REQUEST FOR PROPOSAL (RFP)

NAME & ADDRESS OF FIRM

DATE: July 15, 2022

REFERENCE: 2022/UNDP/GAM/OPS/122

Dear Sir / Madam:

We kindly request you to submit your Proposal for Terminal Evaluation of the Leadership and Accountability Project.

Please be guided by the form attached hereto as Annex 2, in preparing your Proposal.

Proposals may be submitted on or before Friday, July 29, 2022 and via email to the address below:

United Nations Development Programme
5 Kofi Annan Street, Cape Point, Bakau
P.O.Box 553 Banjul, Republic of The Gambia
Focal person: Mr. Essa Coker
Email address: bids.gm@undp.org

Your Proposal must be expressed in the English, and valid for a minimum period of 60 days

In the course of preparing your Proposal, it shall remain your responsibility to ensure that it reaches the address above on or before the deadline. Proposals that are received by UNDP after the deadline indicated above, for whatever reason, shall not be considered for evaluation. If you are submitting your Proposal by email, kindly ensure that they are signed and in the .pdf format, and free from any virus or corrupted files.

Services proposed shall be reviewed and evaluated based on completeness and compliance of the Proposal and responsiveness with the requirements of the RFP and all other annexes providing details of UNDP requirements.

The Proposal that complies with all of the requirements, meets all the evaluation criteria and offers the best value for money shall be selected and awarded the contract. Any offer that does not meet the requirements shall be rejected.
Any discrepancy between the unit price and the total price shall be re-computed by UNDP, and the unit price shall prevail, and the total price shall be corrected. If the Service Provider does not accept the final price based on UNDP’s re-computation and correction of errors, its Proposal will be rejected.

No price variation due to escalation, inflation, fluctuation in exchange rates, or any other market factors shall be accepted by UNDP after it has received the Proposal. At the time of Award of Contract or Purchase Order, UNDP reserves the right to vary (increase or decrease) the quantity of services and/or goods, by up to a maximum twenty-five per cent (25%) of the total offer, without any change in the unit price or other terms and conditions.

Any Contract or Purchase Order that will be issued as a result of this RFP shall be subject to the General Terms and Conditions attached hereto. The mere act of submission of a Proposal implies that the Service Provider accepts without question the General Terms and Conditions of UNDP, herein attached as Annex 3.

Please be advised that UNDP is not bound to accept any Proposal, nor award a contract or Purchase Order, nor be responsible for any costs associated with a Service Providers preparation and submission of a Proposal, regardless of the outcome or the manner of conducting the selection process.

UNDP’s vendor protest procedure is intended to afford an opportunity to appeal for persons or firms did not award a Purchase Order or Contract in a competitive procurement process. In the event that you believe you have not been fairly treated, you can find detailed information about vendor protest procedures in the following link: http://www.undp.org/content/undp/en/home/operations/procurement/business/protest-and-sanctions.html

UNDP encourages every prospective Service Provider to prevent and avoid conflicts of interest, by disclosing to UNDP if you, or any of your affiliates or personnel, were involved in the preparation of the requirements, design, cost estimates, and other information used in this RFP.

UNDP implements a zero tolerance on fraud and other proscribed practices, and is committed to preventing, identifying and addressing all such acts and practices against UNDP, as well as third parties involved in UNDP activities. UNDP expects its Service Providers to adhere to the UN Supplier Code of Conduct found in this link: https://www.un.org/Depts/ptd/sites/www.un.org.Depts.ptd/files/files/attachment/page/pdf/unscc/conduct_english.pdf

Thank you and we look forward to receiving your Proposal.

Sincerely yours,

Essa Coker
Admin/Procurement Associate
7/15/2022
# Description of Requirements

<table>
<thead>
<tr>
<th>Context of the Requirement</th>
<th>Internet Services Provider for UNDP Gambia</th>
</tr>
</thead>
<tbody>
<tr>
<td>Implementing Partner of UNDP</td>
<td>UNDP</td>
</tr>
<tr>
<td>Brief Description of the Required Services¹</td>
<td>See detailed Terms of reference (TOR) in Annex 3 below</td>
</tr>
<tr>
<td>List and Description of Expected Outputs to be Delivered</td>
<td>See TOR in annex 3</td>
</tr>
<tr>
<td>Person to Supervise the Work/Performance of the Service Provider</td>
<td>UNDP Head of Governance Team</td>
</tr>
<tr>
<td>Frequency of Reporting</td>
<td>See TOR in annex 3</td>
</tr>
<tr>
<td>Progress Reporting Requirements</td>
<td>See TOR in annex 3</td>
</tr>
<tr>
<td>Location of work</td>
<td>☒ Exact Address: Gambia (ref. UN HOUSE, 5 Kofi Annan Street, Cape Point, Bakau)</td>
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<tr>
<td>Expected duration of work</td>
<td>See TOR in annex 3</td>
</tr>
<tr>
<td>Target start date</td>
<td>See TOR in annex 3</td>
</tr>
<tr>
<td>Latest completion date</td>
<td>See TOR in annex 3</td>
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<tr>
<td>Travels Expected</td>
<td>See TOR in annex 3</td>
</tr>
<tr>
<td>Destination/s</td>
<td>Estimated Duration</td>
</tr>
<tr>
<td>Special Security Requirements</td>
<td>☒ Security Clearance from UN prior to travelling</td>
</tr>
</tbody>
</table>

¹ A detailed TOR may be attached if the information listed in this Annex is not sufficient to fully describe the nature of the work and other details of the requirements.
| Facilities to be Provided by UNDP (i.e., must be excluded from Price Proposal) | The following will not be provided, so bidder shall take them into account in their financial offer. |
| ☐ Office space and facilities | ☐ Land Transportation | ☐ Others [pls. specify] |
| Implementation Schedule indicating breakdown and timing of activities/sub-activities | ☒ Required | ☐ Not Required |
| Names and curriculum vitae of individuals who will be involved in completing the services | ☒ Required | ☐ Not Required |
| Currency of Proposal | ☒ United States Dollars | ☐ Euro | ☐ Local Currency |
| Value Added Tax on Price Proposal\(^2\) | ☐ must be inclusive of VAT and other applicable indirect taxes | ☒ must be exclusive of VAT and other applicable indirect taxes |
| Validity Period of Proposals (*Counting for the last day of submission of quotes*) | ☒ 60 days | ☐ 90 days | ☐ 120 days |
| In exceptional circumstances, UNDP may request the Proposer to extend the validity of the Proposal beyond what has been initially indicated in this RFP. The Proposal shall then confirm the extension in writing, without any modification whatsoever on the Proposal. |
| Partial Quotes | ☒ Not permitted |
| Payment Terms\(^3\) | See TOR in annex 3 |

\(^2\) VAT exemption status varies from one country to another. Pls. check whatever is applicable to the UNDP CO/BU requiring the service.

\(^3\) UNDP preference is not to pay any amount in advance upon signing of contract. If the Service Provider strictly requires payment in advance, it will be limited only up to 20% of the total price quoted. For any higher percentage, or any amount advanced exceeding $30,000, UNDP shall require the Service Provider to submit a bank guarantee or bank cheque payable to UNDP, in the same amount as the payment advanced by UNDP to the Service Provider.
<table>
<thead>
<tr>
<th>Outputs</th>
<th>Percentage</th>
<th>Timing</th>
<th>Condition for Payment Release</th>
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</thead>
<tbody>
<tr>
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<td>Within thirty (30) days from the date of meeting the following conditions:</td>
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<td></td>
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<td></td>
<td>a) UNDP’s written acceptance (i.e., not mere receipt) of the quality of the outputs; and</td>
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<tr>
<td></td>
<td></td>
<td></td>
<td>b) Receipt of invoice from the Service Provider.</td>
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</tbody>
</table>

**Person(s) to review/inspect/approve outputs/complete d services and authorize the disbursement of payment**

- UNDP Head of Governance Team

**Type of Contract to be Signed**

- ☐ Purchase Order
- ☐ Institutional Contract
- ☒ Contract for Professional Services
- ☐ Long-Term Agreement
- ☐ Other Type of Contract

**Criteria for Contract Award**

- ☐ Lowest Price Quote among technically responsive offers
- ☒ Highest Combined Score (based on the 70% technical offer and 30% price weight distribution)
- ☒ Full acceptance of the UNDP Contract General Terms and Conditions (GTC). This is a mandatory criterion and cannot be deleted regardless of the nature of services required. Non-acceptance of the GTC may be grounds for the rejection of the Proposal.

**Criteria for the Assessment of Proposal**

- **Technical Proposal (70%)**
  - ☒ As per evaluation criteria in the TOR
  - ☐
  - **Financial Proposal (30%)**
    - To be computed as a ratio of the Proposal’s offer to the lowest price among the proposals received by UNDP.

**UNDP will award the contract to:**

- ☒ One and only one Service Provider
| Contract General Terms and Conditions<sup>4</sup> | ☒ General Terms and Conditions for contracts (goods and/or services)  
� General Terms and Conditions for de minimis contracts (services only, less than $50,000)  

Applicable Terms and Conditions are available at:  
| --- | --- |
| Annexes to this RFP<sup>5</sup> | ☒ Form for Submission of Proposal (Annex 2)  
� Detailed TOR (Annex 3) |
| Contact Person for Inquiries (Written inquiries only)<sup>6</sup> | Essa Coker  
Admin/Procurement Associate  
e-mail: essa.coker@undp.org  

Any delay in UNDP’s response shall be not used as a reason for extending the deadline for submission, unless UNDP determines that such an extension is necessary and communicates a new deadline to the Proposers. |
| Other Information [pls. specify] | N/A |

<sup>4</sup> Service Providers are alerted that non-acceptance of the terms of the General Terms and Conditions (GTC) may be grounds for disqualification from this procurement process.

<sup>5</sup> Where the information is available in the web, a URL for the information may simply be provided.

<sup>6</sup> This contact person and address is officially designated by UNDP. If inquiries are sent to other person/s or address/es, even if they are UNDP staff, UNDP shall have no obligation to respond nor can UNDP confirm that the query was received.
Annex 2

FORM FOR SUBMITTING SERVICE PROVIDER’S PROPOSAL

(This Form must be submitted only using the Service Provider’s Official Letterhead/Stationery)

[insert: Location].
[insert: Date]

To: [insert: Name and Address of UNDP focal point]

Dear Sir/Madam:

We, the undersigned, hereby offer to render the following services to UNDP in conformity with the requirements defined in the RFP dated [specify date], and all of its attachments, as well as the provisions of the UNDP General Contract Terms and Conditions:

A. Qualifications of the Service Provider

The Service Provider must describe and explain how and why they are the best entity that can deliver the requirements of UNDP by indicating the following:

a) Profile – describing the nature of business, field of expertise, licenses, certifications, accreditations.

b) Business Licenses – Registration Papers, Tax Payment Certification, etc.

c) Latest Audited Financial Statement – income statement and balance sheet to indicate its financial stability, liquidity, credit standing, and market reputation, etc.

d) Track Record – list of clients for similar services as those required by UNDP, indicating description of contract scope, contract duration, contract value, contact references;

e) Certificates and Accreditation – including Quality Certificates, Patent Registrations, Environmental Sustainability Certificates, etc.

f) Written Self-Declaration that the company is not in the UN Security Council 1267/1989 List, UN Procurement Division List or Other UN Ineligibility List.

B. Proposed Methodology for the Completion of Services

The Service Provider must describe how it will address/deliver the demands of the RFP; providing a detailed description of the essential performance characteristics, reporting conditions and quality assurance mechanisms that will be put in place, while demonstrating that the proposed methodology will be appropriate to the local conditions and context of the work.

7 This serves as a guide to the Service Provider in preparing the Proposal.

8 Official Letterhead/Stationery must indicate contact details – addresses, email, phone and fax numbers – for verification purposes
C. **Qualifications of Key Personnel**

If required by the RFP, the Service Provider must provide:

a) Names and qualifications of the key personnel that will perform the services indicating who is Team Leader, who are supporting, etc.
b) CVs demonstrating qualifications must be submitted if required by the RFP; and
c) Written confirmation from each personnel that they are available for the entire duration of the contract.

D. **Cost Breakdown per Deliverable**

<table>
<thead>
<tr>
<th>Deliverables [list them as referred to in the RFP]</th>
<th>Percentage of Total Price (Weight for payment)</th>
<th>Price (Lump Sum, All Inclusive)</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 Deliverable 1</td>
<td></td>
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<tr>
<td>2 Deliverable 2</td>
<td></td>
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<tr>
<td>3 ....</td>
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<tr>
<td><strong>Total</strong></td>
<td>100%</td>
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</tbody>
</table>

*This shall be the basis of the payment tranches*

E. **Cost Breakdown by Cost Component [This is only an Example]:**

<table>
<thead>
<tr>
<th>Description of Activity</th>
<th>Remuneration per Unit of Time</th>
<th>Total Period of Engagement</th>
<th>No. of Personnel</th>
<th>Total Rate</th>
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</thead>
<tbody>
<tr>
<td><strong>I. Personnel Services</strong></td>
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<tr>
<td>1. Services from Home Office</td>
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<tr>
<td>a. Expertise 1</td>
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<tr>
<td>b. Expertise 2</td>
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<tr>
<td>2. Services from Field Offices</td>
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<tr>
<td>a. Expertise 1</td>
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<tr>
<td>b. Expertise 2</td>
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<td>3. Services from Overseas</td>
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<tr>
<td>a. Expertise 1</td>
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<tr>
<td>b. Expertise 2</td>
<td></td>
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<tr>
<td><strong>II. Out of Pocket Expenses</strong></td>
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</tr>
<tr>
<td>1. Travel Costs</td>
<td></td>
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<tr>
<td>2. Daily Allowance</td>
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<td>3. Communications</td>
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<tr>
<td>4. Reproduction</td>
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<tr>
<td>5. Equipment Lease</td>
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<tr>
<td>6. Others</td>
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<tr>
<td><strong>III. Other Related Costs</strong></td>
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</tbody>
</table>

[Name and Signature of the Service Provider’s Authorized Person]
[Designation]
[Date]
Annex 3

TERM OF REFERENCE (ToR)
FOR THE RECRUITMENT OF INTERNATIONAL CONSULTANCY FIRM

GENERAL INFORMATION

Services/Work Description: External Terminal Evaluation

Project/Program Title: Strengthening Inclusive Citizen Engagement for more Accountable Governance in The Gambia

Post Title: Consultancy Firm

Consultant Level: Specialist

Duty Station: The Gambia

Expected Places of Travel: Field visits in The Gambia.

Duration: 60 working days

Expected Start Date: Upon signing of the contract

I. BACKGROUND

In January 2017, a historic change of government in The Gambia was ushered through the ballot. The “New Gambia”, under the leadership of President Adama Barrow and a coalition-led government, along with the support of development partners, have made considerable progress toward restoring democratic governance, including advancing initiatives under the National Development Plan (NDP) 2018-2021, reforming key democratic and re-establishing the rights and freedoms of Gambian citizens, are amongst the many gains thus far achieved.

However, the transition period has not been all smooth. A legacy of institutional dysfunction, centralized governance with limited participation and accountability continued to fuel mistrusts, fear, ethnic politicization, and divisions. Compounding the situation are divisions between political operatives and the citizens that tend to intensify tensions identified in the 2019 Conflict and Development Analysis (CDA). As such, a surge of old and unresolved issues (e.g., land disputes), have been exacerbated by the emerging tensions and conflict drivers, such as the influx of migrant returnees, yet many institutions have not been adequately prepared to deal with the realities of post-transition period.

This project was therefore designed to support the on-going efforts of the country’s transition from an autocratic to democratic governance, facilitate more transparent and inclusive exchanges between rights holders and duty bearers with a view to improve performance, transparency, and accountability amongst public sector leadership as well as strengthen dialogue of political parties and actors to avoid further political polarization. Among the rights holders, the interventions targeted not only adults and youth but also placed a specific accent on children as an important group that should be engaged as early as possible to prepare them for better participation towards building a new culture based on good governance in the Gambia. The project approach has been innovative in its work with the Inter-Party Committee (IPC) in a
strictly non-partisan and inclusive way that brings all parties together in an institutionalized organization managed by the leadership of political parties and their commitment with the help of professional staff. The project also introduced the Open Government concept within The Gambia as a means of ensuring greater engagement and accountability between national leadership and population at large.

II. PROJECT DESCRIPTION AND MANAGEMENT

The project implementation started in January 2020 and ended on 31st December 2021. A no-cost extension of six months was granted from 1st January 2022 to 9th July 2022. The total Project duration is therefore 30 months with a total budget of US$1,649,996.5 Project geographical zones are KMC, CRR, URR and LRR. The following constitute the project implementation partners:

**UNDP:** Office of the President (OP), Inter-Party Committee (IPC), Anti-Corruption Coalition (Gambia), Gambia Press Union, The Association of Non-Governmental Organizations (TANGO), Action Aid International.

**UNICEF:** National Council for Civic Education (NCCE), The National Youth Council, Ministry of Women, Children and Social Welfare, Department of Community Development, Ministry of Secondary and Basic Education.

There are three outcomes and seven outputs. UNDP, the lead agency, is responsible for the implementation of outcomes 1 and 2 and UNICEF the outcome 3.

Outcome one, *improved transparency and accountability between public service leadership and the population* has three outputs, namely:

I. National platform for dialogue on public policies between Government and Citizens established and functional,

II. Government coordination and accountability mechanisms for performance management of public sector leadership strengthened,

III. Capacities of Civil Society enhanced for meaningful national engagement and public scrutiny

Outcome two, *increased youth and women inclusion, political participation, tolerance, and peaceful engagement amongst political parties*, has two outputs, namely:

I. Interparty tensions and rivalry reduced through inter-party dialogue communication and improved community engagement

II. Capacity of the youth and women’s wing of political parties to champion inclusion and gender equality in elective positions strengthened

Outcome three, *improved civic engagement of young people and governance systems to promote good governance based on participation, transparency, and accountability by strengthening their capacities and skills on civil rights and duties, citizenship, and peacebuilding*, has two outputs, namely:
I. Young people leadership skills and civic rights strengthened to engage decentralized and governance structures and:

II. Capacities of community governance structures increased to exercise civic rights, responsibilities, and the promotion of good governance

Under outcome one, the Project supported the Department of Strategy and Policy Delivery (DSPD) in establishing Open Government Initiative (OGI) to bring the government closer to the people and the people closer to the government through dialogue and improve performance and accountability of public service leadership, CSOs and media communication on public policy. The OGI project, through the “OGI Hour” also provided catalytic supported platforms through which the Government (i.e., Cabinet Ministers, National Assembly Members, Inter-Party Committee Members and Permanent Secretaries and executors and Ministries, Department and Agencies) and the population directly interacted, thereby enhancing transparency, accountability, and the free flow of information in the process of the business of governance. During the implementation phase, the project also focused on improving the performance of DSPD through capacity building of the staff and establishment of dashboard performance tool to consolidate real time data from different government sectors. Related to this is the capacity building training for public service leadership to strengthen coordination, performance management, attitudinal and behavioral change and the NDP outcomes, outputs, and activities.

Project interventions also strengthened the capacity of non-state actors (i.e. NGOs and CSO) for meaningful national engagement through advocacy and scrutinizing of public policy. The Gambia Press Union and Anti-Corruption Coalition Gambia (ACCG) were supported to engage in upstream advocacy for the enactment and popularization of the Access to information Act and Anti-Corruption Act, while at the downstream regional and local levels, Action Aid International produced simplified versions of the Regional Strategic Plans in the four (4) Local Councils; developed Citizen’s Local Council Demand Charters; reformulated key messages into jingles using local dialect and aired in community radio stations; training Producers and Station Managers of Community radios on the content of the strategic plans; and convened regional townhall and media accountability engagements on the realization of outcomes and impacts of the regional strategic plans.

Under the second outcome, the focus has been strengthening capacities of Political Parties to facilitate dialogue and mediation efforts across party lines through interparty dialogue and community engagement sessions to improve communication amongst political parties and reduce interparty tensions. Capacity building of the IPC Members and political party operatives on the facilitation of dialogue process and mediation efforts has been supported and peace messaging undertaken before and during elections to promote political tolerance, non-violence, and reconciliation. Similarly, women and youth branches of IPC were established, and capacity building training undertaken to champion inclusion and gender equality in elective positions and advocacy activities carried out with the aim of contributing towards reaching 30% quota for women representation in governance.

Under the third outcome, the project focused on civic education to engage children, adolescents, and young people on governance systems to promote and sustain a society based on the active participation of the people, as citizens, in politics and civic life. In addition, the outcome aimed at promoting the children, adolescent and young people’s engagement in platforms that amplify their voice to exercise their rights and assume their civic responsibilities for leadership and accountability. Support was provided to children networks and the Children National Assembly to play a key role to collect instances at community level, engage in a dialogue with national authorities, propose solutions and work alongside the governance institutions to implement them to keep them accountable. While one of the proven practices of civic
education is the role of student voice in school governance, the project encourages young people participation in local governance institutions, and the management of public goods.

The Project Technical Committee (PSC) is chaired by the Office of the President and co-chaired by UNDP. It oversees the management of the project, and advise on technical matters, respectively. The PSC also works in collaboration with UNICEF and national stakeholders- TANGO, Inter-Party Committee (IPC); National Youth Council; National Council for Civic Education; Ministry of Basic & Secondary Education; Ministry of Gender, Children and Social Welfare.

II. SCOPE OF THE WORK

At the end of a project, the United Nations Secretary-General’s Peacebuilding Fund requires an independent external evaluation be undertaken, to gauge its level of implementation and achievement of results, challenges, gaps, and lessons learnt therefrom, in addition to the assessment of the broader peacebuilding impact (notably through changes in attitudes, behaviors, perceptions). The purpose of this consultancy is thus to undertake a terminal evaluation of the project to assess the project relevance, effectiveness, efficiency, sustainability and impact on the national institutions, processes, and beneficiaries, either directly or indirectly (based on the OECD DAC recommended guidelines and criteria and in accordance with UNEG standards).

It is envisaged that this terminal, external evaluation of the project shall be conducted by a competent international or national firm/evaluator based on a complementarity of skills and experiences advantageous for this kind of evaluation. If the consultant is international, there is an obligation to work closely with a national evaluation team,

The evaluation has five key objectives:

1. To assess the contribution of the project activities to the realization of project objectives and outcomes by determining how relevant, efficient, effective, and sustainable the project is.
2. To identify and provide analysis of the factors that have either positively or negatively affected/impacted the project beneficiaries.
3. To recognize any possible catalytic effects and innovative techniques of the project.
4. To assess the project’s contribution towards promoting transparent and inclusive exchanges between rights holders and duty bearers with a view to improve performance, transparency, and accountability amongst public sector leadership and strengthening dialogue of political parties and actors to avoid further political polarization. The overall impact of these interventions to peacebuilding will be assessed.
5. To evaluate the project’s role in strengthening civil society capacity for meaningful engagement especially in promoting civic responsibilities, attitudes, and accountability as a critical contribution to the process of reconstituting a healthy state-society relation, as well as good governance and democratic practices.
6. To assess contributions made in engagements with children, adolescents, and young people on governance systems to promote and sustain a society based on the active participation of young people, as citizens, in politics and civic life.
7. To provide recommendations and lessons learned for improving UN support to strengthening inclusive citizen engagement for more accountable governance and peace in The Gambia.
8. Assess how the project adapted in the context of the devastating COVID-19 pandemic.
The following questions shall guide the scope of the evaluation (the evaluation report will not need to address each question individually but can group them as appropriate, in the interests of best structure and avoiding repetition). The evaluation team can include other relevant questions in their proposal:

**On relevance:**
- Is the theory of change based on valid assumptions and has the project’s conflict analysis remained valid?
- Did the project address relevant key causes and drivers of conflict and fragility?
- Have interventions been flexibly adapted over time to respond to the needs in the sector?
- What is the relevance of project interventions as perceived by beneficiaries, the local population (including women, men, and young people), and external observers (including age and sex disaggregated data)?
- To what extent have project interventions reflected strategic, national and local considerations and priorities on strengthening inclusive citizen engagement for more accountable governance, and/or influenced national and local policies and plans to promote a culture of transparency and accountability, and human rights protection?

**On effectiveness:**
- To what extent has the project achieved its outcomes and outputs, including with regards to progress against the result framework indicators? What were the main factors that have led to good or poor result achievement?
- What is the evidence that the process of developing and simplifying local government strategic plans, and other plans or strategies, was consultative (including a wide range of local government, civil society, religious, and traditional stakeholders), inclusive of marginalized groups, gender-sensitive, and community-centered?
- What evidence is there to support the notion that the project has contributed towards an improvement in national capacities, including institutional strengthening and the capacities of government bodies, civil society organizations, community-based organizations on performance improvement, strategic engagements and advocacy to improve transparency and accountability, etc.? What factors enhanced or impeded the project’s performance?
- Which partners (national and international delivery partners, civil society, and private sector) have the project worked effectively with, and why?
- Has the project used innovative techniques and best practices during implementation, and what results and lessons learnt were derived from doing so?

**On efficiency:**
- Were the project’s approaches and resources (human, financial and organizational) sufficiently sensitive to the political and development constraints of The Gambia?
- Were alternative approaches considered during the design and implementation of project interventions?
- What was done to ensure cost efficiency of interventions?
- Did interventions typically substitute, complement or duplicate any existing initiatives?
- How did the monitoring and evaluation systems employed contribute to the overall efficiency and effectiveness of the project?
- How did the project complement other initiatives in leadership and accountability and how well did it coordinate with other stakeholders to ensure greatest synergy and coherence?

On sustainability:
- How has the project contributed to the establishment, strengthening and operationalization of institutions designed to address conflict and fragility?
- Has the project contributed to building national capacities on leadership, transparency and accountability?
- Has the project contributed to the momentum for peace by encouraging communities to develop their own peace initiatives?
- To what extent has the building of ownership and participation included both men, women and youths?
- Has the project generated its catalytic effects to bring other donors (both national and international) to continue to maximize its core objectives?
- Was partnership building a cornerstone of project design and implementation, and if yes, how have partnerships ensured long-lasting effects and sustainability of project gains?

On impact
- What are the effects of the project (primary, secondary, direct, indirect, positive, negative, intended, unintended, immediate, long-term, short-term, and lasting)?
- Has the project exerted a significant effect on key factors affecting conflict or peace, as discussed in the project conflict analysis?
- Is there evidence to suggest that the project has positively affected attitudes, behaviors, relationships, or practices leadership and accountability in The Gambia?
- Has the project achieved its stated (or implicit) purpose, or can it reasonably be expected to do so based on its outputs and outcomes?
- What major factors contribute to the achievement or non-achievement of project objectives?
- How have project interventions achieved different results for women, men, adolescents and boys and girls?

The evaluation should also include an assessment of the extent to which project design, implementation and monitoring have taken the following cross cutting issues into consideration:
On human rights:

- To what extent have the project design and implementation process influenced human rights of children, youth, women, persons with disabilities, older persons, and other marginalized groups? To what extent have children, youth, women, persons with disabilities, older persons and other marginalized groups benefitted from the activities?

On gender equality:

- To what extent has gender equality been addressed in the design, implementation, and monitoring of the Project?

III. METHODOLOGY

Overall guidance on outcome evaluation methodology can be found in the UNDP Handbook on Monitoring and Evaluating for Results, as well as the UNDP Guidelines for Outcome Evaluators. The evaluation should include align with the OECD DAC Evaluation guidelines and guidelines on engagement with children/adolescents.

Prospective Firms should propose a suitable methodology to be used given the scope of this project and the evaluation, which is participatory, conflict and gender-sensitive, and can be completed within the duration of the consultancy (60 working days).

As part of the evaluation methodology however, the evaluation team is expected to:

- Hold consultations with the senior management and relevant programme staff of UNDP, UNICEF, and the UN Resident Coordinator’s Office (including the PBF Secretariat).
- Undertake a desk review of relevant documents.
- Hold consultations with the Government (DSPD, Ministry of Basic & Secondary Education; Ministry of Gender, Children and Social Welfare) and other stakeholders (NCCE, NYC, ACCG, TANGO, Action Aid International, WANEP, GPU, UTG, IPC, and other civil society organizations).
- Conduct interviews with direct beneficiaries, including rights holders in project geographical regions, governors, TAC members, local council leaders, etc and/or complete survey questionnaires.
- Conduct field visits to Project sites and partner institutions.

The evaluators will be provided with the following documents as part of the evaluation process:

- Project document
- Project progress reports (2020-2022)
- Conflict and Development Analysis Reports of The Gambia (2018 and 2019)
- National Development Plan (NDP)
- Local Councils strategic plans, citizens demand charters and meeting reports
- Perception Study on the level of trust and accountability in governance structures and institutions in The Gambia.
- Monitoring reports
- Results Framework with project baselines and targets, as well as progress reports against project indicators

IV. EXPECTED OUTPUTS AND DELIVERABLES

The evaluators will produce an inception report containing an evaluation matrix presenting the refined 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 more detailed methodology, including specific site visits and stakeholders to be interviewed and how they will be identified. Interview protocols for different stakeholders should be included in the Inception Report. The Inception Report will be reviewed and endorsed by the Evaluation Reference Group before the field collection component begins.

A draft evaluation report will be shared with stakeholders, including the Peacebuilding Support Office (PBSO) in New York, and presented in a validation workshop, which the UNDP Country Office will organize. Feedback received from these sessions are to be considered when preparing the final report. In so doing, the firm/evaluator should produce an ‘audit trail’ indicating whether and how each comment received was addressed in revisions to the final report.

<table>
<thead>
<tr>
<th>No.</th>
<th>Deliverables / Outputs</th>
<th>Estimated Duration to Complete for each consultant</th>
<th>Review and Approvals Required</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Inception report</td>
<td>22 working days</td>
<td>Evaluation Reference Group</td>
</tr>
<tr>
<td>2</td>
<td>Draft terminal evaluation report</td>
<td>30 working days</td>
<td>Evaluation Reference Group</td>
</tr>
<tr>
<td>3</td>
<td>Validation meeting with stakeholders</td>
<td>2 working days</td>
<td>Evaluation Reference Group</td>
</tr>
<tr>
<td>4</td>
<td>Final terminal evaluation report</td>
<td>6 working days</td>
<td>Evaluation Reference Group</td>
</tr>
</tbody>
</table>

V. INSTITUTIONAL ARRANGEMENT / REPORTING RELATIONSHIPS

An Evaluation Reference Group will be established for the purposes of this consultancy, to review and endorse deliverables. The UNDP Governance Programme Unit shall maintain a communication channel between the Evaluation Team and the Evaluation Reference Group during the consultancy.
The Evaluation Reference Group will include the Office of President-DSPD, Ministry of Basic & Secondary Education, a representative from civil society, UNICEF, UNDP, RCO and PBSO.

VI. LOGISTICS AND ADMINISTRATIVE SUPPORT

UNDP will offer both administrative and logistics support, including setting up meeting appointments with stakeholders and meeting collection and drop off arrangements. Personal protective equipment (face masks and hand-sanitizers), as well as social distancing guidelines, would be adhered to during in person meetings.

All the meeting gathering should observe government COVID-19 protocols, and all persons will be encouraged to use face masks and frequently sanitize their hands. In case international form/evaluators are recruited, they will be expected to travel to The Gambia to facilitate field activities while keeping in mind The Gambia COVID-19 protocol, including the presentation of COVID-19 documentation as demanded by the Government.

Overall, the current, national COVID-19 protocols are not expected to disrupt the envisages activities of this consultancy, including travel to project sites and holding meetings with regional project beneficiaries. It is recommended that if an international firm is recruited, the Associate Evaluator should not only be a national, but also resident in The Gambia during the consultancy period, since field visits are required and COVID-19 travel protocols may pose international travel inconveniences, especially should a person test positive and be subject mandatory quarantine periods.

VII. DURATION OF THE WORK

The duration of the consultancy is 60 working days.

VIII. EVALUATION TEAM COMPOSITION AND REQUIRED QUALIFICATIONS AND COMPETENCIES

This consultancy is to be undertaken by an International or National Consultancy Firm. It is envisaged that the evaluation will be undertaken by at least 2 evaluators, comprised of an International Evaluation Manager/Team Leader and a National Associate Evaluator, based in The Gambia. In case a national firm is selected, requisite capacities for evaluation will be needed, with national evaluation manager/team leader and at least two other national associate evaluators. It is expected the firm/evaluators will have sufficient capacities in governance, gender and peace building areas.

The Evaluation Manager will have overall responsibility for the quality and timely submission of the draft and final evaluation report. Specifically, the Evaluation Manager will perform the following tasks, possibly from a distance:

- Lead and manage the evaluation process.
- Develop the inception report, detailing the evaluation scope, methodology and approach.
- Ensure that the project evaluation is conducted in accordance with the proposed objective and scope of the evaluation, and UN evaluation guidelines.
- Draft and present the draft and final evaluation reports.
- Lead the presentation of draft findings in the stakeholder workshop.
- Finalize the evaluation report and submit it to UN.

The Evaluation Manager/Team Leader shall possess the following minimum qualifications and competencies:

a. Academic Qualifications:
   - Master’s degree in economics, political science, international development, public administration, social science, evaluation, or related field.

b. Years of experience:
   - Minimum of 15 years of experience in public sector development, including in the areas of democratic governance, regional development, gender equality and social services.
   - Minimum of 10 years of relevant, professional experience conducting evaluations for government and/or international development agencies.
   - Previous experience conducting an evaluation of a peacebuilding project or in a peacebuilding setting.
   - Any experience on Governance, or human rights projects would be considered advantageous.

c. Competencies:
   - Sound knowledge of results-based management systems, and monitoring and evaluation methodologies, including experience in applying SMART indicators.
   - Demonstrated ability to design and lead evaluations, using a wide range of evaluation approaches and tools.

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).
   - Computer skills: full command of Microsoft applications (word, excel, PowerPoint) and common internet applications will be required.
   - Fluency in one or several local Gambian languages would be advantageous.
e. Compliance of the UN Core Values:

- Demonstrates integrity by modelling the UN’s values and ethical standards.
- Fulfils all obligations to gender sensitivity and zero tolerance for sexual harassment.

The Associate Evaluator/s will, inter alia, perform the following tasks:

- Review documents.
- Participate in the design of the evaluation methodology.
- Assist in carrying out the evaluation in accordance with the proposed objectives and scope of the evaluation.
- Conduct field visits, data collection and interviews.
- Draft related parts of the evaluation report as agreed with the Evaluation Manager.
- Assist the Evaluation Manager to finalize the draft and final evaluation report.

The Associate Evaluator shall possess the following minimum qualifications and competencies:

a. Academic Qualifications:

- Master’s degree in economics, political science, international development, public administration, social science, evaluation, or related field.

b. Years of experience:

- Minimum of 7 years of experience in public sector development, including in the areas of democratic governance, regional development, gender equality and social services.
- Minimum of 5 years of relevant, professional experience conducting evaluations for government and/or international development agencies.
- Previous experience conducting an evaluation of a peacebuilding project or in a peacebuilding setting.
- Any experience on transitional justice or human rights projects would be considered advantageous.

c. Competencies:

- Sound knowledge of results-based management systems, and monitoring and evaluation methodologies, including experience in applying SMART indicators.
- Demonstrated ability to design and lead evaluations, using a wide range of evaluation approaches and tools.

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).

Computer skills: full command of Microsoft applications (word, excel, PowerPoint) and common internet applications will be required.

Fluency in one or several local Gambian languages is required.

e. Compliance of the UN Core Values:

- Demonstrates integrity by modelling the UN’s values and ethical standards.
- Fulfils all obligations to gender sensitivity and zero tolerance for sexual harassment.

Note: The Evaluation must be carried out in accordance with the principles outlined in the UNEG ‘Ethical Guidelines for Evaluation’ and sign the Ethical Code of Conduct for UNDP Evaluations. Evaluators must be free and clear of perceived conflicts of interest. To this end, proposed consultants will not be considered if they were directly and substantively involved, as an employee or consultant, in the formulation of UNDP and UNICEF strategies and programming relating to the outcomes and programmes under review.

IX. CRITERIA FOR SELECTING THE BEST OFFER

Upon the advertisement of the Procurement Notice, qualified Firms must submit both a Technical and Financial Proposal. Applications 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 proposal is:
  a. 70% for the technical criteria
  b. 30% for the financial criteria

An all-inclusive fee is to be included as part of the Financial Proposal. The term ‘all-inclusive” implies that all costs (professional fees, travel related expenses, communications, utilities, consumables, insurance, etc.) that could possibly be incurred by the Firm is factored into the financial proposal. Under this arrangement, the contract price will be fixed regardless of change in the cost components. Payments will be made only upon confirmation by UNDP on delivering on the contract obligations in a satisfactory manner. The table below indicates the criteria and scores attached:
<table>
<thead>
<tr>
<th>Criteria</th>
<th>Weight</th>
<th>Max. Point</th>
</tr>
</thead>
<tbody>
<tr>
<td>Technical Competence (based on CVs, 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>35%</td>
<td>50</td>
</tr>
<tr>
<td>- Criteria b. Technical competence</td>
<td>17.5%</td>
<td>25</td>
</tr>
<tr>
<td>- Criteria c. Relevant Experience</td>
<td>17.5%</td>
<td>25</td>
</tr>
<tr>
<td>Financial (Lower Offer/Offer*100)</td>
<td>30%</td>
<td>30</td>
</tr>
<tr>
<td><strong>Total Score</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Technical Score</strong> * 70% + Financial Score * 30%</td>
<td></td>
<td></td>
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</tbody>
</table>

The applicants must explain how they will conduct their work in the context of the pandemic, especially when it comes to data collection in the field and associated travel.

**X. PAYMENT MILESTONES AND AUTHORITY**

The successful Firm shall receive its 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>To be approval by</th>
<th>Percentage of Payment</th>
</tr>
</thead>
<tbody>
<tr>
<td>1&lt;sup&gt;st&lt;/sup&gt; Installment</td>
<td>Submission of inception report</td>
<td>DRR</td>
<td>20%</td>
</tr>
<tr>
<td>2&lt;sup&gt;nd&lt;/sup&gt; Installment</td>
<td>Submission of draft report</td>
<td>DRR</td>
<td>50%</td>
</tr>
<tr>
<td>3&lt;sup&gt;rd&lt;/sup&gt; Installment</td>
<td>Submission and approval of final report. The final payment will be made only upon satisfactory delivery of the final independent evaluation report that has incorporated feedback from the reference group</td>
<td>DRR</td>
<td>30%</td>
</tr>
</tbody>
</table>

The final report should not be beyond 40 pages (excluding annexes).
XI. CONFIDENTIALITY AND PROPRIETARY INTERESTS

- Selected Evaluators shall not either during the term or after termination of the assignment, disclose any proprietary or confidential information related to the consultancy service without prior written consent. Proprietary interests on all materials and documents prepared by the consultants under the assignment shall become and remain properties of UNDP.