



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

### GENERAL INFORMATION

**Services/Work Description:** Terminal Evaluation

**Project/Program Title:** Reduction of Economic and Social Vulnerability of the Poor and Marginalized populations in Protected Areas affected by COVID-19

**Post Title:** National Consultant

**Consultant Level:** Level B (Specialist)

**Duty Station:** UNDP Gambia Country Office

**Expected Places of Travel:** in-country travel across LRR, CRR and NBR

**Duration:** 35 working days

**Expected Start Date:** Immediately after Concluding Contract Agreement

### I. BACKGROUND / PROJECT DESCRIPTION

The Reduction of Economic and Social Vulnerability of the Poor and Marginalized populations in Protected Areas affected by COVID-19 also known as the RFF project seeks to reduce economic and social vulnerability of the poor and marginalized populations affected by COVID-19 through green and eco-friendly community livelihood interventions and using digital solutions to promote financial and socio-economic inclusion. It also seeks to provide and develop alternative livelihoods prioritizing green economic pathways to mitigate environmental degradation. This will lead to socio-economic empowerment of youth, women, and other vulnerable populations to build beneficiaries' resilience to future shocks, including the socio-economic effects of COVID-19 pandemic on the population. Leveraging the opportunities offered by digitization as a tool with special focus on green development pathways and the youth will promote nature based sustainable tourism as a means of economic empowerment, resulting in improved and sustained livelihoods and resilience for rural communities particularly those living and dependent on PAs. The foundational enablers built by the project outputs will be the basis for the deployment of a national social protection scheme in the country.

Some key milestones achieved during the implementation period include:

- Community based social protection initiatives to revitalize the rural economy especially women-led businesses.
- Scoping of the Social Protection environment and potentials for micro-health insurance.
- Social mobilization for social cohesion and strengthening of community management structures.
- Green-livelihood initiatives.
- Digital solutions initiated to support financial inclusion.

The project further seeks to complement Governments' effort in providing safety net for those residing in Protected Areas and are severely affected by the pandemic particularly

women and the youths. The project is aligned to SDG 1 especially target 1.3: "Implement nationally appropriate social protection systems and measures for all, including floors, and by 2030 achieve substantial coverage of the poor and the vulnerable." The project is also aligned to the UNDP Strategic Plan (2018–2021) Outcome 1, which places an emphasis on "advance poverty reduction in all its forms and dimensions.

It is further aligned to Outcome 1 of the 2017 – 2022 United Nations Sustainable Development Corporation Framework (UNSDCF): "By 2022, accelerated inclusive and sustainable economic growth to reduce poverty and inequality for the vulnerable." The project is also aligned to one of the priorities for the UNPD's 2017 -2022 Country Programme Document (CPD): "inclusive economic growth and poverty eradication."

The project expects to achieve three Outputs namely:

- Livelihoods strengthening and resilience building for vulnerable groups.
- Building communities resilient through sustained promotion of green livelihoods and;
- Digital technologies solutions for financial inclusion of the poor and marginalized populations.

The project therefore plans to build livelihood resiliencies and improve social protection cover by: (i) reducing vulnerabilities of the affected disadvantaged groups; (ii) harnessing natural resources in a sustainable manner; (iii) building and sustaining resilient assets within local communities; (iv) leveraging the benefits of digitalization; and (v) facilitating the transition of the economic operators within the informal sector into the formal sector through empowerment and entrepreneurship. These combined initiatives and interventions will position The Gambia on a solid path to early and medium-term recovery from the Covid19 pandemic.

## **II. SCOPE OF THE WORK**

### **A. Purpose:**

The implementation of this project started in January 2021 and has supported approximately 2000 women and youth mostly from the Baobolong, Kunkiling, Jokadu and Kiang West wetland communities within LRR, CRR and the NBR Regions of The Gambia. The support ranges from trainings of soap making, tie and dye, entrepreneurship training and capacity assessment to determine the needs of the beneficiary communities to ensure alignment with the community needs and the project objectives. The end of project evaluation will thus help capture the successes recorded since implementation began and lessons learnt which can be carried forward in future projects.

The RFF project is commissioning this Impact Assessment to capture evaluative evidence of the relevance, effectiveness, efficiency, impact, national ownership, lessons learned, challenges and recommend changes that would be used to strengthen possible future projects. This Impact assessment serves as an important accountability function,

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providing national stakeholders and partners in The Gambia with an impartial assessment of the results of the RFF support.

This Impact Assessment covers the period 2021-2022 of the implementation cycle. It is anticipated to be undertaken in December 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 the project'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 project notably gender mainstreaming, equity considerations, access to resources, etc. This Impact Assessment will be carried out within the overall provisions contained in the UNDP Evaluation Policy and in line with the Evaluation Plan of UNDP The Gambia. The evaluation will follow the policy procedure and structure as per the United Nations Evaluation Group (UNEG) guidelines<sup>1</sup>

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<sup>1</sup> <http://www.uneval.org/document/detail/1914>

## RFF evaluation sample questions

### Relevance

- How has the project addressed the need of the communities living in the identified protected areas?
- How well did the design help alleviate the challenges faced by the communities during the COVID-19 pandemic?
- To what extent has the LVGs granted to NGOs achieved its desired outcome of providing alternative livelihoods for the community.
- To what extent has the RFF project support incorporated the environmental elements identified in the project proposal?
- Has digitization been fully ingrained in the support extended to the communities in the identified protected areas?
- To what extent has RFF's selected method of delivery appropriate to the development context?

### Effectiveness

- To what extent is the RFF project 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 project?
- What are the main contributions to the development for which the RFF project is recognized in the communities the project is intervening in as well as the country as a whole?
- Did the project achieve its intended outcomes?
- What are the unexpected outcomes or consequences it yielded or likely to yield? What are their implications?
- Has the project been effective in advocating best practices and desired goals?
- What evidence is there that the support has contributed towards an improvement in a national government capacity, including institutional strengthening?
- How effective has RFF been in partnering with the government, development partners, civil society, and private sector in ensuring the SDG's in relation to the project are met?
- Has the project utilized innovative techniques and best practices in its programming

### Efficiency

- To what extent has the RFF outputs been efficient and cost-effective?
- Have the resources been economically utilized? 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 RFF has in place helping to ensure that project is managed efficiently and effectively?
- Has the RFF been efficient in building synergies and leveraging with other programmes and stakeholders in The Gambia?

### Sustainability

- What mechanisms have been put in place by the RFF 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, empowerment of women and youths?
- To what extent have partners committed to providing continued support (financial, staff, aspirational, etc.)?

#### Partnership and Coordination

- The Impact Assessment should conclude the extent to which the RFF was effective in coordinating with the support offered by all partners and how effective and sustainable these partnerships are. It will also evaluate what risks were taken with regards to partnership management and how these were managed.

For evaluations:

#### Evaluation of cross-cutting issues sample questions

The Impact Assessment questions should include an assessment of the extent to which the RFF 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)?
- To what extent has RFF 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 RFF project, as well as identify key development priorities which shall inform the change of focus of some Outcomes. The assessment is additionally expected to offer wider lessons for future support in The Gambia.

Guiding evaluation questions outlined in this ToR should be further refined by the Consultant and agreed upon with RFF Project Manager 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 RFF has supported and observed progress by developing a logical model of how the projects interventions are expected to lead to

improved livelihoods transformation for the most vulnerable in the protected areas and beyond. Evidence obtained is used to assess the results of the 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 RFF. This includes reviewing the UNDAF, National Development Plan, Country Programme Document (CPD), and related pertinent country program documents such the social protection policy 2015-2025, UNDP Strategic Plan (2018–2021) as well as Annual Work Plans (AWPs, progress reports, monitoring and evaluation documents, etc., to be provided by the RFF project manager. The Consultant is expected to review pertinent strategies, national plans, and reports developed by The Gambia that are relevant to the RFF 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. 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 RFF Project Manager, Poverty and Inclusive Growth Specialist 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 team should be initiated. 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 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 will conduct a preliminary debriefing on the findings.
- d) Draft Report (within an agreed length):** The project manager and poverty and inclusive growth specialist and key stakeholders will 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

No.	Deliverables / Outputs	Estimated Duration to Complete	Review and Approvals Required
1	Impact Assessment Inception Report	5 Working days	RFF Programme Manager and DRR
2	Data Collection	21 Working days	RFF Programme Manager and DRR
3	Impact Assessment Debriefings	1 Working Day	RFF Programme Manager and DRR
4	Draft Report including all data sets in excel	5 Working days	RFF Programme Manager and DRR





5	Final Evaluation Report including all data sets in excel	3 Working days	RFF Programme Manager and DRR
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#### **IV. INSTITUTIONAL ARRANGEMENT / REPORTING RELATIONSHIPS**

- a. RFF Project Manager under the supervision of the Poverty and Inclusive Growth Specialist will manage and oversee the evaluation process. The consultant will be responsible for the delivery of the deliverables including reporting to UNDP.

#### **V. LOGISTICS AND ADMINISTRATIVE SUPPORT TO PROSPECTIVE IC**

- a. Consultant should provide his/her own **Office Space; equipment; local transport service; arrangement of the workshop(s).**
- b. RFF 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 5 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.
- Evidence of similar evaluations conducted. Previous experience in evaluations; UN System work will be an advantage.
- 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 and youth affairs in projects and programmes; and,
- 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
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**e. Compliance with the UN Core Values:**

- Demonstrates integrity by modeling the UN's values and ethical standards
- Fulfills 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 RFF 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:

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- a. Technical Criteria weight is **70%**
- b. Financial Criteria weight is **30%**

Criteria	Weight	Max. Point
<b>Technical Competence (based on CV, Proposal, and interview (if required))</b>	<b>70%</b>	100
▪ <b>Criteria a:</b> Master's degree in Business, Economics, Public Administration, Social Sciences or other related fields.		15
▪ <b>Criteria b.</b> Understanding the Scope of Work (SoW); comprehensiveness of the methodology/approach; and organization & completeness of the technical proposal		30*
▪ <b>Criteria c.</b> Evidence of similar evaluations conducted. Previous experience in evaluations;		35__**
▪ <b>Criteria d.</b> A minimum of 8 years professional experience in development, including poverty reduction, gender equality, and economic management		20__**
<b>Financial (Lower Offer/Offer*100)</b>	<b>30%</b>	30
<b>Total Score</b>	<b>Technical Score * 70% + Financial Score * 30%</b>	

**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:

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

**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**

- RFF Project document

- Annual Workplans & Budget

**This TOR is approved by:**

**Signature:**

DocuSigned by:  
*Ida Persson*  
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**Name and Designation:** Ida Persson Programme Specialist

**Date of Signing:** 15-Nov-2022