

TERMS OF REFERENCES

EVALUATION OF UN SUSTAINABLE DEVELOPMENT PARTNERSHIP (UNSDP) 2018-2022

GHANA- RCO/UNCT

LOCATION: HOME BASED AND ACCRA

APPLICATION DEADLINE: TBC

LANGUAGES REQUIRED: ENGLISH

STARTING DATE: JULY 2021

EXPECTED DURATION OF ASSIGNMENT: 35 WORKING DAYS OVER 3 MONTHS

1. INTRODUCTION

The UN Sustainable Development Partnership (UNSDP) 2018-2022 is the United Nation's strategic partnership framework document with people of Ghana. It sets out the UN system's collective contributions to help the Government and other stakeholders achieve Ghana's national goals and its commitments to global development initiatives. The (UNSDP)2018-2022, aligns with the government's Coordinated Programme of Economic and Social Development Policies (CPESDP), 2017- 2024, which lays out a vision for agricultural modernisation, industrial diversification, and youth employment; embeds national strategies to localise and achieve the SDGs; and articulates a self-reliant pathway to economic transformation and inclusive growth.

As part of the performance assessment of its implementation, the UNSDP 2018-2022 is to be evaluated in 2021 by an independent evaluation team, to draw lessons for the development of the new UN Sustainable Development Cooperation Framework (UNSDCF), to strengthen the way the UN works going forward as well as the development of individual UN entity Country Programme documents. The result of the evaluation will be disseminated and utilized widely by Government, Development Partners, Non-governmental Organizations (NGOs), civil society, academia, Private Sector and other secondary users including the public through several platforms. It is envisaged that the results will provide strategic and programmatic lessons to promote accountability and visibility around the achievements and work of the UN in Ghana.

The key elements of the evaluation will assess, analyse and document how relevant the UNSDP was to Ghana's development and progress towards the Sustainable Development Goals (SDGs), as well as, how effective and efficient its implementation was, the extent to which the UN Country Team (UNCT) work was coherent internally and externally and finally to what extent UNSDP implementation added value in a way that the achievements and results are sustainable over time. In line with the [2019 Cooperation Framework Guidance](#), the evaluation will be undertaken independently, and in consistence with the UN Evaluation Group (UNEG) [Norms and Standards](#) and the UNEG [Code of Conduct](#).

2. COUNTRY CONTEXT AND UNSDP HIGHLIGHTS

The UNSDP,2018-2021, reflects the United Nations contributions to addressing the underlying development challenges in Ghana identified by the [UN's Common Country Assessment](#) (2016). It also sort to promote human rights protection for those who are at risk of being left behind based on the findings of the Human Rights Assessment (2016) as well as put into action and ensure that the UNCT's vision of "UN collective efforts leverage development resources and partnerships in support of inclusive, sustainable and equitable development for all in Ghana" is attained.

Bringing together the efforts of two dozen UN agencies to provide coherent, effective and efficient support – in keeping with the principle of "Delivering as One", the UNSDP encompasses the entirety of the UN's activities in Ghana, and presents the UN's One Programme for Ghana. It is implemented through annual joint work plans agreed with Government's national and sub-national partners, and carried out with many implementing partners in government, civil society, and academia.

The UNSDP, 2018-2021, has been designed to meet the overarching programming principles of being gender sensitive, human rights based, environmentally sustainable, and focused on developing national capacities for results. Inspired by the 2030 Agenda for Sustainable Development, with its five components of Prosperity,

People, Planet, Peace, and Partnerships, and aligning to the Government's development policies, the UNSDP sets out the UN's partnership for 2018-2022 through four Results Areas:

1) Shared prosperous economy (Outcome 1: Productive agriculture drives sustainable industrialisation, improves livelihoods and ensures a hunger- and malnutrition-free nation; Outcome 2: Competitive private sector generates decent jobs that increase opportunities for more inclusive economic growth);

2) Social investment in people (Outcome 3: Government of Ghana delivers equitable, quality and financially sustainable social services; Outcome 4: Marginalised and vulnerable populations demand and utilise social services);

3) Protected and safe environment (Outcome 5: Environmental governance at national and local levels is effective, efficient and coherent; Outcome 6: Urban and rural communities have access to affordable services, knowledge and tools to increase their resilience); and

4) Inclusive, accountable governance (Outcome 7: Transparent, accountable institutions at all levels that protect the rights of all people).

Country Context

The [1992 Constitution of the Republic of Ghana](#) provides a legal basis for the just, equitable and inclusive development of the country and enjoins all successive governments to: "... take all necessary action to ensure that the national economy is managed in such a manner as to maximize the rate of economic development and to secure the maximum welfare, freedom and happiness of every person in Ghana and to provide adequate means of livelihood and suitable employment and public assistance to the needy." (Article 36, Clause 1)

Ghana's sustainable development progress has been varied and uneven. According to Ghana's 2019 Voluntary National Report on the SDGs, considerable progress had been recorded in the key indicators on the social goals but not at the rate required to achieve SDGs targets by 2030. Overall poverty, malnutrition, maternal mortality, and under-5 mortality have all declined, while there has been a general increase in access to health services and school enrolment, with gender parity attained at basic level. While Ghana has demonstrated strong commitment in ensuring gender equality and equity in political, social and economic development, there remain issues that disproportionately impact women and girls (including multiple and overlapping deprivations, harm and exclusion such as Gender Based Violence, discrimination in access to services and distribution of resources and representation in parliament).

There has been a general improvement in the macroeconomic environment with some key indicators pointing in the right direction and economic growth recording significant improvement. Overall performance has been mixed. Single-digit inflation has been sustained for several years leading to a downward trend in interest rates and the budget deficit. However, unemployment has increased, especially among the youth and urban population. The proportion of youth not in education, employment or training has also increased.

The health and socio-economic impacts of COVID-19 in Ghana have been severe, dampening growth from an anticipated 6.5 percent to 0.9 percent in 2020 and leading to a reduction of income for about 770,000 workers (26 percent of the workforce) with 42,000 job losses due to partial lockdown in the two major cities of Accra and Kumasi. Average monthly food inflation experienced a sustained increase from 8.4 percent in March 2020 to 13.7 percent in July 2020 (declining to 10.4 percent in December 2020). Average monthly revenue of agribusiness firms decreased by 61.2 percent, with small scale agribusinesses reporting average monthly revenue shortfalls amounting to 77.4 percent. There has been disruption in corporate and general business confidence with a decrease in revenues, profitability, liquidity and corporate growth. Analysis of the socio-

economic impacts indicated the potential to push an additional 1.5 million poor people into extreme poverty without action.

The Government has been quick to respond, introducing its five-point plan to stop the spread of infections and build resilience – this has had significant and positive impact to date. The UN, in supporting the response, rapidly introduced the COVID-19 Country Preparedness and Response Plan (CPRP), adjusting its support to Ghana in the face of the pandemic. UN also developed a [Socio-Economic Response and Recovery Plan](#) (SERRP) building on that initial response and aligned to Government priorities outlined in [CARES “Obaatanpa”](#) programme, seeking to address the health challenges, mitigate the socio-economic impacts, and support Ghana to build back better.

To ensure alignment with the national planning cycle, the UNCT is implementing the current UNSDP (2018-2022) and concurrently drafting the roadmap to develop the next Cooperation Framework to start in 2022 once endorsed by the Government. Ongoing interventions planned under the current SDP, Country Programme Documents and UN Joint Work Plans will continue as planned to the end of 2022. This will be a new generation Cooperation Framework at the heart of UN Development System reform. The next Cooperation Framework will ensure alignment with Government policy framework and planning cycle, enabling a new process to lead us to the 2030 SDG targets in the context of changing external factors.

It has therefore become necessary for the UNCT, in collaboration with the Government of Ghana (GoG) partners, to conduct an end of programme UNSDP Evaluation, which will serve as a major input for the planning process of the next UN Cooperation Framework and an accountability tool for the delivery of results during the current UNSDP cycle. This is a joint evaluation to be co-managed by the UN and Ministry of Finance on behalf of Government.

3. OBJECTIVES AND SCOPE OF THE EVALUATION

The overall objective of the evaluation is twofold, 1. it is a learning tool informing the UN in Ghana’s strategic vision and future programming and 2. It will also support greater transparency and accountability of the UNCT to UNSDP stakeholders.

Specifically, the objectives of the UNSDP Evaluation are:

1. To assess the relevance, coherence, effectiveness, efficiency and sustainability of UNSDP outcomes and outputs to national development results and progress towards the SDGs given the Ghana context.
2. To identify the factors that have affected the UNCT's contribution and assess how the UNSDP has been implemented, answering the question of what the performance is (i.e. what results have been achieved) and why the performance is as it is, explaining the enabling factors and bottlenecks. This supports greater accountability to UNSDP stakeholders and lessons learned for future planning and implementation.
3. To generate a set of clear, forward-looking, and actionable recommendations logically linked to the findings and conclusions. These recommendations will include specific guidance on how to implement, monitor and evaluate the SDGs in the next UN Cooperation Framework cycle.

The UNSDP Evaluation will be independent, credible and useful, it will adhere to the highest possible professional standards in evaluation including the United Nations Evaluation Group (UNEG) Evaluation Norms and Standards of Evaluation. The evaluation will be responsive to the needs and priorities of the UN system and Government of Ghana and engage the participation of a broad range of stakeholders, including communities. The evaluation criteria follow the OECD DAC criteria for evaluating development assistance. Of

the six OECD DAC criteria impact is not included in the evaluation scope since impact is measured through the long term effects of interventions.

The scope covered by the evaluation includes:

- a) Critical appraisal of the elaboration of the CCA 2016 which constitutes the main analysis used for UNSDP development;
- b) Examining UNSDP planning, coordination, implementation, monitoring and evaluation as well as cross cutting priorities and programming principles (human rights-based approach, gender equality and women's empowerment, environmental sustainability, results-based management, capacity development, Youth, data for development, resilience and HIV and AIDS); and
- c) Overall strategies and outcome/output specific strategies included in the UNSDP itself.

To enable a logical analysis of UNSDP results, the Evaluation Team will reconstruct the UNSDP Theory of Change (ToC) identifying the intervention logic behind UNSDP outcomes and outputs.

Timelines and geographical scope:

The evaluation will be completed by September 2021 (see section 8 for detailed timeline and schedule of activities and deliverables) to inform the next programme cycle by generating evidence, lessons learnt and recommendations based on the assessment of the current performance of the UNSDP outcomes and process. The timing of this evaluation is crucial in feeding into the preparation and planning phase for the next CF cycle which is scheduled to commence in the third quarter of 2021. The evaluation will determine how UN entities contributed to the Government development efforts under the UNSDP - the effectiveness, efficiency, coherence, relevance and sustainability of UN support through the SDP, including aligning with Government priorities and strategies and shaping the development agenda.

While the evaluation will be conducted mainly in Accra, capital of Ghana, the Evaluation Team is encouraged to consider including 1-2 field visits in their methodology - travel is subject to updated guidance and approval given the COVID-19 context. When choosing sites to visit, the Evaluation Team should consider the availability of national and programme baseline data for these sites and make the choice of the locations to visit based on the implementation of relevant UN programmes - particularly joint programmes- in these areas. The proposed field visits should be presented in the design report and should be discussed with the Evaluation Steering Committee (ESG).

4. EVALUATION CRITERIA AND EVALUATION QUESTIONS

Given the context described above, the UNSDP End of Programme Evaluation will focus on programme relevance and coherence, effectiveness, efficiency and sustainability of interventions moving into the next UN Cooperation Framework cycle plus the process of mainstreaming the 2030 Agenda for Sustainable Development. The final evaluation questions and evaluation matrix will be agreed with the ESC with the involvement of the UN M&E Working Group and finalised by the Evaluation Team in the design report. As the UNSDP does not have an explicit ToC the questions are drawn from the logical model and framework of the UNSDP to ensure specificity to the context and the intervention. The Evaluation Team will reconstruct the ToC in the design phase to support the design report and final evaluation questions.

The evaluation will examine the following areas:

- A.** Assess the relevance of the UNSDP in addressing priority issues and their underlying causes in the context of national policies and strategies, and the country's international and regional commitments,

and the UNSDP's **coherence** as a coordination and partnership framework- i.e. are UNSDP interventions compatible and mutually reinforcing with other interventions in Ghana:

- Do the UNSDP outcomes address key issues (inclusive economic growth and job creation, leaving no one behind, human rights, gender equality, disability, inclusion, environmental sustainability, health system strengthening, social protection, resilience and governance), their underlying causes, and challenges identified by Government strategic plans and priorities?
- To what extent has the UNSDP results matrix been sufficiently flexible to adjust to evolving national policies and strategies (e.g. National Development Plans and Goals, legislative reforms) and changing development circumstances during the current programme cycle (e.g. COVID-19 pandemic and measures to address the health and socio-economic impacts)?
- To what extent and in what ways has the UNSDP contributed to achieving better synergies among the programmes of UN AFPs?

B. Assess the **effectiveness** of UNSDP implementation and performance in terms of progress towards agreed UNSDP outcomes. Identify lessons learnt for future programming, particularly how the UN can best contribute to mainstreaming and localising the 2030 Sustainable Development Agenda (localising the SDGs is taking into account subnational contexts in the achievement of the 2030 Agenda, from the setting of goals and targets, to determining the means of implementation and using indicators to measure and monitor progress):

- What progress has been made towards the realization of UNSDP outcomes as a contribution to the achievement of national priorities and the SDGs, including gender equality, human rights, disability inclusion and environmental sustainability issues? The evaluation should draw out unintended results (both negative and positive), if any, that have impacted development programming and how they have been managed.
- What lessons learnt can be identified and used to guide planning for mainstreaming and localising the SDGs in the next UN Cooperation Framework programme cycle (including factors contributing to realisation or non-realisation of SDP outcomes)?
To what extent has the effectiveness of programme support by individual AFPs been enhanced as a result of joint programming?

C. To assess the **efficiency** of the UNSDP as a mechanism to minimize transaction costs of UN support for Government and for UN AFPs. This includes complementarity, harmonisation and co-ordination contributing to organizational efficiencies:

- Were the human and financial resources used as planned and appropriately and fully utilised (or were resources misallocated, budgets underspent, overspent)?
- Were resources redirected as needs changed?
- To what extent have UN organizations harmonized procedures in order to reduce transaction cost and to enhance results?

D. Analyse to what extent results achieved and strategies used by the UNSDP are **sustainable** (i) as a contribution to national, regional and international development and (ii) in terms of the added value of UNSDP for cooperation among individual AFPs:

- To what extent has institution-building and institution-strengthening taken place in human rights and gender equality terms?
- Have complementarities, collaboration and/or synergies fostered by UNSDP contributed to greater sustainability of results of UN intervention in the country?
- Are UNSDP results likely to prove sustainable? How well has UN supported the development and implementation of national policies, institutions and capacities to ensure sustainable results?

5. METHODOLOGY; APPROACH; AND QUALITY ASSURANCE AND ASSESSMENT

The UNSDP End of Programme Evaluation will utilise a mixed method approach and be carried out in accordance with UNEG “[Norms and Standards for Evaluation in the UN system](#)” and “[Ethical Guidelines for Evaluation](#).” The evaluation is utilisation focused (primary users are identified and engaged throughout the process) and will be conducted, by the Evaluation Team lead by the Evaluation Team Leader, in close collaboration with the UN Resident Coordinator’s Office (RCO), UNCT, ESC, the UN’s M&E Working Group and national counterparts. The RCO’s Data and Reporting Officer will be the Evaluation Manager for the UN.

5.1 Methodology

The evaluation team will use multiple methods and tools used for validation and triangulation of findings including a combination of document reviews¹, analysis of other quantitative secondary data, individual interviews with key informants and focus groups or other types of group discussion to collect data. The Evaluation Team will develop the evaluation methodology in accordance with the evaluation approach and design tools to collect appropriate data and information as strong, evidence-based response to answer the overall evaluation questions. The methodological design will include: an analytical framework; a strategy for data collection and analysis; specially designed tools; an evaluation matrix; and a detailed work plan.

Sampling approach: Sampling will be done at two levels: first the selection of sites based on a purposive choice to determine the districts and localities according to the intensity of the interventions and the characteristics of the localities to represent all the diversities (vulnerable groups, different socioeconomic categories), then the choice of entities/partners/structures and other categories of informants to be interviewed according to the intervention area (outcomes; outputs) of the SDP.

Data collection: The evaluation will use quantitative and qualitative approaches, including literature review, statistics at national and local levels, survey data, semi-structured interviews, direct observation, focus groups and workshops. Prime secondary data will be sourced from existing evaluations by UN agencies and the synthesis of evaluative evidence including light CCA for the development of Ghana SERRP. Data collection and analysis will be responsive to and include issues relating to gender equality and empowerment of women, diversity inclusion and non-discrimination, human rights and environmental sustainability.

Quality assurance: The data collected should be subjected to a rigorous quality assurance for validation purposes, using a variety of tools including triangulation of information sources and permanent exchange with the SDP implementation entities at Country Office level.

Evaluation Matrix: The Evaluation Team will use the template of the evaluation matrix provided by the Evaluation Manager to systematically structure and consolidate the data collected for each of the evaluation questions. This matrix will allow them, among other things, to identify the missing data and thus fill these gaps before the end of the collection. This matrix will also help to ensure the validity of the data collected.

1 Review documents may include The 1992 Constitution, The Ghana at 100, The Ghana Beyond Aid Charter and Strategy Document, The Coordinated programme of economic and social development policies (2017-2024), The National medium term development policy framework: The Agenda for Jobs (2018-2021), The United Nations Sustainable Development Partnership-UNSDP (2018-2022), The Voluntary National Review Report of Ghana, The National Budget Statement and Economic Policy documents for 2017 – 2021, and The Mid-Year Review of the Budgets for 2017-2021, Ghana’s SDG Baseline Budget Report, and Ghana’s SDGs Budget Report for 2019 and 2020.

Participation and inclusion: This evaluation should be conducted using a participatory and inclusive approach, involving a wide range of partners and stakeholders. The Evaluation Team will carry out a stakeholder mapping in order to identify the direct and indirect partners of the SDP, specifically targeting United Nations organizations and representatives of the national government. Stakeholder mapping may include civil society organizations, the private sector, other multilateral and bilateral cooperation organizations and, above all, the beneficiaries of the programme.

Contribution analysis (based on the ToC): The evaluation will be conducted on the basis of a theoretical approach, which means that the evaluation methodology will be based on a careful analysis of the expected results, products, activities and contextual factors (which may affect the implementation of the SDP interventions) and their potential to achieve the desired effects. The analysis of the SDP's ToC and the reconstruction of its intervention logic, will therefore play a central role in the design of the evaluation, in the analysis of the data collected throughout the evaluation, in communicating results and in developing relevant and practical conclusions and recommendations. Evaluators will base their evaluation on the analysis and interpretation of the logical consistency of the results chain: linking programme activities and outputs to changes at a higher level of outcomes, based on observations and data collected during the process along the result chain. This analysis should serve as a basis for the judgment of the evaluators on the contribution of the current SDP to the achievement of the outcome level results as targeted by the SDP including SDP's achievement on gender equality and empowerment of women, diversity inclusion and non-discrimination, human rights and environmental sustainability.

Finalization of the evaluation questions and assumptions: The finalization of the evaluation questions that will guide the evaluation should clearly reflect the evaluation criteria as well as the indicative evaluation questions listed in this Terms of Reference. They should also take advantage of the results of the reconstruction of the intervention logic of the SDP. The evaluation questions will be included in the evaluation matrix and should be supplemented by sets of hypotheses that capture the key aspects of the intervention logic associated with the scope of the question. Data collection for each of the assumptions will be guided by clearly formulated quantitative and qualitative indicators, also indicated in the matrix.

6. EVALUATION PROCESSES

6.1 Processes

The evaluation will be conducted in four phases:

- a. **Design Phase:** Prior to the main data collection phase, the UNSDP Evaluation Team Leader will lead assessment of the availability of evaluative evidence, and develop a design including an operational plan, which will include a design matrix, data collection and analysis methods and potential sites for field visits. The evaluation timeframe will be further detailed in the design report, following consultations with key stakeholders and approval by the ESC. The UNSDP ToC will be reconstructed and systematic desk review of reference documents undertaken. Ethical clearance processes will be identified including ethical protocol detailing respondents consent to participate, adherence to COVID-19 safety protocols and measures to ensure the dignity and privacy of participants.
- b. **Field Phase:** The Evaluation Team will conduct data collection activities as guided by the design report. The Team will conduct agreed-upon interviews with stakeholders, focus groups discussions and site visits facilitated by the Evaluation Manager. For the independence of the evaluation, the team can propose and request interviews with stakeholders and material beyond what is provided by the RCO.
- c. **Reporting Phase:** The Evaluation Team will conduct further data analysis based on all information collected and prepare a draft evaluation report including a reconstructed ToC. The Team will submit

the report to the UNCT. The UNSDP Evaluation Report will be written in accordance with its respective Terms of Reference, the design report and other established guidance documents. The report will undergo quality assurance and reviewed by the ESC for factual correction and feedback. A validation workshop with key stakeholders will present the findings, conclusions and recommendations, discuss dissemination and communication strategies and plan for implementation of evaluation recommendations. The Evaluation Team Leader, in consultation with the ESC, will prepare a comment matrix to indicate how the comments were considered, and together with the Evaluation Team, will finalise the UNSDP Evaluation Report.

- d. **Management Response; and Dissemination Phase:** Dissemination of the evaluation findings and recommendations. UNCT would further prepare an Evaluation Management Response within two months of approval of the final Evaluation Report and implement accordingly, focusing on the design of a new UN Cooperation Framework cycle and implementation of the Management Response agreed actions.

7. EXPECTED DELIVERABLES

1. **Design report.** The Evaluation Team will develop a design report, including the refined evaluation methodology, questions, work plan and timeline. The design report reconstructs the UNSDP ToC and defines the specific evaluation design, tools and procedures, dates for key tasks, activities and deliverables. The design report describes the Evaluation Team's understanding of the issues under review including a review framework and detailed work plan. It refines the overall evaluation scope, approach, design and timeframe, provides a detailed outline of the evaluation methodology, data collection, stakeholder mapping and the evaluation matrix. The report will include a description of the roles and responsibilities of the Evaluation Team members and the ethical clearance process for the evaluation and protocols to ensure ethical conduct of the evaluation.
2. **A PowerPoint presentation** highlighting the main components of the final design report, reflecting the comments provided by the ESC and key stakeholders, to be presented to the ESC and UNCT.
3. **Draft UNSDP End of Programme Interim Evaluation Report and presentation of preliminary findings to stakeholders.** The Evaluation Team will write a draft UNSDP Evaluation Report, including a reconstructed ToC, keeping in mind the proposed structure of the final UNSDP report (see Annex 3) distributing to members of the ESC for review and comments. The Evaluation Team will prepare a presentation of preliminary findings that can be used to present to UNCT, ESC and stakeholders for feedback. The revised draft report shall thereafter be submitted to the UNCT and ESC with a validation workshop being held to validate the preliminary findings and recommendations.
4. **Final UNSDP End of Programme Evaluation Report.** The final version will be submitted in English to the UNCT and ESC through the Resident Coordinator for ESC review. It will include a set of clear, forward-looking and actionable recommendations logically linked to the evaluation findings and conclusions, and identify lessons learnt to improve the strategies, implementation mechanisms, and management of the next UN Cooperation Framework. **There will be clear recommendations provided on mainstreaming the SDGs into the next UN Cooperation Framework cycle.**

All deliverables must be submitted in a timely manner by the Evaluation Team Leader and are accepted as complete once approved by the Evaluation Manager using the UNEG checklists and guidance for quality assurance.

8. WORKPLAN AND INDICATIVE TIME SCHEDULE OF DELIVERABLES

DATE	ACTIVITY	Deadline	RESPONSIBLE
July 12 – 28 2021	Inception and design Phase:		Evaluation Team and Evaluation Manager, ESC, M&E Working Group
	Stakeholder mapping to identify those to interview/Desk review and assessment of the availability of evaluative evidence.		
	Reconstruct SDP ToC		
	Finalization of methodology and designed report including evaluation workplan and PPT summary presentation to UNCT and ESC.		
	UNSDP evaluation ethical clearance		
August 4 – 31, 2021	Field work and Data collection Phase:		Evaluation Team and Evaluation Manager, ESC, M&E Working Group
	Participatory data gathering.		
	Data analysis and report drafting.		
	Workshop for review of preliminary findings and their shaping.		
	Reporting Phase:		
	First Interim Report.		
	Review of the report by key stakeholders.		
	2 nd Interim report.		
	Submission of draft full report.		
September 3 – 8, 2021	Validation workshop.		Evaluation Team, ESC, M&E Working Group & RCO
	Final report.		
	Management response, dissemination and use phase:		
	Final evaluation report widely disseminated and publicized		Evaluation Manager and UNCT, ESC, M&E Working Group, UN Communications Group

9. MANAGEMENT OF EVALUATION

The Evaluation process will be managed by the UN Evaluation Manager, the RCO Data and Reporting Officer, who will be responsible for day-to-day management and oversee the entire process of the evaluation, from its preparation to dissemination, use of the final Evaluation Report and UNCT Management Response. The UNCT will form an Evaluation Steering Committee (ESC) - consisting of membership of the United Nations

Country Team, relevant government partners including representatives from the Ministry of Finance. Technical support and back-stopping will be provided by the UN Resident Coordinator Office with the involvement of the UN M&E WG. Quality assurance and technical advice may be provided by UN DCO evaluation experts.

The evaluation consultants will form an independent Evaluation Team consisting of a mix of international and national consultants. They will conduct the evaluation in line with UNEG guidance which will be overseen by the UN Evaluation Manager. The Evaluation Team members will match the number of UNSDP results areas, i.e. the Evaluation Team will be composed of four members (namely, an international consultant as the Team Leader and three national evaluation specialist consultants). Three independent national consultants will be required to support evaluation of the SDP results areas, with expertise spanning 1. economic development and improved livelihoods; 2. Social Protection and inclusive accountable governance; and 3. Protected and safe environments. The Team should demonstrate high level capacity and experience with evaluations in the UN context as well as knowledge and understanding of the four UNSDP results areas and development context of Ghana. All consultants shall be charged with incorporating human rights and gender equality approaches and analysis into their relevant portfolios. The selected consultants are expected to be independent and should not have been involved in the implementation of the UNSDP (2018-2022) in any of the UN agencies. The Team Leader will have overall responsibility for producing a quality assured and timely UNSDP End of Programme Evaluation Report to the ESC, UN RC Office and the UNCT. While this is not an exhaustive list, it is expected that the national consultants would assist the Team Leader in the execution of the following duties:

Duties & Responsibilities:

- Lead the implementation process in a timely manner
- Supervise and work closely with the other members of the Evaluation Team
- Review documents, clarify research methods, lead production of the design report
- Conduct field visits to the project sites identified and collect data
- Assume main research responsibility with support of the Evaluation Team members
- Lead the Evaluation Team in conducting stakeholder consultations
- Lead presentation of the interim evaluation report and integrate feedback into the report
- Lead presentation to the validation workshop and finalisation of the evaluation report; and
- Ensure a gender-sensitive and human-rights based approach.

Required Qualifications, Skills and Experience

Team Leader

- Advanced Post-graduate degree (Masters and equivalent) in international relations, political science, international development, governance and public policy, social sciences, development evaluation or a related subject.
- A minimum of ten years of functionally related professional evaluation experience including documented previous experience in managing and leading complex UNDAF/UN evaluations.
- Experience in analyzing social and economic development, environmental and governance issues.
- Demonstrated ability to work in multicultural environment.
- Excellent presentation and drafting, report writing skills, and familiarity with information technology, including proficiency in word processing, spreadsheets, and presentation software.

- Specialized experience and/or technical knowledge in data collection and analytical skills, particularly in understanding of human rights-based approaches; gender considerations and environmental sustainability;
- Knowledge and experience in Results Based Management, logic modelling/logical framework analysis; participatory and utilization focused approaches.
- Previous experience working in Ghana and/or knowledge and understanding of the development, political, social and cultural context of Ghana or similar settings in the region is an advantage.

National Evaluation Consultants

- Advanced University Degree (at least Master's level) in the Social Sciences (sociology, anthropology, and development studies), economic development, research methods, political science, international development, governance and public policy, or related fields relevant for the assignment.
- Substantive knowledge of development issues (in particular, programmatic areas covered by relevant UNSDP Results Areas and Outcomes in Ghana) and understanding of the development context of Ghana.
- Strong skills and experience in evaluating programmatic areas covered by UNSDP in the country (livelihoods and inclusive economic development, governance for equitable development, social justice, protection and gender equality, access to basic services, environment and climate change).
- Minimum 7 years' experience in undertaking evaluations in developing and low/middle income countries.
- Demonstrates a solid understanding on the use of evaluation methodologies and proven experience undertaking outcome, thematic and/or impact evaluations.
- Familiarity with UNDAF/CF process. Documented previous experience in undertaking evaluations on UN or bilateral projects is an asset.
- Substantive knowledge of development issues, especially related to Good Governance and Equitable Growth/Poverty Reduction, food security and environment, and gender equality as addressed by the Ghana UNSDP.
- Clear understanding of development related challenges and Ghana's political context as an emerging lower middle-income country is an asset.

Competencies (Managerial and Corporate)

The consultants should possess the following competencies:

- Demonstrates integrity and fairness, by modelling the UN values and ethical standards
- Displays cultural, gender, religion, race, nationality and age sensitivity and adaptability
- Good knowledge/understanding of UN rules, regulations, policies, procedures and practices and good understanding of UN programming modalities.
- Ability to establish effective working relations in a multicultural team environment
- Excellent team building, diplomatic and interpersonal skills
- Ability to establish trustful relationships with governments, donors, non-government and international development organizations
- Strong communication and advocacy skills, in particular ability to communicate effectively, orally and in writing, with a wide range of actors;
- Ability to work in a complex environment;

- Ability to demonstrate sensitivity, tact and diplomacy;
- Excellent analytical, organizational and negotiation skills; and networking skills.
- Demonstrate capacity in strategic thinking and policy advice.
- Excellent drafting skills and familiarity with information technology, including proficiency in word processing, spreadsheets, and presentation software.
- Fluency in written and spoken English is essential.

10. EVALUATION BUDGET AND PAYMENTS

The team of consultants would be paid in instalment based on successful completion and delivery of milestones in line with the terms of reference. Payment of the national Evaluation Specialists is contingent upon the satisfactory submission of deliverables and sign off from the Evaluation Team Leader who is responsible for quality assurance of the Evaluation Specialists' work and contribution to the delivery of outputs. Team Leaders satisfactory performance is based on the sign off from evaluation manager on behalf of the ESC. Thus, the consultants' payment would be subject to the completion of the following schedule:

	Evaluation Phase	Deliverable	# of days	% of Payment
2	Inception and design Phase	Signing of Contract and Inception report detailing a review framework and detailed work plan, tools and evaluation matrix and questions and a PowerPoint presentation	13	15%
3	Field Work and data Collection Phase	Draft UNSDP End of Programme Interim Evaluation Report and presentation of preliminary findings to stakeholders	20	45%
4	Report submission and validation	Submission and approval of Final UNSDP End of Programme Evaluation Report validated by all stakeholders	2	40%
	Total		35	100%

EVALUATION CRITERIA FOR SELECTION OF CONSULTANTS

The selection of the best offer from the shortlisted candidates will be based on a Combined Scoring method – where the technical evaluation will be weighted a maximum of 70 points and combined with the price offer which will be weighted a maximum of 30 points. The 70 points rating shall be based on how well the offeror meets the minimum qualifications/competencies described above.

The technical evaluation will be based on the following criteria with the corresponding points (out of a total of 70 points):

Required skills and experience	Maximum Score/Mark (%)
Master's degree, equivalent or above in development studies, sustainable development, economics, international relations or related fields.	10%
Minimum of 15 years of relevant working experience in conducting evaluations for large programme and with international institutions. Knowledge of the Ghanaian development context will be a plus.	15%
Knowledge and understanding of Ghana's development context and government strategies as well as Knowledge of the UN System and UN Common Country Programming.	15%
Understanding and ability to apply cross cutting themes (i.e. Human Rights, Gender equality environmental sustainability) as well as Results Based Management (RBM) principles; logic modelling/logical framework analysis.	35 %
Experience with data collection and analysis; participatory approaches	15%
Quality of applicant's technical offer based on the evaluation criteria Approach and Methodology	10%

Only candidates obtaining a minimum (70%, i.e. 49 points) on technical evaluation will be considered for the Financial Evaluation. Only those applications which are responsive and compliant will be evaluated. Offers will be evaluated according to the Combined Scoring method – where the educational background and experience on similar assignments will be weighted at 70% and the price proposal will weigh as 30% of the total scoring. The applicant receiving the Highest Combined Score that has also accepted UNDP's General Terms and Conditions will be awarded the contract.

11. Documents to be reviewed during evaluation

Below is initial list of documents that the evaluation team can consult. A full list of documents will be available at the time of the evaluation.

1. 1992 Constitution: [Ghana's Constitution of 1992 with Amendments through 1996](#)
2. Ghana@100
3. The Ghana Beyond Aid Charter and Strategy Document. April 2019.
[ghana_beyond_aid_charter.pdf \(osm.gov.gh\)](#)
4. The Coordinated Programme of Economic and Social Development Policies (2017-2024). October 2017.
[www.mop.gov.gh/wp-content/uploads/2018/04/Coordinated-Programme-Of-Economic-And-Social-Development-Policies.pdf](#)
5. National Medium-Term Development Policy Framework. The Agenda for Jobs.
6. The United Nations Sustainable Development Partnership-UNSDP (2018-2022). June 2018.
[https://unsdg.un.org/sites/default/files/cf-documents/6d4cc966-7584-4f1e-be22-870dab1e509d_Ghana_Sustainable_Development_Partnership_2018_June.pdf](#)
7. Ghana: Voluntary National Review Report on the Implementation of the 2030 Agenda for Sustainable Development. June 2019.
8. Medium Term Expenditure Framework 2018-2021
[2018-PBB-MOP.pdf \(mofep.gov.gh\)](#)
9. An Agenda For Jobs (AFJ): Creating Prosperity And Equal Opportunity For All (First Step) 2018-2021 Long Term National Development Plan for Ghana 2018-2057

<https://www.cabri-sbo.org/en/documents/long-term-national-development-plan-for-ghana-2018-2057>

10. United Nations Socio-Economic Response and Recovery Plan 2020-2021
[United Nations Ghana SERRP Final.pdf](#)
11. UN Annual Progress Reports and individual agency Annual Reports
12. UNEG Quality Checklist for Inception Reports
[Detail of UNEG Quality Checklist for Evaluation Terms of Reference and Inception Reports \(uneval.org\)](#)
13. UNEG Evaluation Norms and Standards of Evaluation
https://www.iom.int/jahia/webdav/site/myjahiasite/shared/shared/mainsite/about_iom/eva_techref/UNEG_Standards_for_Evaluation.pdf
14. UNEG Quality Checklist for Evaluation Reports
<http://www.uneval.org/document/detail/607>
15. UNEG Ethical Guidelines for Evaluation
[UNEG Ethical Guidelines for Evaluation 2020.pdf \(unodc.org\)](#)