TERM OF REFERENCE (ToR)
FOR THE RECRUITMENT OF INDIVIDUAL CONSULTANT (IC)

GENERAL INFORMATION

<table>
<thead>
<tr>
<th>Services/Work Description:</th>
<th>Evaluation of the Pilot Phase of the PACD</th>
</tr>
</thead>
<tbody>
<tr>
<td>Project/Program Title:</td>
<td>Programme for Accelerated Community Development</td>
</tr>
<tr>
<td>Post Title:</td>
<td>International Consultant</td>
</tr>
<tr>
<td>Consultant Level:</td>
<td>Level B (Specialist)</td>
</tr>
<tr>
<td>Duty Station:</td>
<td>UNDP Gambia Country Office</td>
</tr>
<tr>
<td>Expected Places of Travel:</td>
<td>in-country travel across WCR, NBR, LRR, CRR, URR</td>
</tr>
<tr>
<td>Duration:</td>
<td>35 working days</td>
</tr>
<tr>
<td>Expected Start Date:</td>
<td>Immediately after Concluding Contract Agreement</td>
</tr>
<tr>
<td>Deadline for submission of offer:</td>
<td>23 May 2022 to <a href="mailto:bids.gm@undp.org">bids.gm@undp.org</a></td>
</tr>
</tbody>
</table>

I. BACKGROUND / PROJECT DESCRIPTION

The Programme for Accelerated Community Development (PACD) model provides a vehicle for a multi-sectoral approach to addressing poverty and inequality at the community level and will help the government to respond to social demands through a partnership with development partners to ensure accelerated, multi-pronged, participatory, and accountable delivery of services particularly to far-to-reach populations.

The programme will be a critical response to the government’s strive for inclusive development, greater equity, and social justice in line with the aims and aspirations of the National Development Plan and Sustainable Development Goals (SDGs). It focuses on 4 key sectors; water, electricity, rural roads, and women’s economic empowerment which has two sub-components; labor-saving devices and exotic livestock breeds.

The strategy for the project is to identify and target beneficiaries based on their needs identified by them. Such needs are identified in several ways:

1. Community needs
2. Regional needs identified in the strategic plans of Local Governments (LGA)
3. Sector-specific needs to be identified by technical ministries and agencies of government

All these different needs identified with different objectives in mind need to be collated and harmonized regularly (annually) and used as a basis for community outreach and engagement to identify and prioritize the most urgent needs as a basis for the PACD annual programme.

The PACD is also in line with the National Development Plan NDP (2017-2021), the SDG’s and the UNDAF outcome 1, PACD served as a critical response to the government’s quest to realize its inclusive development agenda, promotion of greater equity and social justice in improving living conditions and eradicating poverty.

The Pilot phase of the project which spanned from December 2019 to December 2021 has reached out to 89 communities and provided them with access to basic socio-economic services including access to water, electricity, labor-saving devices, and the introduction of exotic livestock breeds, and mechanism. To this end, the project wants to conduct a comprehensive impact assessment study as an evaluation to measure the extent to which the project attains its outcomes, and impact; contributes to the aspirations of the National Development Plan (NDP) and UNDAF Goals.
II. SCOPE OF THE WORK

A. Purpose:

PACD pilot phase ran from 2019 to 2021 and even though the project was granted an extension period from January to December 2022 to tie up loose ends of the Pilot Phase, coincidently this extended phase also coincided with the final implementation year of both the National Development Plan and the UNDP’s Country Programme Document (CPD) both of which were extended to the end of 2022. This warrants the capturing of success stories of PACD Phase 1 to showcase achievements for further funding for Phase II and the demonstration of the ability of the model to bring in quick transformation and development for hard-to-reach communities in rural Gambia.

This Impact Assessment would be carried out within the overall provisions contained in the UNDP Evaluation Policy and line with the Evaluation Plan of UNDP The Gambia. PACD is commissioning this Impact Assessment to capture evaluative evidence of the relevance, effectiveness, efficiency, impact, national ownership, lessons learned, challenges, and sustainability of the current project, and recommend changes that would be used to strengthen the existing project (bridging phase) and set the stage for the preparation of PACD II. This Impact assessment serves as an important accountability function, providing national stakeholders and partners in The Gambia with an impartial assessment of the results of PACD support.

This Impact Assessment covers the period 2019-2021 of the PACD implementation. It would be conducted in May 2022, given enhancing programs while providing strategic direction and inputs to the revision needed.

A further focus of the Impact Assessment will be on the extent to which monitoring and risk management were undertaken throughout the period and whether the M&E system was adequate to capture significant developments and inform responsive management. The Impact Assessment will assess how Lessons Learned are being captured and operationalized throughout the period under investigation.

The Consultant will assess PACD’s overall intervention logic, including an assessment of the appropriateness of the objectives, planned outputs, activities, and inputs as compared to cost-effective alternatives. The Consultant is to verify, analyze, and assess, where relevant, the integration and impact of a cross-cutting issue in the PACD Model notably gender mainstreaming, equity considerations, access to resources, etc. The evaluation will follow the policy procedure and structure as per the United Nations Evaluation Group (UNEG) guidelines for evaluations:

1 http://www.uneval.org/document/detail/1914
PACD evaluation sample questions

Relevance
- To what extent is the PACD aligned with the National Development Plan (NDP) and the SDGs, and should adjustments for future PACD implementation be considered for this alignment?
- How well does the design of the PACD address the needs of hard-to-reach communities in the country?
- To what extent is the PACD responsive to the changing environment in the country at national and sub-national levels and how should it adapt to these changes?
- Has PACD been influential in national debates on Sustainable Development? Has it contributed to national priorities?
- To what extent is PACD’s engagements a reflection of key strategic considerations, in the development context of The Gambia about its comparative advantage vis-a-vis other partners?
- To what extent has PACD’s selected method of delivery appropriate to the development context?

Effectiveness
- To what extent is the current PACD on track to achieve planned results (intended and unintended, positive, or negative)?
- How were the United Nations programming principles mainstreamed in the design, implementation and monitoring, and evaluation of the PACD?
- What are the main contributions to the development for which PACD is recognized in the Country?
- Is the PACD set to accomplish its intended outcomes?
- What are the unexpected outcomes or consequences it yielded or likely to yield? What are their implications?
- To what extent has PACD been effective in supporting local initiatives for the NDP, SDGs, Strategic Vision 2030, and UNDAF fulfillment?
- Has PACD been effective in advocating best practices and desired goals?
- What evidence is there that PACD support has contributed towards an improvement in a national government capacity, including institutional strengthening?
- Is PACD perceived by stakeholders as a strong advocate for improving Sustainable Development in The Gambia?
- How effective has PACD been in partnering with the government, development partners, civil society, and private sector in Sustainable Development in The Gambia?
- Has PACD utilized innovative techniques and best practices in its programming

Efficiency
- To what extent have the PACD outputs been efficient and cost-effective?
- Has there been an economical use of resources? What could be done to ensure more efficient use of resources in the country context? What are the main administrative constraints/ strengths?
- Are the monitoring and evaluation systems that PACD has in place helping to ensure that project is managed efficiently and effectively?
- Has PACD been efficient in building synergies and leveraging with other programmes and stakeholders in The Gambia?

Sustainability
- What is the likelihood that the National Development Plan & Sustainable Development’s Goal which PACD has supported are sustainable?
- What mechanisms have been put in place by PACD for partnerships with national institutions, CSOs, UN Agencies, the private sector, and other development partners to promote long-term sustainability and durability of results?
- What mechanisms, procedures, and policies have been put in place to ensure the sustainability of gender equality and empowerment of women?
- To what extent have partners committed to providing continuing support (financial, staff, aspirational, etc.)?
Partnership and Coordination
- In the context of the United Nations Common Country Strategic Framework (UNCCSF) delivery the evaluation will assess the effectiveness and appropriateness of the collaborations and partnerships that were established to deliver support to the PACD and ultimately the UNCCSF. This includes an assessment of the partnerships with key line ministries, as well as with international Development Partners, Non-Governmental Organizations. The Impact Assessment should conclude the extent to which the PACD was effective in coordinating with the support offered by all partners. It will also evaluate what risks were taken with regards to partnership management and how these were managed.

Evaluation of cross-cutting issues sample questions
The Impact Assessment questions should include an assessment of the extent to which the PACD design, implementation, and monitoring have considered the following cross-cutting issues:

Gender Equality and Youth Participation
- To what extent has gender been addressed in the design, implementation, monitoring, and reporting? Is gender marker data assigned to projects representative of reality (focus should be placed on gender markers 2 and 3)?
- To what extent has PACD supported promoting positive changes in gender equality and Youth Participation? Are there any unintended effects?

Based on the above analysis, the Consultant is expected to provide overarching conclusions on achievement, thus far, of the PACD 2019-2021, as well as identify key development priorities which shall inform the change of focus of some PACD Outcomes. The assessment is additionally expected to offer wider lessons for PACD support in The Gambia.

Guiding evaluation questions outlined in this ToR should be further refined by the Consultant and agreed upon with PACD Team and UNDP Management.

B. Proposed Methodology

Overall guidance on evaluation methodology can be found in the UNDP Handbook on Monitoring and Evaluating for Results and the UNDP Guidelines for Outcome Evaluators. This Impact Assessment will be carried out by an Independent Consultant and will engage a wide array of partners, stakeholders, and beneficiaries.

The Consultant is expected to take a “Theory of Change” (TOC) approach to determining causal links between the interventions that PACD has supported and observed progress by developing a logical model of how PACD interventions are expected to lead to improved livelihoods transformation for the poorest. Evidence obtained is used to assess the results of PACD support and should be triangulated from a variety of sources, including verifiable data on indicator achievement, existing reports, evaluations, technical papers, stakeholder interviews, focus groups, surveys, and site visits. The following steps in data collection are anticipated:

Desk Review
A desk review should be carried out of the key strategies and documents underpinning the work of PACD. This includes reviewing the UNDAF, National Development Plan, Country Programme Document (CPD), and related pertinent country program documents such as Annual Work Plans (AWPSs, progress reports, monitoring and evaluation documents, etc., to be provided by the PACD Project Office. The Consultant is expected to review pertinent strategies, national plans, and reports developed by The Gambia that are relevant to PACD’s support.
Field Data Collection

Following the desk review, the evaluator will build on the documented evidence through an agreed set of field and interview methodologies, including:

- Interviews with key partners and stakeholders
- Field visits to project sites and partner institutions
- Survey questionnaires where appropriate
- Participatory observation, focus groups, and rapid appraisal techniques when needed

Methodological approaches may include some or all the following:

- Employment of a combination of both qualitative and quantitative evaluation methods and instruments.
- Document review of all relevant documentation. This would include a review of inter alia
  a. Project document (contribution agreement).
  b. Results framework.
  c. Programme and project quality assurance reports.
  d. Annual Work Plans and Budgets.
  e. Results-oriented monitoring reports.
- Semi-structured interviews with key stakeholders including key government counterparts, donor community members, representatives of key civil society organizations, and implementing partners:
  a. Development of evaluation questions around relevance, effectiveness, efficiency, and sustainability and designed for different stakeholders to be interviewed. This shall be based on the suggested questions mentioned above and any other relevant suggestions from the evaluators that will be discussed with the PACD team.
  b. Key informant and focus group discussions with beneficiaries including men, women, and stakeholders.
  c. All interviews should be undertaken in full confidence and anonymity. The final report should not assign specific comments to individuals.
- Surveys and questionnaires including participants and/or surveys and questionnaires involving other stakeholders at strategic and programmatic levels.
- Field visits and on-site validation of key tangible outputs and interventions.
- The Consultant is expected to follow a participatory and consultative approach that ensures close engagement with the project, partners, and direct beneficiaries.
- Other methods such as outcome mapping, observational visits, group discussions, etc.
- Data review and analysis of monitoring and other data sources and methods.
  o Ensure maximum validity, and reliability of data (quality) and promote use; the Consultant will ensure triangulation of the various data sources.

The final methodological approach including the interview scheduling, field visits, and data to be used in the Impact Assessment should be clearly outlined in the inception report and be fully discussed and agreed upon between PACD Team, stakeholders, and UNDP Senior Management.

III. EXPECTED OUTPUTS AND DELIVERABLES

The Consultant will proceed through the following phases. The deliverables for each phase are as follows.

a) Impact Assessment Inception Report (10-15 pages maximum): Following the desk review and before the drafting of the inception report, preliminary discussions with the PACD team should be initiated after the desk review. The discussions will focus on the survey tools, and methods to be used for the evaluation before the assessment starts. The inception report should include a matrix presenting the questions, data sources, data collection, analysis tools and methods to be used. The inception report should detail the specific timing for activities, and deliverables, and propose specific project visits and stakeholders to be interviewed. The inception report will be discussed and agreed upon with the PACD team before the Consultant proceeds with meetings.
The Consultant will also propose a rating scale so that Performance rating will be carried out for the four evaluation criteria: relevance, effectiveness, efficiency, impact, and sustainability.

b) **Data Collection:** The Consultant would conduct field data collection with the relevant stakeholders, CSOs, partners, and beneficiaries, and report on any setback during the process. All data sets have been submitted to the UNDP.

c) **Impact Assessment Debriefings:** Immediately following the assignment completion, the Consultant would conduct a preliminary debriefing on the findings.

d) **Draft Report (within an agreed length):** PACD and key stakeholders would review the draft report and provide an incorporated set of comments to the Consultant within an agreed period, addressing the content required (as agreed in the ToR and inception report) and quality criteria as outlined in these guidelines. The draft report will be shared with stakeholders and presented in a validation workshop, that UNDP will organize.

e) **Evaluation Report Audit Trail:** Comments and changes by the Consultant in response to the draft report should be retained by the Consultant to show how they have addressed comments.

f) **Final Evaluation Report:** Feedback received from sessions should be considered when preparing the final report.

The suggested table of contents of the report is as follows:

I. Title  
II. Table of Contents  
III. List of Acronyms and Abbreviations  
IV. Executive Summary  
V. Introduction  
VI. Description of the interventions  
VII. Impact Assessment Scope and Objectives  
VIII. Impact Assessment Approach and Methods  
IX. Data Analysis  
X. Findings and Conclusions  
XI. Recommendations and Way Forward  
XII. Lessons Learned  
XIII. Annexes

Below is a summary of the table of deliverables:

<table>
<thead>
<tr>
<th>No.</th>
<th>Deliverables / Outputs</th>
<th>Estimated Duration to Complete</th>
<th>Review and Approvals Required</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Impact Assessment Inception Report</td>
<td>5 Working days</td>
<td>UNDP Programme officer</td>
</tr>
<tr>
<td>2</td>
<td>Data Collection</td>
<td>21 Working days</td>
<td>UNDP Programme officer</td>
</tr>
<tr>
<td>3</td>
<td>Impact Assessment Debriefings</td>
<td>1 Working Day</td>
<td>UNDP Programme officer</td>
</tr>
<tr>
<td>4</td>
<td>Draft Report including all data sets in excel</td>
<td>5 Working days</td>
<td>UNDP Programme officer</td>
</tr>
<tr>
<td>5</td>
<td>Final Evaluation Report including all data sets in excel</td>
<td>3 Working days</td>
<td>UNDP Programme officer</td>
</tr>
</tbody>
</table>

**IV. INSTITUTIONAL ARRANGEMENT / REPORTING RELATIONSHIPS**

a. UNDP, through the Personnel on the PACD under the Poverty and Inclusive Growth cluster, will manage and oversee the evaluation process. The consultant will report to **UNDP and DSPD.**

**V. LOGISTICS AND ADMINISTRATIVE SUPPORT TO PROSPECT IC**

a. Consultant should provide his/her own **Office Space; Equipment; Local transport service;** Arrangement of the workshop(s).
b. PACD coordination Unit will oversee organizing the workshop and offer both administrative and logistics supports

VI. DURATION OF THE WORK
a. The duration of the consultancy is 35 working days.

VII. QUALIFICATIONS OF THE SUCCESSFUL INDIVIDUAL CONTRACTOR (IC)
a. Academic Qualifications:
- Master’s degree in statistics, project/programme management, monitoring, evaluation, research, and data science

b. Years of experience:
- At least 10 years experience in conducting evaluations work or research.
- Extensive knowledge of results-based management evaluation, as well as participatory M&E methodologies and approaches.
- Experience in applying SMART indicators and reconstructing or validating baseline scenarios.
- Demonstrate previous experience in developing and evaluating M & E systems for development programmes nationally or internationally. Technical expertise in setting up database systems and dashboards will also be a requirement.
- Extensive professional experience in development, including poverty reduction, gender equality, and economic management.
- Knowledge on mainstreaming Gender in projects and programmes; and,
- Evidence of similar evaluations conducted. Previous experience in evaluations; UN System work will be an advantage.
- Work experience in the region is an asset

c. Competencies:
- Statistical knowledge and experience especially in the development of databases
- Data visualization skills
- Knowledge of statistical data processing packages; SPSS, SAS, etc.

d. Language and other skills:
- Excellent knowledge of English, including the ability to set out a coherent argument in presentations and group interactions.
- Capacity to communicate fluently with different stakeholders (civil society, government authorities, local communities, project staff); and
- Computer skills: full command of Microsoft applications (word, excel, PowerPoint) and common internet applications will be required.
- Strong writing, reporting, and communication

e. Compliance with the UN Core Values:
- Demonstrates integrity by modeling the UN's values and ethical standards
- Fulfils all obligations to gender sensitivity and zero tolerance for sexual harassment.

Important Note:
The Consultant is required to have the following professional and technical qualifications. Only the applicants who hold these qualifications will be shortlisted and contacted.

VII Evaluation ethics

This Impact Assessment will be conducted by the principles outlined in the UNEG 'Ethical Guidelines for Evaluation'. The consultant must safeguard the rights and confidentiality of information providers, interviewees, and stakeholders through measures to ensure compliance with legal and other relevant codes governing the collection of data and reporting on data. The consultant must also ensure the 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 process must also be solely used for the study and not for other uses with the express authorization of UNDP and partners.

In particular, the Consultant must be free and clear of perceived conflicts of interest. To this end, interested consultancy firms or consultants will not be considered if they were directly and substantively involved, as an employee or consultant, in the formulation of UNDP strategies and programming relating to the PACD Project being assessed. A code of conduct and an agreement form to be signed by the Consultant

VIII. CRITERIA FOR SELECTING THE BEST OFFER
Upon the advertisement of the Procurement Notice, a qualified Individual Consultant is expected to submit both the Technical and Financial Proposals. The Technical Proposal must contain samples of previous works, proposed methodology, and work plan. Accordingly, Individual Consultants will be evaluated based on Cumulative Analysis as per the following scenario:

- Responsive/compliant/acceptable, and
- Having received the highest score out of a pre-determined set of weighted technical and financial criteria specific to the solicitation. In this regard, the respective weight of the proposals is:
  a. Technical Criteria weight is 70%
  b. Financial Criteria weight is 30%

<table>
<thead>
<tr>
<th>Criteria</th>
<th>Weight</th>
<th>Max. Point</th>
</tr>
</thead>
<tbody>
<tr>
<td>Technical Competence (based on CV, Proposal, and interview (if required))</td>
<td>70%</td>
<td>100</td>
</tr>
<tr>
<td>• criteria a. Understanding the Scope of Work (SoW); comprehensiveness of the methodology/approach; and organization &amp; completeness of the proposal</td>
<td></td>
<td>50</td>
</tr>
<tr>
<td>• criteria b. Technical competence</td>
<td></td>
<td>25</td>
</tr>
<tr>
<td>• Criteria c. Relevant Experience</td>
<td></td>
<td>25</td>
</tr>
<tr>
<td>Financial (Lower Offer/Offer*100)</td>
<td>30%</td>
<td>30</td>
</tr>
<tr>
<td>Total Score</td>
<td>Technical Score * 70% + Financial Score * 30%</td>
<td></td>
</tr>
</tbody>
</table>

IX. PAYMENT MILESTONES AND AUTHORITY
The qualified consultant shall receive his/her service fees upon certification of the completed tasks satisfactorily, as per the following payment schedule:

<table>
<thead>
<tr>
<th>Installment of Payment/ Period</th>
<th>Deliverables or Documents to be Delivered</th>
<th>Approval should be obtained</th>
<th>Percentage of Payment</th>
</tr>
</thead>
<tbody>
<tr>
<td>1st Installment</td>
<td>Deliverable 1- Mobilization: Upon submission of the Inception report</td>
<td>RR</td>
<td>10%</td>
</tr>
<tr>
<td>2nd Installment</td>
<td>Deliverable 2- Submission of the draft report</td>
<td>RR</td>
<td>60%</td>
</tr>
<tr>
<td>3rd Installment</td>
<td>Deliverable 3- Submission and approval of the final report</td>
<td>RR</td>
<td>30%</td>
</tr>
</tbody>
</table>

XI. CONFIDENTIALITY AND PROPRIETARY INTERESTS
- The Individual Consultant shall not either during the term or after the termination of the assignment, disclose any proprietary or confidential information related to the consultancy service without prior written consent. Proprietary interests in all materials and documents prepared by the consultants under the assignment shall become and remain properties of UNDP.

XII. ANNEXES TO THE TOR
- PACD Project document
- PACD Feasibility study