



REQUEST FOR PROPOSAL (RFP) (For Low-Valued Services)

UNITED NATIONS SUSTAINABLE COOPERATION FRAMEWORK 2020- 2024 END OF CYCLE EVALUATION	DATE: January 18, 2023
	REFERENCE: UNDP/SLE/RFP/2023/001

Dear Sir / Madam:

We kindly request you to submit your Proposal for 2020-2024 END OF CYCLE EVALUATION.

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

Proposals may be submitted on or before 5:00pm Sierra Leone on Tuesday, February 07, 2023 and via email, to the address below:

United Nations Development Programme
Fourah Bay Close, Wilberforce, Freetown
Procurement Unit
 Procure.sle@undp.org

Your Proposal must be expressed in the English Language, and valid for a minimum period of 120 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 not awarded 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,


Charles Amponsah

Deputy Resident Representative a.i
1/18/2023

Description of Requirements

Context of the Requirement	UNITED NATIONS SUSTAINABLE COOPERATION FRAMEWORK 2020-2024 END OF CYCLE EVALUATION
Implementing Partner of UNDP	UNCT
Brief Description of the Required Services ¹	<p>Purpose and Objectives</p> <p>The UNSDCF evaluation has three primary purposes:</p> <ol style="list-style-type: none"> 1. Promote greater learning and operational improvement. The evaluation will provide important information for strengthening programming and results at the country level, specifically informing the planning and decision-making for the next CF programme cycle and for improving UN coordination at the country level. The UNCT, host government and other CF stakeholders can learn from the process of documenting good practices and lessons learned, which can then be shared with DCO and used for the benefit of other countries. 2. Support greater accountability of the UNCT to CF stakeholders. By objectively providing evidence of results achieved within the framework of the CF and assessing the effectiveness of the strategies and interventions used, the evaluation will enable the various stakeholders in the CF process, including national counterparts and donors, to hold the UNCT and other parties accountable for fulfilling their roles and commitments. 3. Deliver clear recommendations to support the next CF cycle and ensure accelerated progress towards the SDGs. The evaluation will provide important information for strengthening programming and results at the country level, specifically informing the planning and decision-making of the next UNSDCF programme cycle and improving UN coordination at the country level. <p>The specific objectives of the evaluation are to:</p> <ol style="list-style-type: none"> 1. To assess the contribution of the CF to national development results through evidence-based judgements using evaluation criteria (accountability). 2. Identify factors that have affected the CF's contribution; answering the question of why the performance is as it is; and explaining the enabling factors and bottlenecks (learning). 3. Reach conclusions concerning the UN's contribution across the scope being examined. 4. Provide clear, forward-looking, actionable recommendations for improving UN Sierra Leone contribution through the UNSDCF, especially for incorporation into the new UNSDCF programming cycle. These

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.

	<p>recommendations should be logically linked to the conclusions and findings of the evaluation and should draw upon lessons learned identified through the evaluation.</p> <p>5. To gauge what kind of joint programmes and joint operations provided evidence of efficiency gains by reducing the cost of doing business through reducing multiple and extensive transaction costs incurred by a number of agencies carrying out their own programmes independently by combining their initiatives with other agencies.</p>
List and Description of Expected Outputs to be Delivered	<p>Evaluation Deliverables</p> <p>The following are key deliverables that the UNSDCF Evaluation Team is expected to produce. The format and structure of these deliverables have to adhere to the Guidelines for the Evaluation of the United Nations Sustainable Development Cooperation Framework, 2021.</p> <ol style="list-style-type: none"> 1. Inception Report², containing a preliminary analysis of the soundness of the UNSDCF ToC; a reconstruction of the ToC corresponding to the implementation and taking into account how emerging issues have been addressed in the course of implementation of the Excom-agencies and joint work-plans; an elaboration of the evaluation approach and methods, including the evaluation design matrix³; a comprehensive stakeholders' map; a purposive representative (programmatic; UN Agencies; stakeholders and coverage) sample of stakeholders to be interviewed, locations and implementation sites to be visited during the data collection phase; as well as a detailed evaluation plan and timeline⁴. An elaboration of the evaluation approach and methods in line with the UN Evaluation Group⁵ guidance will also be provided. The inception report will be submitted to Evaluation Managers and validated by the Evaluation Technical Team and the Evaluation Joint Steering Committee by 31 March 2023. 2. Preliminary findings report and presentation and draft Evaluation Report⁶ and its annexes, by 30 May 2023. The Evaluation Team will submit a report of the preliminary findings and present it to the UNCT and Evaluation Technical Steering Committee (ETSC). Feedback provided during the meeting will be incorporated to the final evaluation report and presentation. 3. Final Evaluation Presentation and Final UNSDCF Evaluation Report, including the annexes by 30 July 2023. 4. Additional products for dissemination, as agreed during the inception phase by 30 September 2023. These may include an evaluation brief, executive summary, and summary of recommendations.

² An inception report template/outline will be provided.

³ An evaluation design matrix template will be provided.

⁴ See Annex 1 for the proposed operational plan.

⁵ [UNEG Quality Checklist for Evaluation Terms of Reference and Inception Reports](#), 2010.

⁶ An evaluation report template/outline will be discussed and agreed upon during the inception phase.

	The submission of all reports should be in electronic copy, with the drafts on Microsoft Word format. All reports and presentations should be produced in English. Reports are also required at each payment schedule. The inception report and draft final report will be subject to a satisfactory rating using quality assurance checklists ⁷ .																
Person to Supervise the Work/Performance of the Service Provider	<i>United Nations Country Team in Sierra Leone.</i>																
Frequency of Reporting	<i>As detailed in the ToR</i>																
Progress Reporting Requirements	<i>As detailed in the ToR</i>																
Location of work	<input type="checkbox"/> Exact Address/es UNRCO office and field. <input type="checkbox"/> At Contractor's Location																
Expected duration of work	Ten (10) months																
Target start date	Soonest																
Latest completion date	Ten months after signing of the contract by the recommended evaluation team.																
Travels Expected	<table border="1"> <thead> <tr> <th>Destination/s</th><th>Estimated Duration</th><th>Brief Description of Purpose of the Travel</th><th>Target Date/s</th></tr> </thead> <tbody> <tr> <td>To be determined</td><td></td><td></td><td></td></tr> <tr> <td></td><td></td><td></td><td></td></tr> <tr> <td></td><td></td><td></td><td></td></tr> </tbody> </table>	Destination/s	Estimated Duration	Brief Description of Purpose of the Travel	Target Date/s	To be determined											
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To be determined																	
Special Security Requirements	<input checked="" type="checkbox"/> Security Clearance from UN prior to travelling <input type="checkbox"/> Completion of UN's Basic and Advanced Security Training <input type="checkbox"/> Comprehensive Travel Insurance <input type="checkbox"/> Others <i>[pls. specify]</i>																
Facilities to be Provided by UNCT (i.e., must be excluded from Price Proposal)	<input checked="" type="checkbox"/> Office space and facilities <input type="checkbox"/> Land Transportation <input type="checkbox"/> Others <i>[pls. specify]</i>																
Implementation Schedule indicating breakdown and timing of	<input checked="" type="checkbox"/> Required <input type="checkbox"/> Not Required																

⁷ [UNEG Quality Checklist for Evaluation Reports](#), 2010.

activities/sub-activities															
Names and curriculum vitae of individuals who will be involved in completing the services	<input checked="" type="checkbox"/> Required <input type="checkbox"/> Not Required														
Currency of Proposal	<input checked="" type="checkbox"/> United States Dollars <input type="checkbox"/> Euro <input type="checkbox"/> Local Currency														
Value Added Tax on Price Proposal ⁸	<input checked="" type="checkbox"/> must be inclusive of VAT and other applicable indirect taxes <input type="checkbox"/> must be exclusive of VAT and other applicable indirect taxes														
Validity Period of Proposals (Counting for the last day of submission of quotes)	<input type="checkbox"/> 60 days <input type="checkbox"/> 90 days <input checked="" type="checkbox"/> 120 days In exceptional circumstances, UNCT 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	<input type="checkbox"/> Not permitted <input checked="" type="checkbox"/> Permitted Technical <i>and financial MUST be submitted separately.</i>														
Payment Terms ⁹	<table border="1"> <thead> <tr> <th>Outputs</th> <th>Percentage</th> <th>Timing</th> <th>Condition for Payment Release</th> </tr> </thead> <tbody> <tr> <td>Upon Inception Report submission:</td> <td>20%</td> <td></td> <td rowspan="2"> Within thirty (30) days from the date of meeting the following conditions: a) UNCT's written acceptance (i.e., not mere receipt) of the quality of the outputs; and </td> </tr> <tr> <td>Upon submission of Preliminary findings report and presentation and draft</td> <td>20%</td> <td></td> </tr> </tbody> </table>				Outputs	Percentage	Timing	Condition for Payment Release	Upon Inception Report submission:	20%		Within thirty (30) days from the date of meeting the following conditions: a) UNCT's written acceptance (i.e., not mere receipt) of the quality of the outputs; and	Upon submission of Preliminary findings report and presentation and draft	20%	
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Upon submission of Preliminary findings report and presentation and draft	20%														

⁸ VAT exemption status varies from one country to another. Pls. check whatever is applicable to the UNDP CO/BU requiring the service.

⁹ 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.

	Evaluation Report ^[1] and its annexes:			b) Receipt of invoice from the Service Provider.			
	Upon Final Evaluation Presentation and Final UNSDCF Evaluation Report:	60%					
Person(s) to review/inspect/ approve outputs/complete d services and authorize the disbursement of payment	The reports will be submitted to Evaluation Managers and validated by the Evaluation Technical Team and the Evaluation Joint Steering Committee.						
Type of Contract to be Signed	<input type="checkbox"/> Purchase Order <input type="checkbox"/> Institutional Contract <input checked="" type="checkbox"/> Contract for Professional Services <input type="checkbox"/> Long-Term Agreement ¹⁰ <input type="checkbox"/> Other Type of Contract						
Criteria for Contract Award	<input type="checkbox"/> Lowest Price Quote among technically responsive offers <input checked="" type="checkbox"/> Highest Combined Score (based on the 70% technical offer and 30% price weight distribution) <input checked="" type="checkbox"/> 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	<u>Technical Proposal (70%)</u> <i>Proposed methodology of approach to the consultancy</i> – The team's interpretation and demonstrated understanding of the assignment as per the TORs (interpretation of the TORs).						

^[1] An evaluation report template/outline will be discussed and agreed upon during the inception phase.

¹⁰ Minimum of one (1) year period and may be extended up to a maximum of three (3) years subject to satisfactory performance evaluation. This RFP may be used for LTAs if the annual purchases will not exceed \$200,000.00.

	<ul style="list-style-type: none"> – A clear description of the methodology and work plan that the team proposes to execute the assignment with illustrations - describing the objectives, tasks and deliverables. – A work plan with indicative timelines that the team proposes to employ in executing the assignment, with graphical illustrations where appropriate. <p>[25 marks].</p> <p>Demonstrated experience in similar consultancy work especially in evaluation of UNSDCF in developing countries. This includes the following;</p> <ul style="list-style-type: none"> – Profile of Evaluation Team members and an outline of recent experience on assignments of a similar nature. – References from the Evaluation Team’s clients for similar assignments. – Short description of the alignment of each team member’s expertise to at least one strategic outcomes/areas of the UNSDCF 2020-2023. – Links to samples of previous work done. <p>[25 marks]</p> <p>Demonstrated/evidence of relevant education and experience in M&E, Development Studies, Composition of the team with international/national consultants and their profiles (CVs) showing their education and experiences related to the UNSDCF Outcome areas.</p> <p>[20 marks].</p> <p>Only candidates obtaining a minimum of 49 points in the Technical Evaluation will be considered for the Financial Evaluation.</p> <p><u>Financial Proposal (30%)</u></p> <p>All technically qualified proposals will be rated out of 30 points. The maximum points (30) will be assigned to the lowest financial proposal.</p> <p>To be computed as a ratio of the Proposal’s offer to the lowest price among the proposals received by UNDP.</p>
UNDP will award the contract to:	<input checked="" type="checkbox"/> One and only one Service Provider <input type="checkbox"/> One or more Service Providers, depending on the following factors:
Contract General Terms and Conditions ¹¹	<input checked="" type="checkbox"/> General Terms and Conditions for contracts (goods and/or services) <input type="checkbox"/> General Terms and Conditions for de minimis contracts (services only, less than \$50,000)
	<p>Applicable Terms and Conditions are available at:</p> <p>http://www.undp.org/content/undp/en/home/procurement/business/how-we-buy.html</p>

¹¹ 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.

Annexes to this RFP ¹²	<input checked="" type="checkbox"/> Form for Submission of Proposal (Annex 2) <input checked="" type="checkbox"/> Detailed TOR <i>[optional if this form has been accomplished comprehensively]</i> <input type="checkbox"/> Others ¹³ <i>[pls. specify]</i>
Contact Person for Inquiries (Written inquiries only) ¹⁴	ASHOK SAYENJU Senior Development Coordination Officer, Strategic Planning & RCO Team Leader ashok.sayenju@un.org Any delay in UNDP's response shall not be 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 <i>[pls. specify]</i>	

¹² Where the information is available in the web, a URL for the information may simply be provided.

¹³ A more detailed Terms of Reference in addition to the contents of this RFP may be attached hereto.

¹⁴ 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 PROPOSAL¹⁵***(This Form must be submitted only using the Service Provider's Official Letterhead/Stationery¹⁶)***

[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, contract 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.

¹⁵ This serves as a guide to the Service Provider in preparing the Proposal.

¹⁶ 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*

	Deliverables <i>[list them as referred to in the RFP]</i>	Percentage of Total Price <i>(Weight for payment)</i>	Price <i>(Lump Sum, All Inclusive)</i>
1	Deliverable 1		
2	Deliverable 2		
3		
	Total	100%	

**This shall be the basis of the payment tranches*

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

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

*[Name and Signature of the Service Provider's
Authorized Person]*

[Designation]

[Date]

UNITED NATIONS SUSTAINABLE COOPERATION FRAMEWORK

2020-2024 END OF CYCLE EVALUATION

TERMS OF REFERENCE

Sierra Leone 2022

1. Introduction

The United Nations Sustainable Development Cooperation Framework (UNSDCF) 2020-2024 is the strategic plan of the United Nations Country Team (UNCT) contributing to the national development priorities and strategies of the Government of Sierra Leone as established in the Medium-Term National Development Plan (MTNDP) 2019-2023. Harmonized with the MTNDP, the UNSDCF incorporates the goals and principles that underpin the global 2030 Agenda for Sustainable Development. It focuses on four high-level outcome areas: Sustainable Agriculture, Food and Nutrition Security, and Climate Resilience; Transformational Governance; Access to Basic Services; and, Protection and Empowerment of the Most Vulnerable. In each case, the outcomes are mapped to the MTNDP policy clusters they directly support, as well as to the 17 Sustainable Development Goals (SDGs) they are intended to accelerate toward the 2030 Agenda.

The UNSDCF is implemented at central and district levels under the leadership of the Joint Steering Committee, co-chaired by the Minister of Planning and Economic Development and the United Nations Resident Coordinator, which ensures that response to national challenges and transformation are “Delivered as One”. It is one of the first full, new model of cooperation frameworks to be developed and implemented after the UN Reform. The UNSDCF upholds the principles of gender equality, human rights, and conflict sensitivity, ensuring that “no one is left behind”, which guide all UN system programmes and projects. It also intends to advance the United Nations Secretary-General’s agenda on repositioning the United Nations development system and responds to the Secretary-General’s call for optimizing resources and improving effectiveness of the UN’s support to countries.

As outlined on the UNSDCF 2020-2024 Evaluation Plan¹⁷, an end of the cycle evaluation will be conducted during the penultimate year of the UNSDCF implementation. Guided by the United Nations Evaluation Group (UNEG) Norms and Standards¹⁸ for Evaluation, the UNSDCF Evaluation is a mandatory, independent, and system-wide country assessment that seeks to ensure accountability, support learning, and inform decisions regarding the design of the subsequent UNSDCF cycle as well as UN entity country programme documents and strategic plans.¹⁹ The evaluation will also assess whether planned UNSDCF results were achieved, and whether they made a sustainable contribution to national development processes; and delivered on the commitment to leave no one behind.

The results of the UNSDCF evaluation will be disseminated to the Government of Sierra Leone, UN Agencies, Funds and Programmes, development partners, civil society, academia, private sector, implementing partners and other secondary users including the public through several platforms. The evaluation results will further provide strategic and programmatic lessons to promote accountability and visibility around the work and achievements and work of UN Sierra Leone in support of the Government to achieve its National Development Goals and the SDGs.

2. Background - COUNTRY CONTEXT AND UNSDCF HIGHLIGHTS²⁰

2.1 Country Context

The UNSDCF Evaluation will take place amidst on-going socio-economic and political developments in Sierra Leone as detailed below.

Sierra Leone is categorized as a least developed country, with a total population of 7,092,113, of which, nearly two thirds of the population are still identified as multi-dimensionally poor. It ranks 182 out of 189 countries and territories in 2020 Human Development Index. Sierra Leone’s macroeconomic situation remains challenging despite the

¹⁷ UNSDCF Sierra Leone 2020-2023, page 55.

¹⁸ [Norms and Standards for Evaluation](#), 2016.

¹⁹ [Guidelines for the Evaluation of the United Nations Sustainable Development Cooperation Framework](#), 2021.

²⁰ Data provided under this chapter are based on the United Nations Sustainable Development Cooperation Framework (UNSDCF) 2020-2023; 2021 Update to the Common Country Analysis; 2020 Update to the Common Country Analysis; and 2018 Common Country Analysis. All of the documents indicated have all undergone multi-stakeholder review and validation, and are available online at www.sierraleone.un.org

implementation of bold policy measures since 2018. Following the twin shocks of 2014 and 2015—the Ebola epidemic and fall of iron ore prices, the economy registered modest socio-economic gains, including positive GDP growth since 2016, before contracting to -2 per cent in 2020 due to the COVID-19 pandemic. Economic growth rebounded by 2.9 per cent in 2021 with GDP per capita of US \$516, reflecting the easing of COVID-19 restrictions and government fiscal response to the pandemic. Although growth is expected to rebound at 5 per cent in 2022, structural challenges could continue to impact long-term socio-economic recovery if remain unaddressed.

Sierra Leone is ranked as the third most vulnerable country after Bangladesh and Guinea Bissau to the adverse effects of climate change. Ranking 157 out of 181 in the Notre Dame Global Adaptation Index, it is also one of the least able countries to adapt to climate change characterized by high vulnerability and low readiness. Since most of the population is dependent on agriculture, this significantly affects food insecurity (food shortages, hunger, and malnutrition). Due to adverse weather events (flooding), fall armyworm attacks on maize in some localized areas, high inflation rate, weakening local currency and the impacts of the COVID-19 pandemic on the value chain, food insecurity has worsened with 3.9 million people food insecure in 2021, 2 million people chronically hungry, and 1.4 million people acutely hungry (IPC Phase 3+). The number is estimated to increase during the lean season of 2022 to 1.5 million. Moreover, Food Security Monitoring System (FSMS) in August 2021 showed a continued and steady deteriorating trend in the Food Consumption Score (FCS), with the proportion of households categorised as having “poor” FCS doubling between September 2018 and August 2021 (37 per cent). Consistent deterioration in FCS most likely reflects the impact of continuously increasing food and fuel prices given that Sierra Leone is a net importer of food.

Gender inequality and discrimination against women and girls in Sierra Leone is prevalent, with Gender Inequality Index value of 0.644, ranking it 153 out of 162 countries in the 2018. Female mortality in Sierra Leone is one of the highest in the world, with maternal mortality showing 1 in 139 pregnant women dying due to complications from pregnancy of childbirth. Female Genital Mutilation (FGM) rate is high with 83 per cent of women 15-49 years in the country having experienced it. Violence against women and girls remains rampant—62 per cent of women aged 15-49 years had experienced some form of violence (i.e., sexual and/or physical) in their lifetime, and 42.8 per cent had experienced physical violence in the last 12 months. Although the prevalence of child marriage has seen a slight decrease over the years, the practice remains widespread with 29.6 and 8.6 per cent of women aged 20 to 24 years first married or in union before age 18 and 15 years, respectively. The rates of adolescent pregnancy are also high with 21 per cent of girls aged 15-19 years having begun childbearing.

Sierra Leone’s youth (under 34 years old) is estimated to make up 80 per cent of the population, with those age 24 years and below making up 62.3 per cent, and 42 per cent of the population under the age of 15. In 2019, the unemployment rate is higher among youth than older people (defined as people aged 36–64) at 5.9 per cent versus 2.2 per cent, respectively. Apart from the high rate of unemployment, poverty also presents a barrier not only to the youth population, but to children as well. As many as 66 per cent of children were affected by multidimensional poverty in 2017, with more children at risk of falling into poverty as a result of COVID-19 affecting families’ livelihood. The latest National Child Labour Survey indicated that 45.9 per cent of children in Sierra Leone are engaged in child labour while 22 per cent are engaged in hazardous jobs. In 2019, child mortality rate for Sierra Leone was 109.2 deaths per 1,000 live births, with 1 in 39 infants dying during their first month of life.

According to the 2018 Integrated Household Survey, persons with disabilities makeup 4.3 per cent of the population. The Sierra Leone Multidimensional Poverty Index 2019 indicated that multidimensional poverty based on disability stood at 68.1 per cent persons with functional disabilities being poorer than those without functional disabilities. The proportion of illiterate adults is also higher among people with disabilities—46.5 per cent of people with disabilities have never been to school and 63.9 per cent were illiterate, compared to 34.3 per cent and 50.7 per cent for people without disabilities, respectively. The COVID-19 pandemic brought adverse impact to persons with disabilities, including their access to livelihood, employment and physical barriers that inhibit their access to public health information and health facilities. Similarly, the disruption of essential health services as a result of the pandemic has affected people living with communicable diseases such as HIV/AIDS as there has been delays in accessing medical assistance which has in turn increased deaths in most communities. Prevalence rates for people living with HIV/AIDS is estimated at 1.7 per cent among adults ages 15-49 with 2.2 and 1.1 percent in women and men, respectively. HIV prevalence in urban areas is almost twice as high compared to rural areas, at 2.3 per cent in urban areas compared with 1.2 percent in rural areas.

Sierra Leone has demonstrated resilience by achieving significant progress in building state institutions and maintaining stability as part of its post-conflict peacebuilding and reconstruction agenda. The progress has not only taken place at national level but also through decentralization and strengthening of local governance as well. It has consolidated state authority, extended public services, and undertaken significant reforms in the governance and security sectors. Sierra Leone scored 51 out of 100 in overall governance, ranking 24 out of 54 countries in Africa in the 2020 Mo Ibrahim Index. The country has also conducted four elections with peaceful transfer of power in 2002, 2007, and 2018 (in 2012 there was no change of power). However, significant systemic and structural challenges remain. Public service delivery institutions are challenged by weak accountability mechanisms, while effective administration of justice is hampered by limited institutional capacity and the limited application of the rule of law. Pervasive corruption and allegations of mismanagement of public funds continue to permeate, with Sierra Leone ranking 115 out of 180 countries in the 2021 Corruption Perceptions Index 2021. Despite the acclamation of the elections being peaceful, they are still characterised by heightened political tension and violence, resulting to perceptions of diminishing social cohesion. Sierra Leone ranked 50 out of 163 countries in the 2022 Global Peace Index. The political landscape remains fragile, with the potential for heightened tension between the two main political parties (largely along ethno-regional lines) to spill over to the larger society in the lead-up to the next general elections in mid-2023.

The two main political parties, the Sierra Leone People's Party (SLPP) and the All-People's Congress (APC) have dominated the country's political scene for almost 70 years. Attempts by other parties to diversify the arena has remained challenging. Currently, Sierra Leone operates on a hung²¹ Parliament with a total membership of 146 Members. The ruling SLPP has 58 MPs; the main opposition, APC has 59; Coalition 4 Change (C4C) 8; the National Grand Coalition (NGC) 4; Independent MPs 3, and 14 Paramount Chiefs. Only 18 of these MPs are women, including 2 Paramount Chiefs.

Sierra Leone is one of the Mano River countries, bordering Guinea and Liberia. Sharing similar economic and social typologies, the borders between countries are porous. Movement of people and goods has increased in border areas in the last two decades, subsequently augmenting economic activities, albeit most of these activities are informal. However, concerns over security, development and humanitarian issues have been much more salient, including the spill-over of communicable diseases such as Ebola. Other challenges include trafficking, forced labour, transhumance, and irregular migration. Within the regional context affected by growing insecurity and banditism, it is also important to consider security risks, including the risk of radicalization of the youth and disenfranchised. Tensions linked to transhumance are of particular concern in the Parrot Beak area of Sierra Leone and have generally increased in the West Africa region.

2.2 UNSDCF Development

2.2.1 National Development Priorities and the SDGs

Sierra Leone continues to uphold the alignment between the Sustainable Development Goals (SDGs) and the country's national development frameworks at different delivery levels, as described in its previous Voluntary National Review (VNR) reports of 2016, 2019 and 2021. The first major step undertaken by the country to domestically adapt the SDGs was the effective integration of the goals into the national, sectoral, and local development plans.

Sierra Leone has ensured the integration of the SDGs at all levels of national, sectoral, and sub-national policy synthesis, as well as in the implementation of programmes where monitoring of the interaction between the three dimensions in service delivery is constantly needed. The country's regular participation in the Voluntary National Review (VNRs) has been instrumental particularly as consultations organically evolve into public sensitization on the SDGs and their key principles including balancing the three dimensions.

The Government of Sierra Leone's vision for national transformation and development is articulated in the country's Medium-Term National Development Plan (MTNDP) (2019-2023) entitled "Education for Development", launched in February 2019. The plan is aligned with the 2030 Agenda for Sustainable Development, the Sustainable Development Goals (SDGs), the Africa Union Agenda 2063, and the New Deal Peace-building and State-building

²¹ A hung parliament is a term used in legislatures under the Westminster system to describe a situation in which no single political party or pre-existing coalition (also known as an alliance or bloc) has an absolute majority of legislators (commonly known as members or seats) in a parliament or other legislature.

Goals. The MTNDP marked the start of a new vision embedded in the Government’s New Direction Agenda, which translates Sierra Leone’s aspirations of becoming a middle-income country by 2039 into tangible achievements. Human capital development is at the centre of the MTNDP and forms the basis of the Government’s goal of providing free quality school education for all in the context of promotion of inclusive growth and leaving no one behind. Organized along eight policy clusters, the development strategy is articulated in these four key goals:

- Goal 1: A diversified, resilient, green economy
- Goal 2: A nation with educated, empowered, and healthy citizens capable of realizing their fullest potential
- Goal 3: A society that is peaceful, cohesive, secure, and just
- Goal 4: A competitive economy with a well-developed infrastructure

The United Nations Sustainable Development Cooperation Framework (UNSDCF) for the 2020-2023 period is aligned with the structure of the MTNDP and builds on its strategic vision and development goals, with a particular focus on the implementation of programmes at both national and district levels. In addition to prioritizing Human Capital Development as the first policy cluster in the new plan, the MTNDP identifies specific and critical results like economic diversification, governance and accountability for results, infrastructure, and economic competitiveness. To ensure effective development accountability and reporting at local level, the District Development Coordination Committee (DDCC) initiative has been created to address the problems of duplication, service delivery overlap and uncoordinated development interventions in the districts. DDCCs also provide an inclusive platform for consultations, integrating voices of women, youth and persons with disabilities.

2.2.2 UNSDCF Development and Highlights

The United Nations Country Team (UNCT) is composed of the heads of all the UN agencies, funds and programmes active in Sierra Leone. The UNCT leads the implementation of the United Nations Sustainable Development Cooperation Framework (UNSDCF) 2020-2024, with its steering committee co-chaired by the UN Resident Coordinator and the Minister of Planning and Economic Development. 21 UN Agencies, Funds and Programmes signed the UNSDCF 2020-2024, 18 of which are implementing the UNSDCF Joint Workplan. The UNCT is composed of 15 resident agencies and 3 non-resident agencies. Four international finance institutions also closely interact with the UNCT and participate in UNCT meetings. The UN family works as one with the Government and partners to deliver sustainable development interventions across People, Prosperity, Planet, Partnership, and Peace. The UNCT and its partners jointly identified four strategic and mutually reinforcing priority areas for the UNSDCF. Each of these were underpinned by a theory of change²² that articulates the key development challenges and the transformative agenda that the UNCT supports to meet the targets established in the MTNDP. Following the identification of the strategic priorities, the UNCT identified key outcomes under each priority area, which are aligned to the strategic objectives of the respective policy clusters of the MTNDP and are underpinned by a theory of change.²³

Outcome 1: Sustainable Agriculture, Food and Nutrition Security
Implementing Agencies: FAO, IAEA, IFAD, ILO, IOM, ITC, UNDP, UNICEF, UNIDO, WFP, WHO
<i>By 2023, Sierra Leone benefits from a more productive, commercialized and sustainable agriculture, improved food and nutrition security, and increased resilience to climate change and other shocks.</i>

²² United Nations Sustainable Development Cooperation Framework Sierra Leone 2020-2023, pp 20-21.
²³ Ibid. Detailed mapping of the alignment of the UNSDCF to the MTNDP policy clusters and to the SDGs is on pp 25-28.

- 1.1 Farmers especially women, youth and other vulnerable groups to have equal access to information and decision-making opportunities on land tenure, knowledge of improved agricultural practices, inputs, technology, financial services, linkage to markets, leveraging appropriate technologies and innovations.
- 1.2 Land and other natural resources (forests, minerals, marine, wetlands, etc.) are utilized in a sustainable and equitable manner
- 1.3 An enabling environment for sustainable agriculture, food and nutrition (regulatory, institutional, research and policy framework) is in place.
- 1.4 Access to diversified, nutritious and safe food is increased, and adequate dietary intake is improved.
- 1.5 Competitiveness and trade compliance of selected value chains is improved.
- 1.6 Preparedness systems are in place and functional at community level to mitigate the impact of climate change

Outcome 2: Transformational Governance

Implementing Agencies: ILO, IOM, UNAIDS, UNCDF, UNDP, UNICEF, UNIDO, UNODC, UNOPPS, UNWOMEN

By 2023, people in Sierra Leone benefit from more gender and youth responsive institutions that are innovative, accountable, and transparent at all levels and can better advance respect for human rights and the rule of law, equity, peaceful coexistence, and protection of boys and girls, women and men including those with disability.

- 2.1 Democratic institutions are inclusive and the representation of women, young persons, and persons with disability in elected offices is institutionalized.
- 2.2 Inclusive institutional frameworks (gender, youth and disability responsive) for peace, citizen's voices and participation for social cohesion.
- 2.3 Access to justice is open to and affordable for all Sierra Leoneans and the rights of children, girls, women, men, including persons with disabilities are fully protected.
- 2.4 Citizens have trust and confidence in the quality and equity of services of public institutions.
- 2.5 Local governance institutions are well resourced, service delivery functions are devolved to them, and they are service oriented.
- 2.6 Government has strengthened public financial management (PFM).
- 2.7 Government-wide national monitoring and evaluation (M&E) system that will ensure development results is achieved.

Outcome 3: Access to Basic Services

Implementing Agencies: IAEA, IOM, UNAIDS, UNESCO, UNDP, UNICEF, UNFPA, UNIDO, UNOPS, WHO

By 2023, the population of Sierra Leone, particularly the most disadvantaged and vulnerable, will benefit from increased and more equitable access to and utilization of quality education, healthcare, energy and water, and sanitation and hygiene services, including during emergencies.

- 3.1 Children, adolescents, young women and youth have increased access to comprehensive quality education services with improved learning outcomes.
- 3.2 The population has improved WASH coverage, quality services and positive WASH behaviours.
- 3.3 The population has access to integrated people-centred health services to achieve Universal Health Coverage.
- 3.4 Population has improved access to renewable energy in rural areas.

Outcome 4: Protection and Empowerment of the Most Vulnerable

Implementing Agencies: ILO, IOM, ITC, UNAIDS, UNCDF, UNDP, UNESCO, UNFPA, UNICEF, UNODC, UNWOMEN, WFP, WHO

By 2023, the most vulnerable, particularly women, youth, adolescents and children (especially girls), and persons living with disabilities are empowered and benefit from increased social protection services, economic and social opportunities.

- 4.1 Communities' behaviours towards women and girls' rights have changed towards increased understanding and respect of their rights.
- 4.2 Legal, policy and regulatory frameworks for the protection of the rights of women, children and people living with disabilities are further developed, promoted and implemented.
- 4.3 Vulnerable populations benefit from increased access to prevention, protection services related to gender-based violence (GBV), other harmful practices (child marriage, female genital mutilation, child labour, trafficking).
- 4.4 Vulnerable groups have increased essential life skills and knowledge (comprehensive sexuality education and HIV education)
- 4.5 Vulnerable groups have improved entrepreneurial and, financial literacy, and employability
- 4.6 Statistics SL and other entities are supported in order to produce quality data for decision-making.
- 4.7 Vulnerable people have increased access to and use of social protection and are more resilient to disasters and emergencies.

The Joint Financing and Resource Mobilization Strategy accompanies the UNSDCF to support the joint funding and financing framework below. The Strategy provides insight into global sustainable development finance, overviews of the national financial landscape, profiles resource opportunities, and presents strategies under each outcome area.

UNSDCF Outcome Areas ²⁴	Funds available	To be mobilized	Total funding requirement
Outcome 1: Sustainable Agriculture, Food and Nutrition Security	\$77,077,285	\$51,310,429	\$128,387,714
Outcome 2: Transformation Governance	\$13,582,172	\$4,227,172	\$17,809,344
Outcome 3: Access to basic services	\$100,839,396	\$109,625,460	\$210,464,856
Outcome 4: Protection and empowerment of the most vulnerable	\$8,370,409	\$6,315,625	\$14,686,034

**Calculated in USD (\$)*

The UNSDCF is implemented in partnership and close collaboration with the relevant Government ministries, departments and agencies (MDAs), Parliamentary committees, NGO and CSO partners as well as the private sector, bilateral and multilateral partners.

Joint Work Planning and Monitoring

The UNSDCF 2020-2024 was operationalized through the Joint Workplan, developed from the UNSDCF Results Matrix and Indicator Framework. It covers the entire programme cycle of the UNSDCF 2020-2023. It is reviewed annually by the Results Groups following the finalization of the update to the Common Country Analysis, to allow for adjustments, as required due to change of context. The review also follows the Joint Annual Results reporting. Following review, the Joint Workplan is submitted to the Joint Steering Committee for approval.

In 2021, the Joint Workplan was updated to include the activities under the UN COVID-19 Socio-economic Response Plan (SERP) and to reinvigorate effective partnerships as outlined in the UN Secretary-General's Our Common Agenda. The International Trade Centre (ITC) has also reinvigorated its country presence, contributing to Outcomes 1 and 4. Both financial and non-financial partnerships have been strengthened, while continuing to uphold the

²⁴ Resources reflected here cover the UNSDCF 2020-2023 cycle; they were consolidated in May 2020. More detailed financial reports including delivery rates are available on 2020 UN Annual Results Report and 2021 UN Annual Results Report, published at www.sierraleone.un.org

principles of gender equality, human rights, conflict sensitivity, and to “leave no one behind” in all activities. Recommendations from the Food Systems Summit are currently being mainstreamed into programmatic work to catalyse sustainable and inclusive transformation of food systems in the country.

The UNSDCF is implemented under the leadership of a Joint Steering Committee (JSC), co-chaired by the Minister of Planning and Economic Development and the United Nations Resident Coordinator, to ensure that response to national challenges and transformation are “Delivered as One”. JSC members include Heads of UN Agencies co-chairing the UNSDCF Results Groups, government ministries, departments and agencies (MDAs). The JSC ensures that UNSDCF implementation is aligned with national development processes and mechanisms, particularly those monitoring progress toward the attainment of the 2030 agenda and Africa 2063 Agenda. The JSC is a key driver of accountability, partnership and national ownership for the UNSDCF implementation.

The UNSDCF Results Groups are a platform for internal UN dialogue on strategic-level policy and programme issues related to the respective UNSDCF strategic priority area. Through internal UN coordination of the planning and implementation of the respective UNSDCF strategic priority areas, the intention is to improve internal coordination and ensure a coherent UN system-wide approach. Each of the UNSDCF 2020-2024 four strategic priorities has a corresponding Results Group. The Results Groups have a dual reporting structure—biennially to the JSC and quarterly to the UNCT.

The Results Groups are supported by the interagency M&E Group that also provides technical support to UN Agencies to ensure the adoption of joint monitoring systems as well as collective planning of and investment in monitoring services and technologies. The M&E Group jointly monitors and measures progress against UNSDCF Results Matrix, Indicator Framework, Joint Workplan, and Common Budgetary Framework through UNINFO, including relevant SDG indicators.

An independent evaluation of the UNSDCF 2020-2024 was planned for 2022 to assess whether the UN, in collaboration with GoSL, has contributed to progress towards the outcomes and achievement of planned development results. The evaluation would be guided by the UN Evaluation Group’s evaluation norms and standards²⁵ and would assess if the UN has successfully mainstreamed normative principles. Independent Evaluators will base the evaluation on the analysis and interpretation of the logical consistency of the results chain, linking programme outputs to changes at a higher level of outcomes, based on observations and data collected during the process along the results chain. This analysis will help define the contribution of the current UNSDCF to the achievement of the outcome level results.

Evaluative knowledge and assessments of results, including country programme evaluations of UN entities operating under the umbrella of the UNSDCF, will be made available to the evaluators. To bridge and build on the existing knowledge, the evaluators will be expected to further carry out data collection from identified key stakeholders.

3. Purpose and Objectives

The UNSDCF evaluation has three primary purposes:

4. **Promote greater learning and operational improvement.** The evaluation will provide important information for strengthening programming and results at the country level, specifically informing the planning and decision-making for the next CF programme cycle and for improving UN coordination at the country level. The UNCT, host government and other CF stakeholders can learn from the process of documenting good practices and lessons learned, which can then be shared with DCO and used for the benefit of other countries.
5. **Support greater accountability of the UNCT to CF stakeholders.** By objectively providing evidence of results achieved within the framework of the CF and assessing the effectiveness of the strategies and interventions used, the evaluation will enable the various stakeholders in the CF process, including national counterparts and donors, to hold the UNCT and other parties accountable for fulfilling their roles and commitments.
6. **Deliver clear recommendations to support the next CF cycle and ensure accelerated progress towards the SDGs.** The evaluation will provide important information for strengthening

²⁵ [UNEG Handbook for Conducting Evaluations of Normative Work in the UN System](#), 2014.

programming and results at the country level, specifically informing the planning and decision-making of the next UNSDCF programme cycle and improving UN coordination at the country level.

The specific objectives of the evaluation are to:

6. To assess the contribution of the CF to national development results through evidence-based judgements using evaluation criteria (accountability).
7. Identify factors that have affected the CF's contribution; answering the question of why the performance is as it is; and explaining the enabling factors and bottlenecks (learning).
8. Reach conclusions concerning the UN's contribution across the scope being examined.
9. Provide clear, forward-looking, actionable recommendations for improving UN Sierra Leone contribution through the UNSDCF, especially for incorporation into the new UNSDCF programming cycle. These recommendations should be logically linked to the conclusions and findings of the evaluation and should draw upon lessons learned identified through the evaluation.
10. To gauge what kind of joint programmes and joint operations provided evidence of efficiency gains by reducing the cost of doing business through reducing multiple and extensive transaction costs incurred by a number of agencies carrying out their own programmes independently by combining their initiatives with other agencies.

4. Scope

The Evaluation will cover the UNSDCF 2020-2024 implementation from January 2020 to June 2022. It will be conducted nation-wide. The results will be assessed against the identified four strategic outcomes and multiple outputs of the UNSDCF Results Framework and the indicative sub-outputs of UNSDCF Joint Workplan 2020-2023. Cross-cutting issues and normative work of the UNCT under the leaving no one behind principle (i.e. gender equality and empowerment of women, human rights²⁶, disability inclusion²⁷, and environmental sustainability) will be included in the scope of the evaluation. All UN Agencies, Funds and Programmes, that implement the UNSDCF Joint Workplan will be covered, regardless of their physical presence in Sierra Leone.

The UNSDCF Evaluation will also consider any changes in context and emerging challenges including the COVID-19 pandemic, and their impact on UNSDCF programming (i.e., UNCT's responsiveness, adaptation and reprioritization) and its operations (i.e., methods for managing stakeholder participation and inclusiveness in the COVID-19 context). The Evaluation will also build on existing global evaluations conducted against the response to the pandemic (i.e. Global Humanitarian Response Plan to COVID-19 and UN COVID-19 Socioeconomic Response Plan).

The scope of the Evaluation will also assess the contribution and accountability of the Government of Sierra Leone as the primary partner to the UNSDCF, alongside the UNCT. The effectiveness of the Joint Steering Committee as the key coordination mechanism between the Government and the UNCT will be assessed. Findings and results will be useful to strengthen relevant coordination and implementation modalities for the next cycle of the UNSDCF. Moreover, implementing partners, donors, and relevant stakeholders, including target populations will also be included in the Evaluation.

The scope of the Evaluation will not extend to individual programme of activities of UN Agencies, Funds and Programmes (AFPs), but will consider the available programme and project evaluations conducted by these AFPs. Joint projects developed outside of the multiyear Joint Workplan but aligned to the UNSDCF will be considered. UNCT coordination structures that support the UNSDCF implementation, particularly on the cross-cutting issues stated above will be taken into account, including Results Groups, M&E Group, and thematic and operation groups. The appointments and visits to all relevant stakeholders will be facilitated by the Evaluation manager as part of the inception phase, in consideration of data availability and areas for in-depth analysis and upon UN approval.

5. Evaluation Criteria and Questions

²⁶ [Integrating Human Rights and Gender Equality in Evaluations](#), 2014.

²⁷ [Guidance on Integrating Disability Inclusion in Evaluations and Reporting on the UNDIS Entity Accountability Framework Evaluation Indicator](#), 2022.

The evaluation of the UNSDCF 2020-2024 will be guided by key evaluation criteria and aim to answer the below evaluation questions. During the inception phase, the evaluators will finalize the evaluation questions to be included in the inception report. This will be done following consultations with the results groups, the evaluation technical management team and the evaluation manager.

1. Relevance and adaptability. *Is the UNSDCF addressing the relevant national development needs and was its implementation agile enough to satisfactorily accommodate and target emerging needs?*

- How agile and responsive has the UNSDCF been to emerging and unforeseen needs (including emergencies such as COVID-19 and other public health emergencies, floods, droughts, socio-economic impact of the Ukraine crisis, etc), especially those of the most vulnerable, disadvantaged and marginalized groups?
- To what extent did the UNSDCF build on a sound gender analysis, in a way to promote gender equality and women's empowerment and in inclusion of marginalized and vulnerable groups

2. Coherence. *How well does the UNSDCF fit?*

- To what extent has the UNSDCF promoted and strengthened complementarity, harmonization and coordination with key development partners, CSOs, private sector, and government counterparts to maximize the achievement of results?
- To what extent has the UN system promoted or supported policy development and implementation that are consistent among each other and across sectors, given the multi-sectoral nature of social and economic development?

3. Effectiveness. *Has the UNSDCF achieved its objectives?*

- To what extent did the UNSDCF adopt results-based management practices in its design, implementation, monitoring and evaluation to ensure the achievement of results?
- To what extent has the UNSDCF contributed effectively to provide greater clarity and transparency of results achieved and resources used as outlined in the results framework?
- What have been the benefits for the people and institutions targeted by the interventions, including the most vulnerable, disadvantaged, and marginalized population?

4. Efficiency. *How well have resources been used?*

- To what extent has the UNSDCF contributed to achieving better synergies among programmes of UN agencies with an effect on progress towards the national development priorities and in response to emergencies such a COVID-19?
- Has the UNSDCF through UN coordination reduced transaction costs for partners through greater UN coherence and efficiency in implementation (both programmatic and operational)?

5. Coordination. *How well has implementation of the UNSDCF coordinated?*

- To what extent has the different UN agencies including the RCO contributed to the functioning and consolidation of UNCT coordination mechanisms keeping in mind the spirit of the UN reform, Agencies mandate and adhering to it?
- To what extent has the national government and the UN system successfully coordinated the implementation of joint workplans and UN agencies' specific programmes to maximize efficiency, coverage, reaching the most vulnerable (disabled, women, youth, etc) while reducing overlaps?
- To what extent is the interplay of programming, operation, coordination work of UNCT in joint manner helpful for achievement of planned results?
-

6. Orientation towards impact. *What difference do UNSDCF interventions make?*

- To what extent have UN system activities articulated in the UNSDCF driven progress towards the achievement of SDGs and/or outcome indicators”?
- To what extent have UN activities stemming from the UNSDCF impacted gender inequality, disability inclusion, HIV/AIDS, youth and child rights, human rights, and inclusiveness?

7. Sustainability.

- What mechanisms, if any, has the UNSDCF established to ensure socio-political, institutional, financial and environmental sustainability?
- To what extent has the UNSDCF contributed to building national and local capacities and knowledge, ensuring long-term gains and improving transparency and accountability?

6. Evaluation Approach and Methodology

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

The Evaluation is meant to provide a transparent and participatory platform for learning and dialogue with stakeholders regarding progress, challenges, and opportunities.

Sampling approach. A purposive sampling approach will be used to select programmes (joint workplans; joint programmes; UN agencies strategic plans etc.) that will be covered in the scope of the CF evaluation. The selected programmes should have sufficient level of transformational intent (depth, breadth, and size) and maturity. The purposive sampling approach will also be used to target groups and stakeholders to be consulted. It is expected that the list of target groups will ensure adequate representation of programme target populations, including civil society organizations with an emphasis on vulnerable groups, eg. people living with disabilities, children, adolescents, youth, and other marginalized groups. The selection will be informed by the portfolio analysis and stakeholder mapping undertaken during the inception phase of the evaluation. This analysis will yield information on the relevant initiatives and partners to be part of the evaluation (including those that may not have partnered with the UNCT but play a key role in the outcomes to which CF contributes). The evaluation team should clearly outline the sample selection criteria and process and identify any potential bias and limitations, including the steps towards addressing the limitations. The sampling technique should ensure that the selected samples adequately reflect the diversity of stakeholders of the intervention and pay special attention to the inclusion, participation, and non-discrimination of the most vulnerable stakeholders. This process will enhance the credibility and technical adequacy of the information gathered. *Note: The Sampling Approach detailed below is only an example and should not be considered as final. The approach to the Evaluation has to be agreed upon by the Evaluation Manager and the ETSC. The proposed approach from potential Evaluation Consultants could be one of the key evaluation criteria for their recruitment, as agreed upon by the Evaluation Manager.*

Data collection. The Evaluation will use quantitative and qualitative approaches, including literature review, statistics at national and local levels, survey data, semi-structured interviews, direct observation, focus groups and workshops. However, as per section 5.1.3 of [UNEG-DCO UNSDCF Evaluation Guidelines - Revised July 2022.pdf](#), no direct quantitative data collection will be conducted. All quantitative data will be extracted from desk reviews.

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

Evaluation Matrix. The evaluation team will use the template of the evaluation matrix, which will be finalized during the inception report, provided by the evaluation manager to systematically structure and consolidate the data collected

for each of the evaluation questions. This matrix will allow them, among other things, to identify the missing data and thus fill these gaps before the end of the collection. This matrix will also help to ensure the validity of the data collected.

Participation and inclusion. This evaluation should be conducted using a participatory, inclusive and fair power relations approach²⁸, involving a wide range of partners and stakeholders as well as the target population of the programmes. Inclusion will refer to paying attention to which groups benefit and which groups contribute to the intervention under review. Gender and human rights components will be taken into consideration. The evaluation team will carry out a stakeholder mapping to identify the direct and indirect partners of the CF, specifically targeting United Nations organizations and representatives of the national government. Stakeholder mapping may include civil society organizations²⁹, the private sector, other multilateral and bilateral cooperation organizations and, above all, the target populations of the programme. In addition, the Evaluation Team will be assessing the degree to which power relations changed as a result of the intervention, they must have a full understanding of the context and conduct the evaluation in a way that supports disadvantaged group (women, girls, PLHIV/AIDS, persons with disabilities, etc). In addition, the Evaluation Team should be aware of their own position off power, which can influence the responses to questions through their interaction with stakeholders as there is sensitivity in these dynamics.

Contribution analysis (based on the "theory of change"). The theory of change (ToC) is the key reference framework for evaluators. For CF evaluations, the ToC will extend from the SDGs to CF outcomes. While the ToC will have been developed when the CF was designed, the Evaluation Team and Evaluation Manager would assess if it is sufficiently articulated for the purpose of selecting outcomes to be evaluated. Findings from the CF Evaluability Assessment (UNEG, 2020)⁸ would be considered by the Evaluation Team.

A ToC meeting, led by the Evaluation Manager and Evaluation Team, would be held early in the inception phase of the evaluation to support the Evaluation Team, UNCT and the Evaluation Steering Committee members to develop a common understanding of ToC activities, expected outcomes, underlying assumptions and consensus on potential outcome indicators to be measured. The Evaluation Team would need to reconstruct the ToC to better align with the CF's implementation and account for emerging development changes in the country. This needs to include also cross-cutting issues such as gender equality and empowerment of women, human rights and non-discrimination (including disability inclusion), and environmental sustainability.

Finalization of the evaluation questions and assumptions. The evaluation team will finalize the evaluation questions after consultations with the evaluation steering committee and thematic groups during the inception phase. The final evaluation questions should be a reasonable number, generally not exceeding 15. They should clearly reflect the evaluation criteria as well as the indicative evaluation questions listed in this Terms of Reference. They should also take advantage of the results of the reconstruction of the intervention logic of the UNSDCF. The evaluation questions will be included in the evaluation matrix and should be supplemented by sets of hypotheses that capture the key aspects of the intervention logic associated with the scope of the question. Data collection for each of the assumptions will be guided by clearly formulated quantitative and qualitative indicators, also indicated in the matrix.

7. Management Arrangements

The UNSDCF 2020-2024 Evaluation will be a participatory and consultative process, involving the Government of Sierra Leone, UN Agencies, Funds and Programmes that are implementing the CF, implementing partners, donors, and programme target populations. The Evaluation process is commissioned by the UN (Resident Coordinator's Office) on behalf of the UN Country Team in Sierra Leone.

UNSDCF Joint Steering Committee (JSC). Co-chaired by the UN Resident Coordinator and the Minister of Planning and Economic Development, the JSC provides overall strategic oversight to the Evaluation. The JSC supports the selection of the Evaluation Manager and the establishment of the Evaluation Steering Committee. JSC Members participate in the consultation process and provides comments to the key evaluation products. The JSC reviews and endorses the management response document.

²⁸ An inclusive approach entails ensuring the key groups are involved and that everyone involved has access to the same information on an equal basis.

²⁹ Ensure inclusion of Organizations of Persons with Disabilities in consultations with civil society organizations per UN Disability Inclusion Strategy guidelines.

Evaluation Manager (EM)³⁰. Oversees the entire evaluation process, from its preparation to the dissemination and use of the final evaluation report. The EM reports to and is accountable to the UNSDCF Joint Steering Committee. The EM serves as the lead convenor of the Evaluation Steering Committee and ensures consultations with all UN entities involved in the Evaluation process. The EM coordinates the consolidation of background information and documentation and identifies potential independent candidates to conduct the evaluation. The EM also coordinates UN support to the Evaluation and engages UNCT coordination mechanisms pertinent to the process, including the UNSDCF Results Groups, the Programme Management Team, and the Monitoring and Evaluation Group. The EM also services as interlocutor between the Evaluation Team and Evaluation Steering Committee, and the main point of contact of DCO-HQ Evaluation Advisor. The EM leads the recruitment of the Independent Evaluation Team and constitutes a review panel from the ETSC. The EM submits the assessment report to DCO-HQ Evaluation Manager for pre-qualification and subsequently to the UNCT for approval.

Evaluation Technical Steering Committee (ETSC). Ensures that the evaluation abides by the UNEG Evaluation Norms and Standards³¹, including gender equality and human rights-based evaluation processes. The ETSC reports to the JSC through the Evaluation Manager. It supports the evaluation process and guides the Evaluation Team, facilitating its access to stakeholders and relevant information. It provides inputs to the Evaluation ToR and overall comments on the main deliverables of the evaluation. The ETSC prepares the management response to the evaluation, in consultation with the UNCT members. It ensures that the evaluation report and its results are disseminated and shared with DCO and other key stakeholders. The ETSC is composed of representatives from UNSDCF Results Groups, UN Programme Management Team and M&E Group, and technical representatives of the Joint Steering Committee Members. Other participants may be co-opted, as needed.

(Independent) Evaluation Team³². The Evaluation Team reports to the Evaluation Manager through the Evaluation Technical Steering Committee. The Evaluation Team is envisioned to be from a single consulting firm, think tank, or research institution, with solid protocols for confidentiality of data, quality assurance and competent team of evaluators. The Evaluation Team composed of multi-disciplinary and gender-balanced group of evaluators of at least 4 (mix of international, national consultants, male and female), with an international team leader. The team leader should have strong evaluation skills and expertise in designing and undertaking development programme evaluations that complement other team members. The team leader should have expertise in one of the Outcome Areas of the UNSDCF, while each team member should have expertise in at least one of the strategic thematic areas of the UNSDCF, including, agriculture; food and nutrition; governance; education; health, social protection, and gender equality and women's empowerment. A more detailed terms of reference for the Evaluation Team is found in Annex 2. The Evaluation Team Lead will have overall responsibility for providing guidance and leadership and in coordinating the draft and final report. Moreover, the team leader holds the overall responsibility for the methodological design and implementation of the evaluation and therefore, should demonstrate adequate expertise in evaluation methods, management of evaluations, report writing skills. The team leader will be responsible for the production and timely submission of all expected deliverables in line with the ToR. The team members, meanwhile, will provide thematic expertise (in the core CF priority area/s) and evaluation expertise and be responsible for drafting key parts of the report. All team members must be committed to respecting deadlines within the agreed time-frame.

The Evaluation Team will be expected to conduct the evaluation in adherence to the UNEG evaluation Norms and Standards, Code of Conduct and Ethical Guidelines for Evaluations, UNSDCF Evaluation Guidelines and the Guidance on Integrating Human Rights and Gender Equality in Evaluations.³³ The Team should be built with due consideration to cultural and language balance, gender balance, and collective knowledge of the national context in various areas of UN work. Team members should also be able to work in a multicultural environment, and should be knowledgeable of issues pertaining to human rights, gender equality and how to ensure the full inclusion of all team members (ie ensuring communications are accessible for colleagues with disabilities and gender adolescent friendly). There should be no conflict of interest such as recent or expected employment by UNCT members or implementing partners, private relationships with any UNCT members of staff or government counterparts or implementing partners; participation in the design, implementation or advising CF being evaluated, among others). Any potential conflict of interest should be declared by candidates during the application process.

³⁰ See Annex 1 for the Terms of Reference of the Evaluation Manager.

³¹ [Norms and Standards for Evaluation](#), 2016.

³² See Annex 2 for the Terms of Reference of the Evaluation Team.

³³ Ibid. These guidelines have been previously cited in the ToR.

8. Evaluation Process and Timeline

The Evaluation process will take 10 months end to end, with an additional month to allow integration of the Evaluation recommendations to the UNSDCF design³⁴. The Evaluation will be defined by five distinct phases, set activities under each phase and corresponding timeline, which are detailed on Annex 4. The phases are summarized below.

1. **Preparatory Phase.** The preparatory phase includes the development of the Evaluation roadmap; nomination of the Evaluation Manager; Constitution of the Evaluation Technical Steering Committee; Development of the Evaluation Terms of Reference (ToR); and, Recruitment and onboarding of the Evaluation Team.
2. **Design /inception Phase.** The design phase includes compilation of the related documents for desk review; development of the methodology; and assessment of the theory of change and reconstitution (as necessary) to better adhere to the CF as implemented. The design phase is particularly crucial to the Evaluation process as the main deliverable, the inception report, will provide the conceptual framework and main operational plan for the CF evaluation, including indicative timelines.
3. **Field Phase.** Includes data collection in the field and validation of information. The activities under this phase will be determined by the Evaluation Team, following the Inception Report.
4. **Analysis, Reporting, and Management Response Phase.** This phase includes data management, analysis and report writing; report validation; submission of draft report for evaluation quality assessment (EQA); approval of the final report; presentation of findings to stakeholders; management response development; and submission of the management response³⁵.
5. **Dissemination Phase.** This phase includes internal dissemination, report distribution to stakeholders and uploading of the final evaluation report to the DCO database.

9. Evaluation Deliverables

The following are key deliverables that the UNSDCF Evaluation Team is expected to produce. The format and structure of these deliverables have to adhere to the Guidelines for the Evaluation of the United Nations Sustainable Development Cooperation Framework, 2021.

5. **Inception Report**³⁶, containing a preliminary analysis of the soundness of the UNSDCF ToC; a reconstruction of the ToC corresponding to the implementation and taking into account how emerging issues have been addressed in the course of implementation of the Excom-agencies and joint work-plans; an elaboration of the evaluation approach and methods, including the evaluation design matrix³⁷; a comprehensive stakeholders' map; a purposive representative (programmatic; UN Agencies; stakeholders and coverage) sample of stakeholders to be interviewed, locations and implementation sites to be visited during the data collection phase; as well as a detailed evaluation plan and timeline³⁸. An elaboration of the evaluation approach and methods in line with the UN Evaluation Group³⁹ guidance will also be provided. The inception report will be submitted to Evaluation Managers and validated by the Evaluation Technical Team and the Evaluation Joint Steering Committee by 31 March 2023.

³⁴ See Annex 3 for the UNSDCF Roadmap.

³⁵ [UNEG Guidance on Preparing Management Responses to UNDAF Evaluations](#), 2012.

³⁶ An inception report template/outline will be provided.

³⁷ An evaluation design matrix template will be provided.

³⁸ See Annex 1 for the proposed operational plan.

³⁹ [UNEG Quality Checklist for Evaluation Terms of Reference and Inception Reports](#), 2010.

6. **Preliminary findings report and presentation and draft Evaluation Report⁴⁰ and its annexes**, by 30 May 2023. The Evaluation Team will submit a report of the preliminary findings and present it to the UNCT and Evaluation Technical Steering Committee (ETSC). Feedback provided during the meeting will be incorporated to the final evaluation report and presentation.
7. **Final Evaluation Presentation and Final UNSDCF Evaluation Report**, including the annexes by 30 July 2023.
8. **Additional products for dissemination**, as agreed during the inception phase by 30 September 2023. These may include an evaluation brief, executive summary, and summary of recommendations.

The submission of all reports should be in electronic copy, with the drafts on Microsoft Word format. All reports and presentations should be produced in English. Reports are also required at each payment schedule. The inception report and draft final report will be subject to a satisfactory rating using quality assurance checklists⁴¹.

Requirements and qualifications of the Evaluation Team

The **Evaluation Team** will be composed of multi-disciplinary and gender-balanced group of at least 4 independent external evaluators (mix of international and national consultants), with an international team leader. The team leader should have expertise in designing and undertaking development programme evaluations. The Evaluation Team reports to the Evaluation Manager through the Evaluation Technical Steering Committee. The Evaluation Team should be from a single consulting firm, think tank, or research institution will demonstrated evaluation expertise in at least two of the following outcome areas of the UNSDCF:

- **Sustainable agriculture, food and nutrition security, and climate resilience**
- **Governance** including, institutional frameworks, judicial reforms, public administration, service delivery, social cohesion, and local governance
- **Basic services**, including education, Wash, Sanitation and Hygiene (WASH) services, essential health services (Universal Health Services), renewable energy

Protection and empowerment of the most vulnerable, including gender equality and women's empowerment, human rights, social protection (children, women, youth, persons with disabilities, persons living with HIV/AIDS,

1. Required experience

- Minimum seven years of relevant professional experience including previous experience, with the team leader having at least 10 years of experience in designing and conducting evaluations.
- One of the team members should have an in-depth experience in Sierra Leone, preferably having at least 5 years of experience working or interacting with the Government in an advisory capacity.
- Excellent knowledge of and experience with the UN system and UN common country programming process. Previous experience in UNDAF evaluations and development of UNDAF frameworks desired.
- Extensive knowledge of, and experience in applying, qualitative and quantitative evaluation methods and use of secondary data to complement primary data
- Demonstrated expertise in evaluating institutional support systems, including operations and the human resource function
- Good knowledge of the UN system and role, UN reform process and UN programming at the country level, particularly UNDAF/UNSDCF and including principles such as Leaving no one behind, human rights, gender equality, sustainability and resilience, RBM approach etc.

⁴⁰ An evaluation report template/outline will be discussed and agreed upon during the inception phase.

⁴¹ [UNEG Quality Checklist for Evaluation Reports](#), 2010.

- Excellent writing, spoken and reporting skills in English, as well as communication and interviewing skills.

2. Academic Qualifications

Each of the proposed team member will have a post-graduate degree or higher in interested thematic area(s) indicated above, or Social Sciences, Public Policy, International Relations, or other relevant fields. Specialized trainings in evaluation methodologies will be highly preferable.

3. Competencies

- Uses substantive mastery of technical content to model excellence and motivate performance
- Sets strategic goals and builds the means to achieve results
- Demonstrates openness to change and ability to manage uncertainties and complexities
- Remains calm, in control and good humored even under pressure
- Demonstrates excellent oral and written communication skill

A. DOCUMENTATION FOR EVALUATION PROPOSALS

Interested consultants must submit the following documents/information to demonstrate their qualifications:

- a. Technical Proposal – this should include the following:
 - Profile of Evaluation Team members and an outline of recent experience on assignments of a similar nature.
 - References from the Evaluation Team’s clients for similar assignments.
 - Composition of the team with international/national consultants and their profiles (CVs).
 - Short description of the alignment of each team member’s expertise to at least one strategic outcomes/areas of the UNSDCF 2020-2023.
 - The team’s interpretation and demonstrated understanding of the assignment as per the TORs (interpretation of the TORs)
 - A clear description of the methodology and work plan that the team proposes to execute the assignment with illustrations - describing the objectives, tasks and deliverables.
 - A work plan with indicative timelines that the team proposes to employ in executing the assignment, with graphical illustrations where appropriate.
 - Links to samples of previous work done.
- b. Financial proposal:
 - Lump-sum consultancy fee
 - The lump sum should be broken down to clearly indicate travel, per diems, and actual consultancy fees (daily fee)
 - An indication of whether this rate is flexible

B. EVALUATION FINANCIAL PROPOSALS

The financial proposal will specify the daily fee, travel expenses and per diems quoted in separate line items, and payments are made to the Team based on the completion and acceptance of deliverables.

All envisaged travel costs must be included in the financial proposal; however, travel-related cost may require revision in line with evolution of the COVID-19 pandemic and related restrictions. This includes all travel internationally and

within the country. In general, the UN RCO should not accept travel costs exceeding those of an economy class ticket. Should the applicant wish to travel on a higher class, he/she should do so using their own resources.

In the case of unforeseeable travel, payment of travel costs including tickets, lodging and terminal expenses should be agreed upon, between the respective business unit and the team prior to travel, and will be reimbursed.