

TERMS OF REFERENCE
FINAL EVALUATION OF UNDP EQUATORIAL GUINEA COUNTRY PROGRAMME
2013-2017

1. Background

The UNDP Executive Board approved the Equatorial Guinea Country Programme (CP) in September, 2012. The programme entered effect in January 2013 for the period (2013-2017), and it has three components as follows:

CP Components	CP/United Nations Development Framework (UNDAF) Outcomes
Socio-economic wellbeing	(a) The most vulnerable population has access to social services thanks to social protection policies and programmes; (b) The poor populations of rural and peri-urban areas, especially women and young people, increase their income through production activities and employment opportunities; (c) The country’s human capital is strengthened to achieve the objectives of Agenda 2020; (d) The health of the population, especially women, boys, girls and young people, has improved.
Democratic Governance	(a) Public institutions strengthen their capacity to promote and protect human rights and gender equality; (b) The public administration has developed its capacities for planning, application, monitoring and evaluation of development policies.
Sustainable Environment	The country has a stronger legislative and institutional framework that guarantees sustainable management of the environment; adaptation to climate change and mitigation of its effects.

1.1. National Context

Equatorial Guinea has experienced one of the highest growth rates in Africa, following the discovery of oil in the 90s. Since then growth has been exponential above 25% per year in the following decade with oil contributing to more than 95% of export and 85% of government revenues. Per capita GDP reached picked at 25% in 2005, prompting various changes in the country’s economic and financial position, including its status into an upper middle income country. The country is an Upper Middle Income Country (MIC) and Net Contributing Country (NCC), and graduated from LDC group in June 2017. However, recent global economic and financial crises and the fall in oil price and decreasing output at national level, have had significant impact on Equatorial Guinea’s economy¹.

¹ From 2015 to 2016, the price of the barrel had gone from 47 dollars per barrel to 26.1 dollars.

TERMS OF REFERENCE

FINAL EVALUATION OF UNDP EQUATORIAL GUINEA COUNTRY PROGRAMME 2013-2017

Equatorial Guinea's national priorities for socio-economic development are captured in the country's main development framework, the National Economic and Social Development Plan (PNDES) entitled *Equatorial Guinea 2020: Agenda for Diversification of Sources of Growth*. The first phase of the PNDES (2008-2020). The plan is subdivided into two phases, the first (2008-2012) focused on developing transport and electricity infrastructure and public buildings (roads, ports and airports, electricity generations, and construction of hospitals and schools), mainly funded through hydrocarbon revenues. Under this phase, the country must a great extent managed to lay the foundations growth beyond oil boom. Solid infrastructure was built, particularly roads, ports, and administrative buildings. The second phase (2013-2020), aims at diversifying the economy through the promotion of employment generating sectors, i.e. agriculture, livestock, fisheries, oil and mining, tourism and financial sectors. The 2015 national report on the Millennium Development Goals (MDGs), shows that the country has achieved most MDGs, including poverty reduction and hunger, rising primary school enrolment rates, progress in maternal and child health, provision of drinking water and provision of free antiretroviral drugs. Per contra, the reduction of the HIV prevalence rate in the country, gender parity in the country, among others have not been achieved.

Equatorial Guinea continues to enjoy political stability characterized by a sustainable peace, a smooth democratic transition, and the absence of wars and social instability. In April 2016, the country had the presidential election for which the ruling Democratic Party of Equatorial Guinea had a landslide victory with 93.7 percent of the vote.

1.2. Programmatic context

UNDP's country programme (CP) seeks to achieve the expected results through initiatives that increasingly address development challenges, drive transformational change, and generate institutional improvements that are effective and sustainable over the long term. The CP is aligned to Equatorial Guinea national priorities summarized in the National Economic and Social Development Plan (PNDES). UNDP's CP has three main outcomes (see section 1 above). In delivering the CP interventions, key programmes include the provision of advisory and/or technical service to: In the monitoring of MDG/SDGs; the LDC graduation process; and the planning and implementation of the PNDES, support to the HIV/AIDS National Response; advancing the use of ICTs supporting the National Programme for Local Development; and the integrated development program for Education, science, technology and Mathematics. Support is also provided in the implementation of Public sector reform, and ensuring environmental sustainability in collaboration with the global environmental facility.

Each of the three CP outcomes is related to a specific thematic area and include a number of projects addressing different sub-areas as follows (i) *socio-economic welfare* includes projects

TERMS OF REFERENCE

FINAL EVALUATION OF UNDP EQUATORIAL GUINEA COUNTRY PROGRAMME 2013-2017

related to youth employment, education, infectious diseases, HIV/Aids, procurement of medications as well as information technology and communication; (ii) *democratic governance* includes projects related to local development and the implementation of the Millennium Development Goals (MDGs); and (iii) *sustainable Environment* includes projects on sustainable forest management and the implementation of the national adaptation plan of action. For example, in 2015 the country office implemented 14 projects with a cumulative delivery of US\$ 5.17m. This being the last year of the implementation of UNDP programme, an outcome evaluation is required in accordance with the organisation's policy.

2. Purpose of the evaluation

This evaluation is carried out within the overall provisions contained in the UNDP Evaluation Policy. In line with the Evaluation Plan of the CO, this evaluation is being conducted in 2017 to assess the impact of UNDP development assistance across the major thematic and cross cutting areas of socioeconomic wellbeing, democratic governance and sustainable environment. The end of term review will capture evaluative evidence of the relevance, effectiveness, efficiency and sustainability of current programming, which can be used to strengthen existing programmes going forward and to set the stage for new programme initiatives. The evaluation serves an important accountability function, providing stakeholders and partners with an impartial assessment of the results. The evaluation will provide an opportunity for UNDP to engage key stakeholders to discuss achievements, lessons learned and adjustments required in response to an evolving development landscape and changing national priorities.

3. Evaluation objectives and scope

3.1. Objectives

The objective of the evaluation is to comprehensively assess the progress in achieving the results of the country programme, its relevance, efficiency and effectiveness of strategies in the light of the development priorities of Equatorial Guinea as well as its contributions to national development results. Specifically, the evaluation will assess:

- The relevance and strategic positioning of UNDP support to Equatorial Guinea socio-economic wellbeing, democratic governance, and sustainable environment.
- The strategies that UNDP has devised for its support on socio-economic wellbeing, democratic governance, and sustainable environment, and whether they are well conceived for achieving planned objectives.
- The progress made towards achieving the three outcomes through specific projects and advisory services, and including contributing factors and constraints.

TERMS OF REFERENCE

FINAL EVALUATION OF UNDP EQUATORIAL GUINEA COUNTRY PROGRAMME 2013-2017

- The progress to date under these outcomes and what can be derived in terms of lessons learned for future CO support to the country.

3.2. Scope

The evaluation will be conducted during the months of September and October 2017, with a view to enhancing programmes while providing strategic direction and inputs to the preparation of the next country programme. The preparation of the UNDP Country Programme Document 2019-2021 is expected to start October 2017. Attainment of the intended results and contributions to national development results in Equatorial Guinea. A set of appropriate and forward-looking recommendations will be drawn at the end of the evaluation.

4. Evaluation Criteria and Questions

The evaluation seeks to answer the following questions, focused around the evaluation criteria of relevance, effectiveness, efficiency and sustainability:

4.1. Relevance

- To what extent are the outcomes and outputs of the CPD relevant and contributing towards national development priorities and outcomes such as the National Plan for Economic and Social Development (PNDES), also referred to as Horizonte 2020, the UNDP Strategic Plan (2013-2017), and other strategic documents?
- Are the intended outputs and outcomes aligned with the key development strategies of the country? Are they consistent with human development needs of the country and the intended beneficiaries?
- Do the outputs and outcomes address the specific development challenges of the country and the intended beneficiaries? Were there any unintended consequences (positive or negative) that have implications to the human development goals of the country?
- To what extent has UNDP Equatorial Guinea selected method of delivery been appropriate to the development context of the country?
- Has UNDP Equatorial Guinea been influential in national debates on socio-economic wellbeing, democratic governance and sustainable environment and has it influenced national policies or legal reforms? To what extent have UN reforms influenced UNDP Equatorial Guinea's support to Equatorial Guinea in these three strategic areas?

4.2. Effectiveness

The extent to which the CP has achieved its intended outcomes and planned results.

TERMS OF REFERENCE
FINAL EVALUATION OF UNDP EQUATORIAL GUINEA COUNTRY PROGRAMME
2013-2017

- Were the stated outputs achieved? Did they contribute to the stated outcomes? What are the key development and advisory contributions that UNDP has made/is making towards the outcomes, if any?
- If not fully achieved, was there any progress? If so, what level of progress towards outcomes has been made as measured by the outcome indicators presented in the results framework. What evidence is there that UNDP support has contributed towards an improvement in the country's capacity, including institutional strengthening?
- What/How is the quality of expertise provided to the partner government institutions?
- What concrete successes in policy formulation, advice and coordination have been achieved, where applicable?
- How useful has the knowledge and skills transfer proven to be so far?
- How effectively has the CP been structured? How has the surrounding structure in which the CP operates affected its delivery?
- How can the effectiveness of support to the CP be strengthened in future country programmes?

4.3. Efficiency

Measurement of the outputs in relation to the inputs.

- Has the implementation strategy and execution been efficient and cost effective?
- Has there been an economical use of financial and human resources?
- Have resources (funds, human resources, time, expertise, etc.) been allocated strategically to achieve outcomes?
- Have resources been used efficiently and as planned?
- Have activities supporting the strategy been cost-effective? If not, why? In general, do the results achieved justify the costs and could the same results be attained with fewer resources?
- Were the results delivered in a reasonable proportion to the operational and other costs?
- Have programme funds and activities been delivered in a timely manner?
- Does programme governance facilitate good results and efficient delivery? Is there a clear understanding of the roles and responsibilities by all parties involved?
- Are the monitoring and evaluation systems in place helping to ensure effective and efficient programme/project management?
- How has the partnership strategy influenced the efficiency of UNDP initiatives through cost-sharing measures and complementary activities?

4.4. Sustainability

TERMS OF REFERENCE
FINAL EVALUATION OF UNDP EQUATORIAL GUINEA COUNTRY PROGRAMME
2013-2017

- What is the likelihood that UNDP’s interventions are sustainable?
- Do the UNDP interventions have well designed and well planned exit strategies?
- What mechanisms have been put in place by UNDP Equatorial Guinea to support the government/ institutional partners to sustain improvements made through these CP interventions?
- What could be done to strengthen exit strategies and sustainability?
- What changes should be made in the current set of partnerships to promote long term sustainability? Consider entry into effect of the Differentiated Physical Presence and other organisational reforms.
- What mechanisms has UNDP put in place beyond current programme CP funding modalities?

4.5. Other key issues

Strategic relevance and responsiveness

- To what extent has UNDP leveraged the PNDES, and other national strategies with its programmes and strategy?
- What approaches have been used to increase its relevance in the country?
- What are critical gaps in UNDP programming?
- To what extent has UNDP anticipated and responded to significant changes and emerging needs in the national development context in a responsive manner? For example, in issues related to the transition from MDGs to sustainable development agenda? What are the missed opportunities in UNDP programming?

Partnership strategy

- Has the partnership strategy been appropriate and effective?
- To what extent has UNDP coordinated its operational activities with other development partners and stakeholders?
- How have partnerships affected the progress towards achieving the outputs?
- Has UNDP worked effectively with other donors to deliver on the CPD initiatives?
- How have partnerships affected the progress towards achieving the outputs and outcomes?

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

Social inclusion and Human rights

TERMS OF REFERENCE
FINAL EVALUATION OF UNDP EQUATORIAL GUINEA COUNTRY PROGRAMME
2013-2017

- To what extent have poor, indigenous and physically challenged, women and other disadvantaged and marginalized groups benefitted from UNDP CPD interventions?

Gender Equality

- To what extent has gender been addressed in the design, implementation and monitoring of CPD interventions? Is gender marker data assigned to the projects representative of reality?

Capacity Building

- Did the CPD adequately invest in, and focus on, national capacity development to ensure sustainability and promote efficiency?

Based on the above analysis, the evaluation is expected to provide overarching conclusions on UNDP Equatorial Guinea CO results in these areas of support, as well as recommendations on how the UNDP could adjust its programming, partnership arrangements, resource mobilization strategies, and capacities to ensure that the CPD portfolio fully achieves current planned outcomes and is positioned for sustainable results in the future. The evaluation is additionally expected to offer lessons for UNDP support in country and elsewhere based on this analysis.

4. Methodology and approach

The evaluation will be carried out by an external evaluator, and will engage a wide array of stakeholders and beneficiaries, including government, where programmes or advisory supports were provided, academics and subject experts, private sector representatives, relevant Civil Society Organizations and UNDP staff. The evaluation is expected to take a “theory of change” (ToC) approach (see the guidance note for reference - Annex) to determining causal links between the interventions that UNDP has supported, and observed progress in the different portfolio. The evaluator will develop in consultation with the programme team, a logic model of how UNDP interventions are expected to lead to improved national and local government management service delivery. The model will be validated by UNDP.

Evidence obtained and used to assess the results of UNDP support should be triangulated from a variety of sources, including verifiable data on indicator achievement, existing reports, and technical papers, stakeholder interviews, focus groups, surveys and site visits. The steps in data collection are anticipated but not limited to the following: the evaluator will propose the approach best suitable to conduct the evaluation.

4.1. Desk reviews

TERMS OF REFERENCE

FINAL EVALUATION OF UNDP EQUATORIAL GUINEA COUNTRY PROGRAMME 2013-2017

The evaluation team will collect and review all relevant documentation, including the following:

- i) national programme documents;
- ii) project documents and activity reports;
- iii) past evaluation/self-assessment reports;
- iv) deliverables from the country programme activities, e.g. published reports and training materials;
- v) client surveys on support services provided to institution if any;
- vi) country office reports;
- vii) UNDP's corporate strategies and reports including Project board minutes; and
- viii) government, media, academic publications.

4.2. Interviews and focus group discussions:

The evaluation team will conduct face-to-face and/or telephone interviews with relevant stakeholders, including: i) UNDP staff (managers and programme/project officers) at the Country Office; and ii) policy makers, beneficiary groups and donors in the country. Focus groups may be organized as appropriate.

4.3. Field visits:

The evaluation team will visit select programme sites to observe first-hand progress and achievements made to date and to collect best practices/lessons learned. A case study approach will be used to identify and highlight issues that can be further investigated across the programme.

4.4. Management and conduct of evaluation

The UNDP CO management will select the evaluation team through an open process, and will be responsible for the management of the evaluators. The UNDP M&E Officer will be the focal person for the review exercise. She will work closely with the Programme officer and the programme Assistant, including support to:

- Compilation of documents and background materials for the review team;
- Stakeholder mapping of the main partners;
- List of Atlas projects;
- Preliminary Itinerary of field visit;
- Linking and liaising with UNDP CO as well as with Implementing Partners and other stakeholders.

The management of the CO will arrange introductory meetings within CO and the Programme Officer will establish initial contacts with partners and project staff. The consultants will take responsibility for setting up meetings and conducting the evaluation, subject to advanced approval of the methodology submitted in the inception report. The Management of the CO will develop a management response to the evaluation within two weeks of report finalization.

An evaluation reference group will be set up to ensure objectivity as well as technical soundness of the process. Specific tasks of the reference group will be to review and provide guidance to the

TERMS OF REFERENCE

FINAL EVALUATION OF UNDP EQUATORIAL GUINEA COUNTRY PROGRAMME 2013-2017

FE process, including the evaluation questions, Inception Report, facilitate access to information, comments to draft reports, among others. The evaluation Reference Group will also advise on the conformity of evaluation processes to the UNEG standards. The evaluation team is required to address comprehensively all comments of the Panel. The Evaluation Team Leader will provide a detailed rationale for any comment that remain unaddressed. The composition of the Reference Group: *Presidencia del Gobierno*, Ministry of Economy, Planning and Public Investment, Department of Human Rights promotion, Ministry of Education and Science, Ministry of Foreign Affairs and Cooperation, Ministry of Work, Employment Promotion, and Social Security, Ministry of Youth and Sports, Ministry of Interior and Local Corporations, Ministry of Public Administration And Administrative Reform, Ministry of Civil Aviation, and the National Statistics Institute (INEGE)

4.5. Evaluation process

The review will unfold in three phases, each of them including several steps.

A. Inception phase

- Document and desk review (review of all relevant documents - project documents and reports regarding the CPD 2013 -2017);
- Stakeholder mapping (a mapping of stakeholders relevant to the CPD. The mapping exercise will include government and civil society stakeholders and will indicate the relationships between different sets of stakeholders);
- Analysis of the Results and Resources Framework (Result Resource Matrix and M&E Plan);
- Finalization of the list of evaluation questions;
- Development of data collection and analysis strategy as well as concrete work plan for the field phase.

At the end of this phase, the review team will produce an *Inception report*, displaying the results of the above-mentioned steps and tasks.

B. Field phase

After the inception phase, the evaluation team will undertake a two-weeks in-country mission to collect and analyze the data required to answer the final evaluation questions, consolidated during the inception phase. At the end of the Field phase, the Review team will provide the UNDP CO *with debriefing presentation on the preliminary results of the review*, with a view to validating preliminary findings and testing tentative conclusions and/or recommendations.

C. Synthesis phase

TERMS OF REFERENCE

FINAL EVALUATION OF UNDP EQUATORIAL GUINEA COUNTRY PROGRAMME 2013-2017

During this phase, the evaluation team will continue the analytical work initiated during the field phase and prepare a first draft of the evaluation report, considering comments made by the UNDP CO at the debriefing meeting. The first draft of the report will be submitted to the Reference Group for comments in writing. Based on the comments from the Reference Group, the second draft of the report will be prepared. The second draft will be presented at the In-country validation workshop, which should be attended by the key programme stakeholders, including Implementing Partners, and UNDP staff. The final report will be drafted shortly after the validation workshop, considering comments made by the participants.

5. Deliverables

The following reports and deliverables are required for the evaluation:

- Inception report
- Draft CP Evaluation Report
- Presentation at the validation workshop with key stakeholders, (partners and beneficiaries)
- Lessons Learned report
- Final report on the CP Evaluation

One week after start date of the consultancy, the evaluation manager will produce an **inception report** containing the proposed theory of change for UNDPs work under the different outcome. The inception report should include an evaluation matrix presenting the evaluation questions, data sources, data collection, analysis tools and methods to be used. Annex 4 provides a simple matrix template. The evaluator will also propose a rating scale in order that Performance rating will be carried out for the four evaluation criteria: relevance, effectiveness, efficiency and sustainability. The inception report should detail the specific timing for evaluation activities and deliverables, and propose specific site visits and stakeholders to be interviewed. Protocols for different stakeholders should be developed. The inception report will be approved by the Resident Representative or her designate before the evaluators proceed with site visits.

The **draft evaluation report** will be shared with stakeholders/reference group, and presented in a validation workshop (if applicable), that the Country Office will organise. Feedback received from these sessions should be considered when preparing the final report. The evaluators will produce an ‘audit trail’ indicating whether and how each comment received was addressed in revisions to the **final report**.

A **lessons learned report** will also be produced and discussed during the validation workshop. Feedback received should be taken into consideration when preparing the lessons learned report.

TERMS OF REFERENCE
FINAL EVALUATION OF UNDP EQUATORIAL GUINEA COUNTRY PROGRAMME
2013-2017

The lessons learned report should cover the different facets country programme implemented by the CO. This reports should be annexed in the main evaluation report. See Annex 7 of the UNDP M&E Handbook for the evaluation report template and quality standards.

6. Required Competencies, Duties and Responsibilities of the Evaluator

The Final evaluation will be undertaken by an external evaluator, hired as consultant,

Required Qualifications of the Evaluator

- Minimum Master’s degree in economics, political science, public administration, regional development/planning, or other social science;
- Minimum 10-15 years of professional experience in public sector development,
- At least 5 years of experience in leading evaluations of government, policies and international aid organisations, preferably with direct experience with civil service capacity building;
- Knowledge of the equatorial Guinea’s development context will be an asset.
- Strong working knowledge of the UN and its mandate in the region, and more specifically the work of UNDP in support initiatives in the country;
- Sound knowledge of results-based management systems, and monitoring and evaluation methodologies; including experience in applying SMART (S Specific; M Measurable; A Achievable; R Relevant; T Time-bound) indicators;
- Excellent reporting and communication skills;
- Fluent in written and spoken Spanish;
- Excellent reading and writing skills in English and/or French.

The **Evaluator** will have overall responsibility for the quality and timely submission of the draft and final evaluation reports. Specifically, the Evaluator will perform the following tasks:

- Lead and manage the evaluation mission;
- Develop the inception report, detailing the evaluation scope, methodology and approach;
- Conduct the evaluation in accordance with the proposed objective and scope of the evaluation and UNDP evaluation guidelines;
- Liaise with UNDP CO on travel and interview schedules;
- Author and present the draft and final evaluation reports;
- Lead the presentation of draft findings in the stakeholder workshop;
- Finalize the evaluation and lessons learned report and submit it to UNDP CO Management.

7. Evaluation Ethics

TERMS OF REFERENCE
FINAL EVALUATION OF UNDP EQUATORIAL GUINEA COUNTRY PROGRAMME
2013-2017

The evaluation must be carried out in accordance with the principles outlined in the UNEG ‘Ethical Guidelines for Evaluation’ and sign the Ethical Code of Conduct for UNDP Evaluations. Evaluators must be free and clear of perceived conflicts of interest. To this end, interested consultants will not be considered if they were directly and substantively involved, as an employee or consultant, in the formulation of UNDP RSCA strategies and programming relating to the outcome and programme under review. The code of conduct and an agreement form to be signed by each consultant.

8. Availability

The consultant should be available between Mid-September and 30 November, 2017.

9. Duration of contract

The assignment is expected to require 25 working days. UNDP will pay the consultant fees per working day. Daily Subsistence Allowance (DSA) will be paid where applicable per night spent at the place of the mission following UN DSA rate applicable.

Payment of fees will be based on the delivery of outputs, as follows:

- 20% upon submission of acceptable inception report
- 40% upon submission of acceptable draft report
- 40% upon satisfactory completion of assignment and endorsement of the evaluation report by UNDP CO.

10. Proposed Work Plan and Indicative Timeline

It is planned that the evaluation starts on Mid-September 2017 and shall expire on the satisfactory completion of the services of the services described above by 10 November, 2017.

The following schedule of activities is only indicative, and a final timeline will need to be refined and presented by the evaluator to the Reference Group:

INDICATIVE TIMELINE	ACTIVITY
18 September [tbc]	Contract Signature
18 to 29 September	Submission of Inception Report
02 to 06 October	Review and validation of the Inception report
09 to 20 October	Data collection
23 to 27 October	Preparation and Submission of Draft report
30 October to 03 November	Review of draft report and comments
06 November	Stakeholders workshop
10 November	Submission of final report

TERMS OF REFERENCE
FINAL EVALUATION OF UNDP EQUATORIAL GUINEA COUNTRY PROGRAMME
2013-2017

Annexes²

Annex 1 - Intervention Results Framework and Theory of Change

Annex 2 – List of Key stakeholders and partners

Annex 3 - Documents to be consulted

Annex 4 - Evaluation Matrix

EVALUATION MATRIX						
Relevant evaluation criteria	Key Questions	Specific Sub-Questions	Data Sources	Data collection Methods/Tools	Indicators/ Success Standard	Methods for Data Analysis

Annex 5 - The code of conduct

² Annexes 1, 2 are part of the project documents. Annex 3 will be given when the contracts have been signed. Annex 5 will be provided with the contract for signature