demonstrable experience in engaging with local community members, using participatory and consultative approaches.
* Demonstrable experience in engaging with government institutions and use of tact and sensitivity when handling sensitive information.
* Enough and technically qualified personnel to monitor and implement activities and deliver all required outputs. The survey team members must have following competencies:
1. Fluency in major local dialects Mandinka, Wollof, Fula and English language.
2. Sound communication skills both verbal and writing.
3. High cultural sensitivity and respect for diversity needed.
4. Strong assessment, analytical, statistical, and planning skills.
5. Strong presentation and facilitation skills; and
6. Flexibility and adaptability to work in/with a varied team across multiple offices and cultures.

Firms that have completed similar surveys on the Gambia would have an added advantage.

**Requirements for Team Composition**

While it is up to the Offeror to propose the optimum team composition to achieve the objective of this study, it is hereby suggested that the proposed team should include:

* At least one expert with a Master’s degree in social science or related field and three to five years of demonstrable experience in coordination, project management and implementation as well as monitoring of programme outputs and activities.
* At least one expert with a Master’s degree in Statistics or Population Studies or related field and with three to five years of demonstrable experience in designing methodologies and undertaking data analysis for research and surveys; and
* At least one expert with a Master’s degree in gender studies or related field and with three to five years of demonstrable experience in working with vulnerable populations including children and children in conflict with the law.
* At least one expert with a Master’s degree in public administration, public policy, Economics, political science, development studies or related field and with three to five years of demonstrable experience in designing, conducting, or overseeing good governance survey and civil service reform. PhD qualification is highly preferred for the manager and team leaders.

Note: The survey team will be responsible for undertaking the community perception survey in line with the UNDP approach.

**Reporting**

The selected Offeror will provide milestone updates to the UNDP Governance and Peace Building Coordinator at key stages of the desk review, design and implementation process of the survey instruments and as may be required. Moreover, the Offeror is responsible for delivering timely and good quality presentations on the technical aspects of the survey as well as progress on implementation to UNDP, its government counterparts, UNICEF, stakeholders and/or partners.

**Timeframe:** The perception survey is expected to be conducted from October-December 2020. **(90 working days**)

**UNDP’s Responsibilities will include:**

1. Coordinate in forming the Technical Working group
2. Appoint a focal point to support the offeror during the survey process
3. Coordinate with and inform government counterparts, partners and other related stakeholders as needed
4. Advise the selected offeror to identify key stakeholders to be interviewed as part of the assessment
5. Support the selected offeror in liaising with partners and providing relevant documentation as well as feedback.

**Proposal:** The technical proposal must include but is not limited to the following:

1. **Scope of the survey**: The offeror should explain its understanding of the scope of this assignment in its own words.
2. **Background and experience**: The offeror should clearly explain its capacity and previous experiences to undertake this assignment. Moreover, the offeror must allow, and UNDP may, contact the relevant references to confirm the validity of such progress and work experience in the past.
3. **Methodology:** The offeror should explain its methodology and approach to the survey, including demonstrating an understanding of the survey objectives and suggest key research questions for the survey.
4. **Quality Assurance Plan**: The offeror must explain its quality assurance mechanisms for each stage of the survey process.
5. **Project Management**: The offeror is expected to explain the project management approach during the implementation process. This should include but is not limited to staff, monitoring and evaluation mechanisms, training, and progress reporting.
6. **Work plan:** The offeror should provide a tentative detailed work plan, including time frame with list of activities required and resources needed.

**Financial Proposal**

1. 25 % of the payment after the completion of the Milestone 1, upon clearance by the UNDP Governance and Peace Building Coordinator (GPBC).
2. 20% of the payment after the completion of Milestone 2 upon clearance by the UNDP GPBC.
3. 25% of the payment upon the completion of the Milestone 3, upon clearance by the UNDP GPBC
4. 30 % of the payment after the completion of the Milestone 4 upon clearance by the UNDP GPBC.

**Note: UNDP will not cover additional costs due to changes in the exchange rates and/or inflation**