



*Empowered lives.  
Resilient nations.*

## Terms of Reference

# UNDP Sao Tome and Principe Country Programme Evaluation

**January 2022**

A handwritten signature in blue ink, appearing to read 'Olaf Juergensen'.

Olaf Juergensen

12-jan-2022

Contents

<b>1. Assignment Information</b>	<b>2</b>
<b>1. Introduction</b>	<b>2</b>
<b>2. UNDP’s current programme</b>	<b>2</b>
<b>3. Evaluation purpose</b>	<b>4</b>
<b>4. Evaluation scope and objectives</b>	<b>4</b>
<b>5. Evaluation criteria and key guiding questions</b>	<b>5</b>
Relevance	5
Effectiveness	5
Efficiency	5
Sustainability	6
Human rights	6
Gender Equality	6
<b>6. Methodology and approaches</b>	<b>6</b>
<b>7. Evaluation products (deliverables)</b>	<b>7</b>
<b>8. Evaluation team composition and required competencies</b>	<b>8</b>
<b>9. Evaluation ethics</b>	<b>10</b>
<b>10. Evaluation arrangements</b>	<b>10</b>
<b>11. Time frame for the evaluation process</b>	<b>12</b>
<b>12. Application submission process and criteria for selection</b>	<b>15</b>
<b>13. TOR annexes</b>	<b>16</b>
Annex A: Country programme outcomes and indicative resources (2017-2021)	17
Annex B: Guiding questions for the governance thematic evaluation.	19
Annex C: Key stakeholders and partners	21
Annex D: Documents to be reviewed and consulted.	21
Annex E: Evaluation matrix	22
Annex F: Schedule of tasks, milestones and deliverables.	22
Annex G: Inception report template	22
Annex H: Required format for the evaluation report.	22
Annex I: Evaluation Recommendations.	22
Annex J: Evaluation Quality Assessment	22
Annex K: Code of conduct.	22

## Assignment Information

<b>Title</b>	The evaluation of the UNDP Country Programme for the Sao Tome and Principe (STP)
<b>Purpose</b>	This term of reference (TOR) is designed to guide the evaluation of the 2017-2022 Country Programme Document (CPD) of UNDP STP and a Thematic Evaluation of UNDP's engagement on the Economic Growth Sector
<b>Location/Country</b>	Sao Tome and Principe
<b>Region</b>	Africa
<b>Application categories</b>	<ol style="list-style-type: none"><li>1. An individual international consultant (Team leader) to undertake the evaluation of the CPD</li><li>2. An individual international consultant to cover the theme of governance</li><li>3. An individual national consultant (Team member) to partner with the international consultants to undertake the CDP evaluation</li></ol>
<b>Duration</b>	Start date: January 2022 Complete date: March 2022

### 1. Introduction

São Tomé and Príncipe is a politically stable democracy and Small Island Developing State (SIDS), situated in the Gulf of Guinea, off the western equatorial coast of Central Africa. It comprises an archipelago of two main islands, São Tomé and Príncipe, situated about 140 km apart.

It's population of 215,000, has grown, on average, by 2.17% per annum over the last decade, and is highly urbanised with 72.8% of the population living in towns and cities, and 40% living in the district of Água Grande in the urban sprawl of the capital city on the island of São Tomé. By contrast, the Autonomous Region of Príncipe hosts a population of just less than 9,000.

Just over half of STP's population is female (50.5%) and more than one third of households are headed by women. Moreover, STP has a youthful population with 70% aged between 0 and 29 and 61% under the age of 24 (INE, 2012) which, if carefully managed, could create the potential for a demographic dividend.

**Notable progress has been achieved in terms of human development** in recent years, especially regarding health and education indicators. STP's score in UNDP's Human Development Index (HDI) rose from 0.542 to 0.609 between 2010 and 2018 (UNDP, 2019), placing the country above average for Sub-Saharan Africa (0.537), but below the average for countries in the average human development group (0.645). These improvements are largely attributable to an increase in average life expectancy from 67.4 years in 2010 to 70.2 years in 2018, improvement in GNI per capita from \$2,567 in 2010 to \$3,024 in 2018, and an increase in the expected and average years of schooling from 10.6 to 12.7 and from 4.9 to 6.4 respectively over the period 2010 to 2018 (UNDP, 2019). These positive developments gains have led the country to be enlisted for LDC graduation status by 2024.

Yet **STP still confronts a number of challenges to achieving the SDGs** and an economic growth that has not been sufficiently inclusive. Lack of decent employment opportunities, particularly for women and young people, and rising inequality are two of the country's greatest challenges. When adjusted for inequality, STP's HDI drops by 16.7% (UNDP, 2019) and the country's GINI coefficient has risen from 32.1 in 2000 to 56.3 in 2017, indicating an alarming widening in the inequality gap (World Development Indicators, 2020). Poverty rates have remained stubbornly high reducing marginally from 68.4% to 66.7% between 2010 and 2017. The 2017 Household Survey recorded the incidence of extreme poverty at 47% (INE, 2020). Some 46% of households comprising couples with children are poor, and 23% of households composed of extended families. Female-headed households are poorer than their male equivalents with a poverty rate of 61.6% compared to 55.8%. (INE, 2020). Urban areas and southern districts, such as Caué and Lembá, have higher levels of poverty incidence.

**Severe food insecurity is a concern** with around 10% of families reporting in 2017 that at least one family member had had to skip a full day of meals due to lack of money. And it appears this problem, due to seasonality, is not limited to the poor: 7.5% of non-poor families also reported a similar situation. Not having enough money for food seems to be a recurring problem with 42% of families reporting experiences of food shortages for a few months of the year, and 26% declaring that they are affected by this problem for almost the entire year.

**Social protection programmes aimed at the poorest and most vulnerable groups** are inadequately resourced and often unable to make timely and regular cash transfers to beneficiaries. In 2016, less than 0.65% of GDP was budgeted for social protection and social assistance programmes, significantly below the regional average of 1.2% (World Bank, 2018). Expanding these programmes to reach all poor households in STP would require expenditure of approximately US\$7.2 million, or 2% of GDP. In addition to the lack of funding, sector policies are poorly coordinated and lack a common set of tools to serve those most at risk of being left behind.

**STP's economic challenges are typical of a SIDS** and affect its ability to deal with shocks and achieve balanced budgets. The limited labour pool prevents the efficient production of goods and services at a scale needed to meet local and export market demand. Its insularity and limited transport connectivity increase imports and export costs, and the limited availability of land, and a small and largely unskilled workforce, prevent the country from diversifying its economy, making it more vulnerable to trade shocks. The economy is principally driven by agriculture, tourism, and foreign direct investment, and especially by government expenditures and investments. Socio-economic development is fragile and 97% of public investment budget is (on average) financed through debt and external aid. The economy is also overly dependent on trade and services (accounting for 70% of GDP), with tourism alone accounting for 65% of total exports. Paradoxically, and despite its potential, agriculture contributes barely 10% to GDP, principally through the production and export of cocoa which on average accounts for 90% of agricultural export earnings. However, although agriculture's contribution to GDP is small, the sector is of strategic importance in socioeconomic terms given that it accounts for more than 70% of rural employment.

In order to **control inflation, STP pegged its national currency (the Dobra) to the Euro in 2009 which has significantly contributed to price stability**. Inflation declined to 3.96% in 2015 but has increased since spiking at 9% in 2018 due to a supply shock connected to locally produced food. In order to safeguard the exchange rate regime, the authorities have implemented prudent monetary and fiscal policies to keep international reserves at the necessary level.

## 2. UNDP's current programme

The current country programme contributes to achievement of the SDGs, most specifically Goals 1, 8, 10 and 16. The national authorities have decided to implement all the SDGs, giving priority to Goals 1, 5, 8, 10 and 16. The three main outcome areas are aimed at: i) health, ii) governance, and iii) sustainable development and climate change.

In **health**, specifically COVID Response, Malaria, and HIV/AIDS, through the Global Fund, UNDP is supporting improvements in the provision of health services for sex professionals, who are especially vulnerable to HIV/AIDS and tuberculosis. This will include a focus on reducing the prevalence of HIV and tuberculosis and eliminating malaria. UNDP's interventions will concentrate on strengthening the health system in three main areas: health information; drugs and medical products procurement; and community systems. UNDP supported the Government in coordinating partners, decentralizing response management and aiding community involvement by vulnerable men and women. This support will be the key element of UNDP's strategy to transition the Global Fund programme to national management. Disparities and inequalities at all levels will be tackled through participation by vulnerable groups, and by increasing their access to social protection and basic social services. Unforeseen in the CPD, as part of the COVID Response plan UNDP played a central technical and analytical role in helping STP cope with the pandemic.

In **democratic governance** the emphasis has been on ensuring equitable access to justice and increasing citizen participation in decision-making bodies. This was done with an eye to increasing the effectiveness of central, regional and local public administration services and management institutions, which will benefit from more citizen participation, particularly by youth and women. To further this objective, UNDP worked at strengthening capacities at the Ministry of Justice, Parliament, the National Electoral Commission, the courts and the Police Crime Investigation unit.

***Sustainable development and resilience to climate change***: Interventions focussing on developing policy instruments for natural resource management and disaster preparedness together with plans to address disaster risk and climate change impact. UNDP is supporting small farmers, small agricultural traders (women, young girls and boys) and fisherfolk harmed by climate change as well as victims of injustice. The innovative 'blue economy' initiative will encourage public and private investment in disaster risk prevention and reduction. It will involve structural and non-structural measures to enhance the economic, social, health and cultural resilience of people and communities. This approach will help tackle social inequalities, in particular the prevalence of poverty in areas hurt by climate change.

UNDP is supporting the Government in developing renewable energies to mitigate the energy deficit in rural areas, build resilience to climate change and apply the blue economy to reduce the poverty of fisherfolk. Support is being provided to the private sector in promoting renewable energy to increase economic growth and provide job opportunities for vulnerable groups, particularly youth and women.

### Evaluation purpose

This evaluation will assess the UNDP's contribution and performance in supporting the national development and priorities under the approved CPD. A special focus should be placed on Outcome area three (***Sustainable development and resilience to climate change***) thematic area. The evaluation will serve an important accountability function, providing national stakeholders and partners in STP with an impartial assessment of the results of UNDP support. The evaluation will capture evidence of the relevance, effectiveness, efficiency and sustainability of the current programme, which will be used to strengthen existing programmes and to set the stage for new the preparation of new CPD (2023-2026).

## 3. Evaluation scope and objectives

The CPD evaluation will focus on the formal UNDP country programme approved by the Executive Board (2017-2022<sup>1</sup>). The scope of the CPD evaluation includes the entirety of UNDP's activities at the outcome and output levels covering from 2017 to date. The evaluation covers interventions funded by all sources,

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<sup>1</sup> The CO was granted a 1-year extension until December 2022 due COVID challenges.

including core UNDP resources, donor funds and government funds. Initiatives from regional and global programmes will be included in the CPD evaluation. The evaluation will also examine UNDP's contribution toward cross-cutting issues, e.g. human rights, gender, leaving no one behind, and capacity development. The evaluation should be forward-looking by drawing lessons from the current CPD and propose recommendations for the next CPD.

#### **4. Evaluation criteria and key guiding questions**

The evaluation will answer three broad questions as follows:

- What did the UNDP country programme intend to achieve during the period under review?
- To what extent has the programme achieved (or is likely to achieve) its intended objectives at the output level, and what contribution has it made at the outcome level and towards the UN Partnership Framework?
- What factors contributed to or hindered UNDP's performance and eventually, the sustainability of results?

In addition to the above questions, the evaluation is expected to produce answers surrounding the of relevance, effectiveness, efficiency and sustainability of the country programme. Below are guiding questions. This evaluation will also include a special thematic evaluation of the Sustainable development and resilience to climate change theme & UNDP's engagement in the same. Guiding questions for the thematic evaluation are listed in the Annex C.

##### Relevance

- To what extent has the current UNDP programme supported the government of STP in achieving the national development goals and implementing the 2030 Agenda for sustainable development?
- To what extent has the UNDP programme responded to the priorities and the needs of target beneficiaries as defined in the programme document?
- Is UNDP perceived by stakeholders as a strong advocate for improving Health, Governance, and sustainable development and resilience to climate change in STP?
- Have the efforts made by UNDP and national partners to mobilize resources and knowledge been in line with the current development landscape?
- To what extent did the UNDP programme promote SSC/Triangular cooperation?
- Has UNDP been able to effectively adapt the programme to the effects of the COVID-19 pandemic in STP?

##### Effectiveness

- By reviewing the programme results and resources framework, is the UNDP programme on track to achieve intended results at the outcome and output levels? What are the key achievements and what factors contributed to the achievements or non-achievement of those results?
- By examining the small-size initiatives funded by UNDP regular sources, how have these projects fulfilled their objectives? What are the factors (positive and negative) that contribute to their success or shortcomings? Are there recommendations or lessons that can be drawn from this approach?
- To what extent has UNDP programme contributed towards an improvement in national government capacity, including institutional strengthening? How could UNDP enhance this element in the next UNDP programme?
- Which programme areas are the most relevant and strategic for UNDP to scale up going forward?

##### Efficiency

- To what extent has there been an economical use of resources (funds, human resources, time, expertise, etc.)? What are the main administrative constraints/strengths?

- Is the results-based management system operating effectively and is monitoring data informing management decision making?
- To what extent has UNDP been efficient in building synergies and leveraging with other programmes and stakeholders in STP?
- How well does the workflow between UNDP and national implementing partners perform?
- To what extent have programme funds have been delivered in a timely manner?
- When UNDP provides implementation support services as per MOU with an implementing partner, how well has UNDP performed?

#### Sustainability

- What outcomes and outputs have the most likelihood of sustainability and being adopted by partners and why?
- To what extent do national partners have the institutional capacities, including sustainability strategies, in place to sustain the outcome-level results?
- To what extent are policy and regulatory frameworks in place that will support the continuation of benefits?
- To what extent have national partners committed to providing continuing support (financial, staff, aspirational, etc.)?
- To what extent do partnerships exist with other national institutions, NGOs, United Nations agencies, the private sector and development partners to sustain the attained results?

#### Human rights

- What barriers have been seen to the inclusion of vulnerable groups in UNDP's work and what can be done to improve inclusion of these groups?

#### Gender Equality

- To what extent have gender equality and the empowerment of women been addressed in the programme strategic design, implementation and reporting? Are there key achievements?
- In what way could UNDP enhance gender equality in the next country programme?

**An important note:** Based on the above analysis, the evaluators are expected to provide overarching conclusions on achievement of the 2017-2022 CPD, as well as recommend key development priorities which shall inform the focus the new CPD. The evaluation is additionally expected to offer wider lessons for UNDP support in STP.

## 5. Methodology and approaches

The CPD evaluation methodology will adhere to the United Nations Evaluation Group (UNEG) Norms & Standards. The evaluation will be carried out by an independent evaluation team. The evaluation team should adopt an integrated approach involving a combination of data collection and analysis tools to generate concrete evidence to substantiate all findings. Evidence obtained and used to assess the results of UNDP support should be triangulated from a variety of sources, including verifiable data on indicator achievement, existing reports, evaluations and technical papers, stakeholder interviews, focus groups, surveys and site visits where/when possible. It is expected that the evaluation methodology will comprise of the following elements:

- Review documents (Desk Review);
- Interviews with key stakeholders including government line ministries, development partners, civil society and other relevant partners through a participatory and transparent process;
- Consultations with beneficiaries through interviews and/ or focus group discussions;
- Survey and/ or questionnaires where appropriate;
- Triangulation of information collected from different sources/methods to enhance the validity of the findings.

The evaluation is expected to use a variety of data sources, primary, secondary, qualitative, quantitative, etc. to be extracted through surveys, storytelling, focus group discussions, face to face interviews, participatory methods, desk reviews, etc. conducted with a variety of partners. A transparent and participatory multi-stakeholder approach should be followed for data collection from government partners, community members, private sector, UN agencies, multilateral organizations, etc.

Evidence will be provided for every claim generated by the evaluation and data will be triangulated to ensure validity. An evaluation matrix or other methods can be used to map the data and triangulate the available evidence.

In line with the UNDP's gender mainstreaming strategy, gender disaggregation of data is a key element of all UNDP's interventions and data collected for the evaluation will be disaggregated by gender, to the extent possible, and assessed against the programme outputs/outcomes.

***Special note:***

*Given the COVID 19 pandemic and the resultant restrictions may require many of the in-person missions / consultations and data gathering / activities to be carried out remotely using electronic conferencing means. Alternatively, some or all in person interviews may be undertaken by the national consultant in consultation with the evaluation team leader.*

## **6. Evaluation products (deliverables)**

These products could include:

- **Evaluation inception report (up to 10 pages).** The inception report, containing the proposed theory of change, and evaluation methodology should be carried out following and based on preliminary discussions with UNDP. The inception report should include an evaluation matrix presenting the evaluation questions, data sources, data collection, analysis tools and methods to be used. The inception report should detail the specific timing for evaluation activities and deliverables and propose specific site visits and stakeholders to be interviewed (this element can be shared with UNDP well in advance). The inception report should be endorsed by UNDP in consultation with the relevant government partners before the evaluation starts (before any formal evaluation interviews, survey distribution or field visits) and prior to the country visit in the case of international evaluator. **(see the inception report template in Annex H).**
- **Kick-off meeting.** Evaluators will give an overall presentation about the evaluation, including the evaluator team's approach, work plans and other necessary elements during the kick-off meeting. Evaluators can seek further clarification and expectations of UNDP and the Government partner in the kick-off meeting.
- **Evaluation debriefings.** Immediately following the evaluation, the evaluation team is required to present a preliminary debriefing of findings to UNDP, key Government partners and other development partners.
- **Draft evaluation report (max 60 pages including executive summary).** UNDP and other designated government representative and key stakeholders in the evaluation, including the UNDP Bangkok Regional Hub, will review the draft evaluation report and provide an amalgamated set of comments to the evaluator within an agreed period of time, addressing the content required (as agreed in the TOR and inception report) and quality criteria as outlined in these guidelines.
- **Evaluation report audit trail.** Comments and changes by the evaluators in response to the draft report should be retained by the evaluators to show how they have addressed comments.
- **Final evaluation report (see final evaluation template in the Annex I).**
- **A report on the sustainable development and resilience to climate change thematic evaluation (max 15 pages) by the assigned consultant;** this paper will be presented as an appendix of the final report. The assigned consultant should integrate the important aspects of findings, recommendations and lessons learned into the final evaluation report.
- **Evaluation brief (2 pages maximum) and other knowledge products** or participation in knowledge-sharing events, if relevant.
- **Evaluation Recommendations (see the management response in the Annex J)**



- **Presentations to stakeholders (this maybe done remotely)**

## **7. Evaluation team composition and required competencies**

The evaluation will be conducted by a team of three independent consultants comprising of:

- An Evaluation Team Leader (International);
- An Evaluation Member (international) focusing specifically on UNDP's sustainable development and resilience to climate change portfolio; and
- A National Consultant who will provide knowledge of national context and support the full evaluation process as well as serve as an interpreter from Portuguese to English to and vice-versa when needed.

### **(a) Evaluation Team Leader (international), 39 working days**

S/he has overall responsibility for conducting the CPD evaluation and providing guidance and leadership to the national consultant. In consultation with the team member, s/he will be responsible for developing a methodology for the assignment that reflects best practices and encourages the use of a participatory and consultative approach as well as delivering the required deliverables to meet the objective of the assignment. S/he will lead the preparation and revision of the draft and final reports, ensuring the assignments have been completed in the agreed timeframe.

*S/he has responsibilities as follows:*

- Leading the documentation review and framing of evaluation questions;
- Leading the design of monitoring and evaluation questions and field verification tools;
- Ensure efficient division of tasks between evaluation team members;
- Leading the evaluation team in planning, execution and reporting;
- Incorporating the use of best practice with respect to evaluation methodologies;
- Incorporating results from the governance thematic evaluation into the report;
- Responsible for and leading the drafting of inception report, finalization/quality control of the evaluation report including timely submission and adjustment;
- Leading the kick-off meeting and debriefing meeting on behalf of the evaluation team with UNDP and stakeholders;

*Required Qualifications:*

- Minimum Master's degree in economics, public administration, regional development/planning or any other social sciences related to economic management and pro-poor development;
- 7 to 10 years relevant experience in undertaking evaluation in the development sector
- Strong knowledge of UNDP and its working approaches including partnership approaches with Government, civil society and community groups;
- Proven experience in conducting outputs/outcomes/impact/CPD/UNDAF evaluations;
- Experience in applying SMART (S Specific; M Measurable; A Achievable; R Relevant; T Time-bound) indicators and reconstructing or validating baseline scenarios;
- Demonstrated capacity in strategic thinking, problem solving and policy advice;
- Strong inter-personal skills, teamwork, analytical skills and organizational skills;
- Excellent presentation and drafting skills, and familiarity with information technology, including proficiency in word processing, spreadsheets, and presentation software;
- Fluency in Portuguese and English, both spoken and written;
- Previous experience working in STP or similar settings in the region is an advantage;
- Knowledge of the sensitivities of the context of STP is an asset.

### **(b) International Evaluation Consultant, Sustainable Development and Resilience to Climate Change Area, 25 working days (Advertised and Recruited Separately)**

S/he has overall responsibility for contributing to the CPD evaluation especially reviewing UNDP's engagement in the Sustainable Development and Resilience to Climate Change outcome area. In consultation with the team leader, s/he will be responsible for developing a methodology for the assignment that reflects best practices and encourages the use of a participatory and consultative approach as well as delivering the required deliverables to meet the objective of the assignment. S/he will substantively contribute to the preparation and revision of the draft and final reports, ensuring the assignments have been completed in the agreed timeframe. S/he will prepare a final report focusing on the findings, lessons learned and recommendations for UNDP's future portfolio in this area. The key elements and highlights of Sustainable Development and Resilience to Climate Change will be integrated into the final country overall programme evaluation report.

*S/he has responsibilities as follows:*

- Contributing to the documentation review and framing of evaluation questions;
- Contributing to the design of monitoring and evaluation questions and field verification tools;
- Ensure efficient division of tasks between evaluation team members;
- Conducting the evaluation of the governance portfolio while contributing to the overall planning, execution and reporting;
- Incorporating the use of best practice with respect to evaluation methodologies;
- Contributing to the drafting of inception report, finalization/quality control of the evaluation report including timely submission and adjustment;
- Contributing to and participating in the kick-off meeting and debriefing meeting on behalf of the evaluation team with UNDP and stakeholders;

*Required Qualifications:*

- Minimum Master's degree in economics, public administration, regional development/planning or any other social sciences related to economic management and pro-poor development;
- 7 to 10 years relevant experience in undertaking evaluation in the development sector
- Extensive professional experience in the area of governance and sustainable development, including gender equality and social policies;
- Strong knowledge of UNDP and its working approaches including partnership approaches with Government, civil society and community groups;
- Proven experience in conducting outputs/outcomes/impact/CPD/UNDAF/thematic evaluations;
- Experience in applying SMART (S Specific; M Measurable; A Achievable; R Relevant; T Time-bound) indicators and reconstructing or validating baseline scenarios;
- Demonstrated capacity in strategic thinking, problem solving and policy advice;
- Strong inter-personal skills, teamwork, analytical skills and organizational skills;
- Excellent presentation and drafting skills, and familiarity with information technology, including proficiency in word processing, spreadsheets, and presentation software;
- Fluency in Portuguese and English, both spoken and written;
- Previous experience working in STP or similar settings in the region is an advantage;
- Knowledge of the sensitivities of the context of STP is an asset.

**(c) National Evaluation Consultant, 39 working days) (Advertised and Recruited Separately)**

S/he will support the Team Leader by providing knowledge of the development context in STP. S/he is well aware of STP cultural context and working with different government institutions; and when needed support as an interpreter between Portuguese and English. S/he collects all relevant documents and reports needed for the review. S/he will support the team leader in coordinating with UNDP, government partners and other stakeholders. S/he will play a crucial role in organizing meetings, workshops, interviews, consultations during the field missions. S/he will draft some parts of the report as assigned by the team leader. The consultant will advise the Team Leader on relevant aspects of the local context where the projects have operated.

*Under the supervision of Evaluation Team Leader, s/he has responsibilities as follows:*

- Support the documentation review and framing of evaluation questions;
- Support the coordination with UNDP, government partners, stakeholders and other parties;

- Undertake field visits and collect feedback from beneficiaries, project stakeholders etc.;
- Support the Evaluation Team Leader and international consultant in planning, execution, analyzing and reporting;
- Incorporate the use of best practice with respect to evaluation methodologies;
- Support the drafting of inception report, finalization/quality control of the evaluation report;
- Participate and support the kick-off meeting and debriefing meeting with UNDP and stakeholders;
- Facilitate and support the field data collection in country;
- Translate the evaluation brief in STP language;
- Perform translation from English to STP and vice versa for the evaluation team when required.

*Required Qualifications:*

- Master’s degree or equivalent in Development, Economics, Public Policy, Communications, English, Social Sciences, Humanities or any other relevant field;
- 7 to 10 years-experience in undertaking evaluation in the development sector;
- Experience with evaluation methodologies; programme development and project implementation;
- Have a strong understanding of the development context in STP and preferably understanding of the strategic Poverty and inclusive growth, environment and governance issues within the STP context;
- Experience in oral and written translations;
- Fluent in Portuguese and English (written and spoken).

## 8. Evaluation ethics

This evaluation will be conducted in accordance with the principles outlined in the UNEG ‘Ethical Guidelines for Evaluation’ which are available here: <http://www.unevaluation.org/document/detail/102>. The consultants must safeguard the rights and confidentiality of information providers, interviewees and stakeholders through measures to ensure compliance with legal and other relevant codes governing collection of data and reporting on data. The consultants must also ensure security of collected information before and after the evaluation and protocols to ensure anonymity and confidentiality of sources of information where that is expected. The information knowledge and data gathered in the evaluation process must also be solely used for the evaluation and not for other uses without the express authorization of UNDP and partners.

## 9. Evaluation arrangements

The below table outlines key roles and responsibilities for the evaluation process. UNDP and evaluation stakeholders will appoint an Evaluation Manager, who will assume the day-to-day responsibility for managing the evaluation and serve as a central person connecting other key parties.

The evaluators will report to the Resident Representative (RR) who will be technically supported by the Regional M&E Advisor. The final approval of the report will be made by the RR. The final payment will be made upon the satisfactory completion and approval of the report.

Role	Responsibilities
Commissioner of the Evaluation: UNDP Resident Representative	<ul style="list-style-type: none"> <li>▪ Lead and ensure the development of comprehensive, representative, strategic and costed evaluation;</li> <li>▪ Determine scope of evaluation in consultation with key partners;</li> <li>▪ Provide clear advice to the Evaluation Manager on how the findings will be used;</li> <li>▪ Respond to the evaluation by preparing a management response and use the findings as appropriate;</li> <li>▪ Safeguard the independence of the exercise;</li> <li>▪ Approve TOR, inception report and final report.</li> <li>▪ Allocate adequate funding and human resources.</li> </ul>

	<ul style="list-style-type: none"> <li>▪ Ensure dissemination of the evaluation report to all the stakeholders.</li> </ul>
Evaluation Manager: M&E Focal Point	<ul style="list-style-type: none"> <li>▪ Lead the development of the evaluation TOR in consultation with stakeholders;</li> <li>▪ Manage the selection and recruitment of the Evaluation Team;</li> <li>▪ Manage the contractual arrangements, the budget and the personnel involved in the evaluation;</li> <li>▪ Provide executive and coordination support;</li> <li>▪ Provide the Evaluation Team with administrative support and required data;</li> <li>▪ Liaise with and respond to the commissioners;</li> <li>▪ Connect the Evaluation Team with the wider programme unit, senior management and key evaluation stakeholders and ensure a fully inclusive and transparent approach to the evaluation;</li> <li>▪ Review the inception report and final report.</li> </ul>
PROGRAMME/ PROJECT MANAGER	<ul style="list-style-type: none"> <li>▪ Provide inputs/advice to the evaluation on the detail and scope of the terms of reference for the evaluation and how the findings will be used;</li> <li>▪ Ensure and safeguard the independence of evaluations;</li> <li>▪ Provide the evaluation manager with all required data and documentation and contacts/stakeholders list, etc.;</li> <li>▪ Support the arrangement of interview, meetings and field missions;</li> <li>▪ Provide comments and clarification on the terms of reference, inception report and draft evaluation reports;</li> <li>▪ In consultation with Government, respond to evaluation recommendations by providing management responses and key actions to all recommendations addressed to UNDP;</li> <li>▪ Ensure dissemination of the evaluation report to all the stakeholders including the project boards;</li> <li>▪ Responsible for the implementation of key actions on evaluation recommendations in partnership with Implementing partners.</li> </ul>
Regional Evaluation Focal Points	<ul style="list-style-type: none"> <li>▪ Support the evaluation process and ensure compliance with corporate standards;</li> <li>▪ Provide technical support to country office including advice on the development of terms of reference; recruitment of evaluators and maintaining evaluator rosters; implementation of evaluations; and finalization of evaluations, management responses and key actions</li> <li>▪ Ensure management response tracking and support M&amp;E capacity development and knowledge-sharing;</li> <li>▪ Dispute resolution when issues arise in implementation of evaluations.</li> <li>▪ Contributes to the quality assurance process of the evaluation.</li> </ul>
Key Evaluation Partner- MPI (DIC)	<ul style="list-style-type: none"> <li>▪ Review of key evaluation deliverables, including terms of reference, the inception report and successive versions of the draft evaluation report;</li> <li>▪ Provide inputs/advice how the findings will be used;</li> <li>▪ Assist in collecting required data;</li> <li>▪ Review draft evaluation report for accuracy and factual errors (if any);</li> <li>▪ Responsible for the implementation of key actions on evaluation recommendations and integrate the evaluation lessons learned in the future Country Programme Document and projects where appropriate.</li> </ul>
Evaluation team (led by Team leader)	<ul style="list-style-type: none"> <li>▪ Fulfil the contractual arrangements under the terms of reference as appropriate;</li> <li>▪ Ensure the quality (including editorial) of the report and its findings and recommendations;</li> <li>▪ Develop the evaluation inception report, including an evaluation matrix, in line with the terms of reference, UNEG norms and standards and ethical guidelines;</li> <li>▪ Draft reports and brief the evaluation manager, programme/project managers and stakeholders on the progress and key findings and recommendations;</li> <li>▪ Finalize the evaluation, taking into consideration comments and questions on the evaluation report. Evaluators' feedback should be recorded in the audit trail;</li> <li>▪ Support UNDP efforts in knowledge-sharing and dissemination if required.</li> </ul>

## 10. Time frame for the evaluation process

The timeframe and responsibilities for the evaluation process are tentatively as follows:

<b>Timeframe for the CDP evaluation process</b>		
<b>Activity</b>	<b>Responsible party</b>	<b>tentative timeframe</b>
Selection of the evaluation team	UNDP	January 2022
Provide necessary information to Evaluation team	UNDP	Late January 2022
Conduct desk review	Evaluation team	January-Mid February 2022
Submit the inception report to UNDP	Evaluation team	February 2022
Approve the inception report	UNDP	February 2022
Hold a kick-off meeting with UNDP, Government and development partners	Evaluation team	February 2022
Collect data/conduct field missions	Evaluation team	Early March 2022
Organize a stakeholder workshop to brief on the preliminary observations (Participants include UNDP, UN agencies, Government and development partners)	Evaluation team & UNDP	March 2022
Analyse data and prepare a report	Evaluation team	End-March 2022
Submit the first draft	Evaluation team	April 2022
Review the first draft	UNDP	April 2022
Submit the second draft	Evaluation team	Late April 2022
Review the second draft	UNDP, RBAP & MPI	Late April 2022
Submit the final draft	Lead evaluator	May 2022
Accept the final report and submit the management response	UNDP	May 2022
Edit and format the report	Evaluation team	May 2022
Issue the final report and evaluation brief	Lead evaluator	May 2022
Disseminate the final report and evaluation brief / stakeholders workshop	UNDP	May 2022

## Suggested working day allocation and schedule for evaluation

ACTIVITY	ESTIMATED # OF DAYS	DATE OF COMPLETION	PLACE	RESPONSIBLE PARTY
<b>Phase One: Desk review and inception report</b>				
<i>Meet/discuss with UNDP</i>	0.5 day	[indicate a proposed date DD/MM/YYYY]	UNDP or remote	Evaluation team & UNDP
<i>Sharing of the relevant documentation with the evaluation team</i>	-	[ indicate a proposed date DD/MM/YYYY]	Via email	Evaluation manager
<i>Desk review, Evaluation design, methodology, the specific timing for evaluation activities and deliverables and propose specific site visits and stakeholders to be interviewed and prepare the inception report</i>	10 days	[ indicate a proposed date DD/MM/YYYY]	Home- based	Evaluation Team
<i>Submission of the inception report, 15 pages maximum (see the template in the annex section)</i>	-	[indicate a proposed date DD/MM/YYYY]	Via email	Evaluation team
<i>Comments and on approval of inception report</i>	7 days	[indicate a proposed date DD/MM/YYYY]	Via email	UNDP
<i>Revise the inception report</i>	2 days	[indicate a proposed date DD/MM/YYYY]	Home- based	Evaluation team
<i>Submit the final inception report</i>	-	[indicate a proposed date DD/MM/YYYY]	Via email	Evaluation team
<i>Approve the inception report</i>	3 days	[indicate a proposed date DD/MM/YYYY]	Via email	UNDP
<b>Phase Two: Data-collection mission</b>				
<i>Update on the detailed work plan including field mission and agree upon with UNDP</i>	0.5 days	[indicate a proposed date DD/MM/YYYY]	Via email	Evaluation team
<i>Kick-off meeting with UNDP, Government and development partners.</i>	0.5 day	[ indicate a proposed date DD/MM/YYYY]		

<i>Conduct data collection including field visits, in-depth interviews, focus group and etc.</i>	14 days	[indicate a proposed date DD/MM/YYYY]	In country (subject to COVID pandemic restrictions)	
<i>Debriefing to UNDP and key stakeholders</i>	0.5 day	[indicate a proposed date DD/MM/YYYY]	In country (subject to COVID pandemic restrictions)	Evaluation team
<b>Phase Three: Evaluation report writing</b>				
<i>Preparation of draft evaluation report (see the template in the annex section)</i>	7 days	[indicate a proposed date DD/MM/YYYY]	Home- based	Evaluation team
<i>Draft report submission</i>	-	[indicate a proposed date DD/MM/YYYY]	Via email	Evaluation team
<i>UNDP comments to the draft report</i>	14 days	[indicate a proposed date DD/MM/YYYY]	UNDP	Evaluation manager
<i>Update report taking into account UNDP comments</i>	2 days	[indicate a proposed date DD/MM/YYYY]	Via email	Evaluation team
<i>Submit the updated draft to UNDP for sharing to other stakeholders</i>	-	[indicate a proposed date DD/MM/YYYY]	Via email	Evaluation team
<i>Consolidated stakeholder comments to the draft report</i>	2 days	[indicate a proposed date DD/MM/YYYY]	UNDP	Evaluation manager
<i>Submit the final report to UNDP</i>	-	[indicate a proposed date DD/MM/YYYY]	Via email	Evaluation team
<b>Estimated total days for the evaluation</b>	--			
<b>Total working day of evaluation team</b>	<b>39</b>			

## **11. Application submission process and criteria for selection**

Evaluation team will be evaluated based on the merit of the proposed approach, including following:

- 10%. Qualification and experience
- 15%. Technical approach as illustrated in the description of the proposed methodology.
- 10%. Timeline reflecting proposed activities, which emphasis the ability to meet the proposed deadlines
- 20%. Evidence of experience of the consultant in conducting evaluations as detailed in the CV
- 15%. Reference from Past performance. To enable this reference check is carried out, applicants are required to provide a list of all related consultancies/ evaluations conducted during the past three years with associated contact details of references.
- 30% Financial proposal



12. TOR annexes

- A. Country programme outcomes and indicative resources (2017-2021)
- B. Guiding questions for Governance thematic evaluation

Key stakeholders and partners

- C. Document to be reviewed
- D. Evaluation matrix
- E. Schedule of tasks, milestone and deliverables
- F. Inception report template
- G. Require format for the evaluation report
- H. Evaluation recommendations
- I. Evaluation quality assessment
- J. Code of conduct

## Annex B: Country programme outcomes and indicative resources (2017-2022)

Country Programme Outcome and Outputs	Indicative resources (2017-2022) US\$
<p>Outcome 1.</p> <p>Output 1.1: The key and vulnerable groups, particularly children and women, use quality health services, within a legal framework and within strengthened national systems</p> <p><u>1.1 Indicators:</u></p> <p>Proportion of children under five who sleep under an LLIN during the night</p> <p>Percentage of female sex workers infected by HIV</p> <p>Number of TB cases notified within the key and high-risk population</p> <p>1.1</p>	<p>\$ 3,120.000</p>
<p>Outcome 2</p> <p><b>Output 2.1:</b> The capacities of the national institutions at the central, regional and local levels are strengthened in terms of control, transparency and mutual accountability.</p> <p>2.1 Insert indicators Number of Institutions (Parliament, Courts, Electoral Commission and Ministries) strengthened - control, transparency and accountability</p> <p>Proportion of women to men in decision making body</p> <p><b>Output 2.2:</b> <i>Capacity of justice and human rights institutions enabled and/or expanded to provide quality services and uphold the rule of law and redress</i></p> <p><u>2.2 Indicators:</u></p> <p>Number of alternative conflict resolution and legal information mechanisms created at local level</p> <p>Number of disputes settled through alternative mechanism</p> <p>Number of updated alternative justice mechanisms (laws and annual regulations)</p> <p><b>Output 2.3:</b> The public and private institutions are able to collect, compile and analyze relevant data for mainstreaming the SDGs into national plans, policies and strategies and coordination of aid for better implementation of the 2030 STP Transformation Agendas.</p> <p><u>Indicators:</u></p> <p>Number of plans, policies and strategies integrating SDGS</p> <p>Number of public institutions strengthened for Aid Coordination</p>	<p>2,256,000.</p>

Number of training in data gathering and analysis for National Statistics Institute	
<p><b>Outcome 3</b></p> <p><b>Output 3.1</b> National, local and regional systems and institutions (Environment, Climate Change and Disaster Risk Reduction) enabled to achieve structural transformation of productive capacities that are sustainable and employment - and livelihoods - intensive</p> <p>3.1Insert indictors</p> <p>Number of policies, systems and/or institutional measures in place at central, local and regional levels to generate and strengthen employment and livelihoods</p> <p>Number of green jobs created</p> <p>Number of community benefiting from livelihood initiatives</p> <ul style="list-style-type: none"> <li>•</li> </ul>	<p><b>Regular: 250,000</b></p> <p><b>Other: 6,667,000</b></p>
Other (global, regional, management projects)	
<b>Total</b>	<b>\$</b>

Source: UNDP STP Country Programme Document 2017-2021\*22

Annex C: Guiding questions for the Sustainable Development and Resilience to Climate Change thematic evaluation.

### ***Relevance***

1. Was UNDP responsive to the evolution overtime of development challenges and the priorities in national strategies, especially significant shifts in Sustainable Development and Resilience to Climate Change and related areas?
2. Are UNDP activities aligned with national strategies, policies, and other development initiatives in the country in particular in Sustainable Development and Resilience to Climate Change and related areas?
3. How has UNDP engaged and partnered with women and youth in delivering their Sustainable Development and Resilience to Climate Change programme?

### ***Effectiveness***

1. What has been the effectiveness of UNDP Sustainable Development and Resilience to Climate Change portfolio in supporting the governance sector in STP?
2. Have the approaches taken by UNDP in Sustainable Development and Resilience to Climate Change been aligned with the governments approach or strategy?
3. What has been the impact of UNDP's support in Sustainable Development and Resilience to Climate Change activities at the national and subnational levels?
4. What comparative advantage does UNDP hold in the Sustainable Development and Resilience to Climate Change area? Is this recognized by the Government of STP and donors?
5. Did UNDP's programme facilitate the implementation of the national development strategies and policies related to advance Sustainable Development and Resilience to Climate Change (e.g. linking UNDP initiatives to government policies or coordination of development actors)?
6. What have been the opportunities for support? Has UNDP STP taken advantage of these opportunities and any comparative advantage to strengthen Sustainable Development and Resilience to Climate Change across government and society?
7. What have been the main challenges faced in the UNDP's support to Sustainable Development and Resilience to Climate Change sector?

### ***Efficiency***

1. Has the Sustainable Development and Resilience to Climate Change programme been implemented within deadlines, costs estimates? What challenges have been faced?
2. Has UNDP and its partners taken prompt action to solve implementation and other managerial issues?
3. Has UNDP and the government used human & financial resources efficiently?
4. Did UNDP have an adequate mechanism to respond to significant changes in the country situation, in particular in crisis and emergencies?
5. Has UNDP used its network to bring about opportunities for South-South exchanges and triangular cooperation, and facilitate external expertise for government?
6. Has UNDP helped to mobilise other development partners (e.g. civil society, private sector, academia, etc.)?
7. How has UNDP integrated its Sustainable Development and Resilience to Climate Change work with other country office programme (such as governance and health)? Has UNDP been able to develop

integration or cooperation amongst its outcome areas and leverage Sustainable Development and Resilience to Climate Change work into other areas?

8. Do the government and development partners see UNDP as a value for money partner? Are happy with costs incurred and charged? What issues were faced in the development of this modality of support?

### ***Sustainability***

1. Were interventions designed to have sustainable results given the identifiable risks and did they include an exit strategy?
2. How did UNDP design to scale-up coverage and effects of its interventions? Or ensure adoption at a larger scale by the Government of the STP.
3. Has institutional, individual and/or national capacity been developed so that UNDP may realistically plan progressive disengagement?
4. How has UNDP responded to threats to sustainability during implementation?

## Annex D: Key stakeholders and partners

Engagement of stakeholders is vital to a successful evaluation. Stakeholder involvement should include interviews with stakeholders who have project responsibilities, including but not limited to:

- Implementing Partner – Ministry of Planning
- Responsible Partners – Ministry of Foreign Affairs
- Planning & Investment – Ministry of Commerce
- Project beneficiaries including government at national, and provincial (there may be a field mission at district level)
- Donors and non-donor partners (approx. 3-4)
- Civil Society Organization, NGOs, Academic Institutions and Private Sector (approx. 3-4)
- Project Manager (PM)
- National Consultants (1)
- UNDP staff (3)
- Hydrology Department Directorate General of Natural Resources and Energy (DGNRE), Conseil National Prévention de Risques et Catastrophes (CONPREC), Directorate of Agriculture and Rural Development (DADR), Institute National of Meteorology (INM), Technical Training Center for Agriculture and Livestock (CATAP), General Directorate of Environment (DGA), International Center for Tropical Agriculture (CIAT) concurring for the achievement of Outcome 3
- Ministry of Justice; Police Crime Investigation (PIC), the Courts, National Assembly; National Programme for Fighting against Malaria (PNLP)
- National Programme for Fighting Against AIDS (PNLS), Centre National des Endémies (CNE), Centre National d'Éducation à la Santé (CNES), Institut National de Promotion du Genre (INPG)Fond National de Médicaments (FNM) concurring for the achievement of Outcome 2
- 
- **Additional Partners / Partnerships:**
- World Health Organization (WHO), United Nations Population Fund (UNFPA), United Nations Children's Fund (UNICEF), Global Environment Fund (GEF), European Union (EU), Food and Agriculture Organization of the United Nations (FAO), World Bank, African Development Bank, Portugal, Canada, França
- **South-South Partnerships** - Brazil, Timor-Leste, Brazil, China, Nigeria, Angola, Equatorial Guinea
- 

## Annex E: Documents to be reviewed and consulted.

Evaluation team are required to review various documents related to STP and UNDP programme including but not limited to following documents:

- UNDP Strategic Plan (2018-2021)  
<http://strategicplan.undp.org/>
- STP-United Nations Partnership Framework (UNPAF 2017-2021)
- UNDP Country Programme Document (2017-2021)
- Project Documents and Project Brief
- UNDP Evaluation guidelines  
<http://web.undp.org/evaluation/guideline/index.shtml>
- UNEG norms and standard  
<http://www.unevaluation.org/document/detail/1914>
- Human Development Reports  
<http://hdr.undp.org/en/countries/profiles/STP>
- Other UNDP Evaluation Reports  
<http://web.undp.org/evaluation/guideline/index.shtml>
- Gender Inequality Index  
<http://hdr.undp.org/en/content/gender-inequality-index-gii>

**Annex F: Evaluation matrix** (suggested as a deliverable to be included in the inception report).

The evaluation matrix is a tool that evaluators create as map and reference in planning and conducting an evaluation. It also serves as a useful tool for summarizing and visually presenting the evaluation design and methodology for discussions with stakeholders. It details evaluation questions that the evaluation will answer, data sources, data collection, analysis tools or methods appropriate for each data source, and the standard or measure by which each question will be evaluated.

TABLE 1. SAMPLE EVALUATION MATRIX

Relevant evaluation criteria	Key questions	Specific sub questions	Data sources	Data-collection methods/tools	Indicators/success standard	Methods for data analysis

**Annex G:** Schedule of tasks, milestones and deliverables.

Based on the time frame specified in the TOR, the evaluators present the detailed schedule.

**Annex H:** Inception report template

Follow the link: [Inception report content outline](#)

**Annex I:** Required format for the evaluation report.

The final report must include, but not necessarily be limited to, the elements outlined in the quality criteria for evaluation reports. Follow the link: [Evaluation report template and quality standards](#)

**Annex J:** Evaluation Recommendations.

Follow the link: [Evaluation Management Response Template](#)

**Annex K:** Evaluation Quality Assessment

Evaluations commissioned by UNDP country offices are subject to a quality assessment, including this evaluation. Final evaluation reports will be uploaded to the Evaluation Resource Centre (ERC site) after the evaluations complete. IEO will later undertake the quality assessment and assign a rating. IEO will notify the assessment results to country offices and makes the results publicized in the ERC site. UNDP STP aims to ensure evaluation quality. To do so, the consultant should put in place the quality control of deliverables. Also, consultants should familiarize themselves with rating criteria and assessment questions outlined in the Section six of [UNDP Evaluation Guidelines](#)

**Annex L:** Code of conduct.

UNDP requests each member of the evaluation team to read carefully, understand and sign the 'Code of Conduct for Evaluators in the United Nations system', which may be made available as an attachment to the evaluation report. Follow this link: <http://www.unevaluation.org/document/detail/100>