**Terms of Reference**

Evaluation the United Nations Development Assistance Framework (UNDAF) for The Gambia

2017-2022

**1. INTRODUCTION**

The United Nations Development Assistance Framework (now renamed the United Nations Sustainable Development Cooperation Framework (UNSDCF) or Cooperation Framework (CF)) is the central planning document for the United Nations (UN) activities in The Gambia. The current UNDAF covering the period 2017-2022[[1]](#footnote-1) was prepared by the United Nations Country Team (UNCT), in close cooperation with the Government of the Republic of The Gambia (GoTG), civil society stakeholders, academics and the international community to support the efforts needed to achieve the objective of the National Vision 2020 to “become a modern, prosperous democratic state”. It is a collective, coherent, and integrated response by the UNCT in three key priority areas of (1) Governance, Economic Management and Human Rights; (2) Human Capital Development; and (3) Sustainable Agriculture, Natural Resources and Environmental Management. The UNDAF also incorporated to the best possible mainstreamed gender approaches throughout the document. Furthermore, it operationalizes the principle of “Delivering as One” (DAO) within the broader ideal of One UN, following the General Assembly Resolution A/RES/67/226 (2012), the release of the Standard Operating Procedures (SOPs) and the Guidelines for Countries Adopting the Delivering as One Approach in 2014.

Evaluation of the UNDAF is an important part of the results-based management cycle and is also a mandatory part of the current partnership framework, in line with United Nations Evaluation Group (UNEG) norms and ethical standards and guidelines. It focuses not only on the development results achieved, but also on identifying internal gaps and overlaps. The UN understand that evaluation improves accountability for results and provides learning about what works, what does not work, and why. The evaluation aims to assess whether the UNCT prioritizes the support and contribution to the country's development in accordance with its national priorities. Finally, it will assess whether UNCT has contributed to changes beyond the scope of and the project to help The Gambia advance in achieving the Sustainable Development Goals (SDGs). It will provide recommendations on the overall strategic positioning of the UN development system in The Gambia and priorities and, considerations for future support.

Furthermore, the purpose of the evaluation is to assess the relevance, effectiveness, efficiency, sustainability, and coherence/coordination and ownership of the results of the implementation of the assistance framework, particularly its contribution to the achievement of national priorities. In addition, the evaluation aims to strengthen programmes by realigning priorities, strategies, and interventions. Evaluation-based evidence and recommendations can also be used for resource leveraging and partnerships. Through the evaluation and the final report, governments, the UNCT and other UN stakeholders learn from the process of documenting good practices, which can also be used for the benefit of other countries.

Moreover, the evaluation process is an independent external activity designed to carry out an independent assessment of the results, successes, challenges, and lessons learned throughout the cycle and incorporate them into the next planning cycle spanning and should be carried out in an inclusive manner, through meaningful engagements from relevant national partners to promote national ownership. The primary audiences for whom the evaluation is intended are the UN Country Team (both resident and non-resident) and key GoTG counterparts, as well as other Development Partners, including donors, the private sector, Non-Governmental Organizations (NGOs) and civil society.

The final report will be the main accountability tool for measuring the collective contribution of the UNCT in the Gambia. It will focus on issues at the strategic level and the overall contribution of the United Nations System at the outcome level, as well as the contribution to the national priorities and SDGs. Moreover, it will provide valuable information for improved programming, results, and decision-making for the next programme cycle and for enhancing UN coordination at the country level.

The evaluation process became even more strategic with the United Nations General Assembly resolution 72/279, that elevated the cooperation framework as “the most important instrument for planning and implementation of the UN development activities at country level in support of the implementation of the 2030 Agenda for Sustainable Development (2030 Agenda)”. Therefore, this evaluation process will be used to learn from past and current work, its results, and recommendations to inform development of the new UNSDCF for 2023-2028.

**2. COUNTRY CONTEXT AND UNDAF/UNSDCF HIGHLIGHTS**

The Gambia is one of the smallest countries in West Africa with a total area of 10,679 sq. km (4388 sq. miles). It is bordered to the north, south and east by Senegal and has an 80km coast on the Atlantic Ocean to the west[[2]](#footnote-2). According to the Gambia Labor Force Survey (GLS) (2018), the total population was estimated to be about 2.3 million persons of which 54.7 % are living in the urban areas compared to the rural areas (45.3%). Out of the 2.3 million, 1.0 million are children aged 0-14 years (43.4 per cent) and 1.3 million are aged 15 years and over (56.6 %). The population aged 15 to 24 years account for the highest proportion of the population with 39.1 %. The population of females is slightly higher than males for the population 15 years and above (52.4 % and 47.6 % respectively).

The Gambia is a multi-party parliamentary democracy with a government divided into independent executive, legislative and judicial branches. A coup d’état in 1994 deposed the first president, who had ruled since independence in 1965, and suspended the country’s 1970 Constitution. A presidential election held in 1996 brought in the then Military leader, retired Col. Yahya A.J.J. Jammeh as the Head of State with 56% of the vote. The Alliance for Patriotic Reorientation and Construction (APRC) won the legislative elections in January 1997 with 33 of the 45 seats in the National Assembly. The APRC led by President Jammeh has dominated the political sphere since 1994.[[3]](#footnote-3)

After 22 years of authoritarian rule, the December 2016 presidential election ushered in a historic change of government after the incumbent President Yahya A.J.J. Jammeh was defeated by Adama Barrow and a coalition of opposition parties. Parliamentary elections held in April 2017 gave the United Democratic Party an absolute majority in the National Assembly after they won 31 seats out 58 seats and the APRC won only five seats.[[4]](#footnote-4)

Within the last four years, The Gambia has made significant efforts to transition to good governance and democratic consolidation following the end of the 22 years of authoritarian regime under the former administration. So far, the democratization process has generated significant institutional changes and has brought about transformations in the political landscape. Mindful that sustainable development can only be achieved within an environment of good governance, the government continues to implement institutional reforms that uphold the rule of law and guarantees protection of human rights for all.[[5]](#footnote-5)

Currently, Gambians are enjoying a more liberal environment, freedom of speech as guaranteed by law. Protection of freedom of expression has improved, allowing citizens to express their views about government policies and programs. Although free media continues to be curtailed; it has however flourished compared to the past regime and continues to play a crucial role in scrutinizing governmental and political affairs. While space for citizens engagement continue to expand, power has gradually been distributed vertically and horizontally. Vertically, The Gambia has since 2018 been carrying out a broad decentralization process where local governments are exercising authorities and responsibilities for the provision of public services; horizontally, several key governance and transitional justice institutions have increased. For instance, the government is organizing the presidential election in December 2021. GoTG has also embarked on a transitional justice process, amongst which is the establishment of a Truth Reconciliation and Repatriation Commission (TRRC), National Human Rights Commission (NHRC), Constitutional Review Commission (CRC), Security Sector Reform (SSR) and Commission of Inquiry into the Financial Dealings of former President Jammeh, his family members and close associates.

The Gambia is a low-income[[6]](#footnote-6) country whose economy primarily depends on agriculture and tourism. Since its independence in 1965 it has been unable to sustain long periods of economic growth due to its vulnerability to weather related shocks and undiversified economy. However, over the past decade (2007-2016) the country has maintained an average GDP growth rate of 3.6%, reaching a GDP per capita of US$ 716.1 in 2018[[7]](#footnote-7). The productive sector has however not benefited proportionally from the economic growth and the burden of public debt is extremely heavy (81% of GDP[[8]](#footnote-8) in 2019, which generated high interest rates). The service sector, which is the highest contributor to GDP, remains unsophisticated and delinked from the global value chain due to the industry consisting of wholesale and retail trade, and the repairs of motors and motorcycles. Moreover, the contribution of the agriculture, forestry, and fisheries sectors (second largest contributor to GDP), has gradually declined from accounting for nearly a third (32%) of GDP in 2004 to less (21%) of GDP in 2017[[9]](#footnote-9). Therefore, the country continues to depend largely on aid inflows for net development (27.3% of GNI[[10]](#footnote-10)), and remittances, which account for almost a fifth of GDP (15.3% of GDP[[11]](#footnote-11)). The Gambia’s relatively weak economic performance is exacerbated by the effects of the COVID-19 global pandemic in 2020 which resulted in a reduction of tourists and trade disruptions leading to a 0% growth and a contraction in real GDP per capita by 2.9%[[12]](#footnote-12).

As for poverty and income distribution in the country, the GINI index of 35.917[[13]](#footnote-13) illustrates high inequality and the UNDP’s Human Development Report 2019 indicates that multidimensional poverty among the population is as high (32%). 48.6% of the population live below the poverty line with the majority (69.5%) of the poor living in the rural areas[[14]](#footnote-14). The country is also ranked 172 out of 189 countries in the Human Development Index[[15]](#footnote-15). Gender inequality is exhibited by its low score of 0.612 and rank (148 out of 189 countries) on the Gender Inequality Index[[16]](#footnote-16). The literacy rates of men and women aged 15-49 is 63.4% and 48.1% respectively[[17]](#footnote-17). Although progress has been made in the primary school enrollment rates and girls’ education, the quality and relevance of curricula and learning materials remains a serious concern. Poor and inadequate education continues to limit youth’s acquisition of skills and productivity, while insufficient access to knowledge and information for young entrepreneurs hinders their gainful engagement. Furthermore, the health care system in the country has been under pressure and in dire condition. Inadequate financial support, the increasing population growth, shortage of qualified staff, and the recent COVID-19 pandemic have increased the challenges of accessing quality health care[[18]](#footnote-18). The average life expectancy in the Gambia is 61.7 years[[19]](#footnote-19). About 6%[[20]](#footnote-20) of the budget is spent on health care based on the 2020 budget compared to the 15% Abuja declaration. The COVID-19 pandemic is expected to have negative implications on poverty reduction and SDG progress. This will be further compounded by inadequate formal social safety nets for the vulnerable population.

This UNDAF (2017-2022) is the strategic partnership framework between UNCT and GoTG for five years. Aligned with the Vision 2020 document, The Gambia National Development Plan 2018-2021 (NDP), the Programme for Accelerated growth and Employment (PAGE) II as well as the SDGs, Africa Agenda 2063, and other international declarations such as the 2015 Paris Climate conference (CoP 21), it defines the priority areas of intervention, identified together with the Government of The Gambia to support the national development initiatives of the Government.

In line with the central objective of poverty reduction and inclusive growth, ensuring core programming principles of “leaving no one behind” and “sustainable development & resilience”, the UNDAF incorporated sections responding to humanitarian challenges. It also placed emphasis on resilience building for government institutions which provide basic services, as well as on communities emerging from crisis.

The formulation process of the UNDAF benefited from a joint Common Country Assessment (CCA) with the government, drawing on lessons and experiences of the MDGs and Vision 2020, as well as the previous two UNDAFs. The development of the framework was jointly led by the GoTG and the UNCT with the participation of line ministries, regional governors, National Assembly members, non-governmental organizations (NGOs), and other development partners, including international financial institutions and bilateral donors. UN non-resident agencies also contributed to the UNDAF.

The UNDAF reflects The Gambia’s changing economic, social, and environmental conditions as informed by various studies and country assessment reports. It is designed as a smart tool to address The Gambia’s development and humanitarian challenges, leveraging on the leadership, comparative advantages, and position of the UN.

Furthermore, it adopted a programmatic approach that emphasized on results and implementable interventions within priority areas. These areas of cooperation selected considered (1) the common root causes of major development challenges; (2) priority needs of the most vulnerable groups and capacities of state bodies to meet their commitments; (3) goals and targets of the SDGs, UN human rights instruments; and other declarations such as the CoP 21.

Ten outcomes with specific indicators within the three identified national priority areas to respond to The Gambia’s development priorities as summarized in the table below were elaborated in the UNDAF. The priority areas and outcomes were explicitly linked to the Sustainable Development Goals (SDGs) impact indicators, ensuring full alignment between the international Post 2015 Agenda and national priorities.

|  |  |
| --- | --- |
| **Strategic Result Area** | **Outcomes** |
| **Governance, Economic Management and Human Rights**  UNDAF for the period will continue to support efforts and initiatives aimed at strengthening national institutions responsible for economic and financial management for the attainment of economic stability, inclusive and sustainable growth. These reforms will guarantee people their human rights, access to basic social services, promote rule of law, accountability, equal access to justice, gender equality and democratic participation in decision-making. | **Outcome 1.1: Sustainable Economic Management**  By 2021, accelerate inclusive and sustainable economic growth to reduce poverty and inequality for the vulnerable groups. |
| **Outcome 1.2: Governance and Human Rights** Institutional reforms implemented to ensure rule of law and guarantee people their human rights, such as access to justice, gender equality, basic social services, and democratic participation in decision-making processes. |
| **Human Capital Development**  Education and health care services with a special focus on raising quality and accessibility. Improved equitable access to water, sanitation, and hygiene as well as social safety nets, nutrition, child protection and HIV/AIDS care services with special focus on most vulnerable. Improve gender equality and promote youth access to reproductive health services. | **Outcome 2.1: Education**  Increased access to inclusive and equitable quality and relevant education for all with special focus on the most vulnerable. |
| **Outcome 2.2: Health**  Increased equitable access to quality health for all including the most vulnerable. |
| **Outcome 2.4: Social Inclusion and Protection**  Access to integrated, inclusive and sustainable social protection services for vulnerable groups through a social protection framework in line with international standards increased. |
| **Outcome 2.5: Youth and Gender**  Women and youth empowerment promoted to reduce gender disparities, gender-based violence, access to decent employment, opportunities and ensure effective participation in national development. |
| **Sustainable Agriculture, Natural Resources, Environment and Climate Change Management**  Integrated Agricultural production and productivity as well as commercialization for inclusive growth and food security  Mainstream climate change in our environment and disaster risk management policies | **Outcome 3.1: Agriculture and Food Security**  Sustainable agricultural production and productivity increased for enhanced food security, nutrition, and income generation for all in rural and urban areas |
| **Outcome 3.2 Natural Resources & Environment Management**  Sustainable, inclusive, and integrated natural resource and environment management enhanced for food security, income generation and safe environment |
| **Outcome 3.3: Disaster Risk Management**  Effective national DRM system is in place to strengthen vulnerable communities (men and women) resilience to adverse shocks |
| **Outcome 3.4: Nutrition**  Increased equitable and quality access to nutrition specific and sensitive services including the most vulnerable. |

Additionally, the UNDAF considered key opportunities, risks and assumptions that could enhance or endanger the achievement of its objectives. These include:

* Priorities identified in the UNDAF that overlap only partially with priorities identified in the National Development Plan may not be fully adopted by the Government;
* Commitments made by the Government to implement the strategic programmes supported by the UNDAF, particularly those requiring cost-sharing, specialized skills for oversight, and monitoring and evaluation, may shift;
* Continuous commitment of multi-lateral and bi-lateral donors to support and compliment UNDAF objectives;
* Capacities and competencies of local implementing partners and counterparts to implement planned activities supporting the achievement of UNDAF outcomes; particularly with the high turnover of senior government officials;
* UNDAF priorities are maintained by the government that comes to power at the start of implementation of the new UNDAF; and
* Continuous engagement between the government and its development partners to enhance partnership and resource mobilization for UNDAF implementation.

**3. OBJECTIVES AND SCOPE OF THE EVALUATION**

**Overall Objective**

Overall objective of the evaluation is to assess the progress and achievements towards UNDAF’s objectives, outcomes, and outputs and their contributions to addressing the development challenges of the country; to provide information on accountability for the resources delivered, decision making for improved performance and to identify lessons learnt and the best practices for designing a new Cooperation Framework cycle.

The evaluation of the UNDAF is also intended to provide accountability to the actions of the UN System in The Gambia and to examine for the entire 2017-2022 period, the relevance, effectiveness, efficiency, sustainability, and appropriateness of its strategies in support to national development priorities and results, SDGs as well as UN System’s internal coherence in implementing its strategies while focusing on lessons learnt and the best practices to guide the new Cooperation Framework cycle.

**Specific Objectives**

The UNDAF Evaluation will have the following specific objectives:

* Describe the progress of each indicator and its target of all outcomes under the three priority areas as per the UNDAF Result Matrix.
* Assess the progresses, achievements, and contributions of UNDAF interventions in each of the three priority areas and across all ten programme outcomes using majorly OECD/DAC evaluation criteria of relevance, effectiveness, efficiency, sustainability, and coordination.
* Critically analyze and identify obstacles and challenges that have impeded the achievement of speciﬁc outcomes and outputs.
* Highlight the key lessons learnt, best practices from the implementation of UNDAF interventions and processes, and emerging issues and way forward to inform next Cooperation Framework programming.
* Analyze the level of mainstreaming the five UN programming principles (human rights-based approach, gender equality, environmental sustainability, results-based management, capacity development) across UNDAF interventions as applicable.

**Scope of the evaluation**

The evaluation of the UNDAF is expected to be undertaken from October to November 2021. The geographic scope of the evaluation will be national. Regarding the programmatic scope of the evaluation, all the 10 UNDAF outcomes that were implemented from January 2017 to October 2021will be covered.

**4. EVALUATION CRITERIA AND QUESTIONS**

The UNDAF evaluation will adopt standard OECD/DAC evaluation criteria namely: relevance, effectiveness, efficiency, and sustainability as well as UN Development Coordination’s criteria of coordination as well as humanitarian coverage and connectedness as applicable. These criteria will provide the normative framework to determine the merit of the UNDAF’s intervention upon which evaluative judgements will be made.

The evaluation will consider the below questions aligned to the evaluation criteria as well as the previously stated objectives as relevant:

**Relevance:** To what extent are the outcomes in UNDAF, outputs and interventions identified in the Joint Work Plan (JWP), and agencies’ specific Country Program Documents (CPDs) consistent with the NDP, PAGE II, Vision 2020 document, SDGs, Africa Agenda 2063, and other international declarations such as the 2015 Paris Climate Conference (CoP 21) among others? To what extent has the UNDAF been flexible to accommodate the emerging issues (e.g., COVID-19)?

**Effectiveness:** How effective have the resources and strategies implemented contributed to UNDAF’s expected results so far? How effective has the UNDAF been in achieving the expected results outlined in the results framework? To what extent have the UNDAF intervention contributed to gender equality and women empowerment? To what extent have the UNDAF interventions benefited targeted institutions, differential groups including the most vulnerable, people with disability, the disadvantaged, and marginalized population?

**Efficiency:** To what extent have results of the UNDAF been achieved in the most cost-effective way possible? To what extend where UNDAF resources adequately managed to collectively prioritize activities based on the needs (demand side) rather than on the availability of resources (supply side), and reallocated resources according to the collective priorities and changing needs?

**Sustainability:** To what extent will the net benefits of the UNDAF interventions continue or are likely to continue? To what extent are the results achieved and the strategies used by the UN System sustainable? What are socio-economic, institutional capacities and environmental systems that need to sustain the net benefits of the interventions over time?

**Management and coordination:** To what extent were responsibilities properly delineated and implemented in a complementary manner? Have coordination functions ensured coherence, harmonization, and synergy among UN agencies? Has UNDAF improved joint programming among agencies? Are the strategies employed by the agencies complementary and synergistic?

**Humanitarian Coverage and connectedness**: To what extent have the UNDAF interventions delivered humanitarian assistance to address the humanitarian crisis in the country particularly in terms of geographic and beneficiaries’ coverage? How have the UNDAF interventions applied the resilience approach linking prevention, preparedness, response, and early recovery with national capacity building to address the humanitarian crisis?

***5. METHODOLOGY; APPROACH; AND QUALITY ASSURANCE AND ASSESSMENT***

The evaluation will use a combination of primary and secondary data collection methods. The evaluation team will develop the evaluation methodology in accordance with the evaluation approach and design tools specified below to collect appropriate data and information to answer the 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.

**Sampling approach:** A systematic purposive sampling approach will be used to select programmes (Joint Work Plans; UN agencies CPDs; etc.) that will be covered in the scope of the UNDAF evaluation. The selected programmer should have sufficient level of transformational intent (depth, breadth, and size) and maturity. The systematic purposive sampling approach will also be used to target groups and stakeholders to be consulted. 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 UNDAF contributes). The evaluation team should clearly outline the sample selection criteria and process, and any potential bias and 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. Failing to do so may affect the credibility and technical adequacy of the information gathered.

Representativity: Sampling will make adequate consideration of the different socioeconomic categories, then the choice of entities/partners/structures and other categories of informants to be interviewed according to the intervention area (thematic and outcomes) of ​​the UNDAF

**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.

**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 UNDAF implementation entities at Country Office level.

**Evaluation Matrix**: The evaluation team will use the template of the evaluation matrix 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 and inclusive approach, involving a wide range of partners and stakeholders. The evaluation team will carry out a stakeholder mapping to identify the direct and indirect partners of the UNDAF, specifically targeting United Nations organizations and representatives of the national government. Stakeholder’s mapping may include civil society organizations, the private sector, other multilateral, and bilateral cooperation organizations and, above all, the beneficiaries of the program.

**Contribution analysis (based on the "theory of change"):** The evaluation will be conducted based on a theoretical approach, which means that the evaluation methodology will be based on a careful analysis of the expected results, products, activities, and contextual factors (which may affect the implementation of the UNDAF interventions) and their potential to achieve the desired effects. The analysis of the UNDAF’s theory of change and the reconstruction of its intervention logic, if necessary, will therefore play a central role in the design of the evaluation, in the analysis of the data collected throughout the evaluation, in communicating results and in developing relevant and practical conclusions and recommendations. Evaluators will base their evaluation on the analysis and interpretation of the logical consistency of the results chain: linking program activities and outputs to changes at a higher level of outcomes, based on observations and data collected during the process along the result chain. This analysis should serve as a basis for the judgment of the evaluators on the contribution of the current UNDAF to the achievement of the outcome level results as targeted by the UNDAF.

**Finalization of the evaluation questions and assumptions:** The finalization of the specific evaluation questions that will guide the evaluation 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 cooperation framework. 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.

**6. EVALUATION PROCESSES**

1. ***Inception Phase:*** desk review; development of the methodology; assessment of the theory of change and reconstitution (if necessary) to better adhere to the UNDAF as implemented; constitution of the sampling frame; sampling; field planning; etc.
2. [***Field Phase***](file:///C:/Users/Janine.Chase/AppData/Local/Microsoft/Windows/INetCache/Content.Outlook/BTOK7JO2/ToR%20TEMPLATE-UNDAF%20CF%20Evaluation%20(002).docx#_Toc38364466)***:*** data collection in the field; validation of information, presentation of preliminary findings to UNCT and ESC
3. [***Reporting Phase***](file:///C:/Users/Janine.Chase/AppData/Local/Microsoft/Windows/INetCache/Content.Outlook/BTOK7JO2/ToR%20TEMPLATE-UNDAF%20CF%20Evaluation%20(002).docx#_Toc38364467)***:*** data management, analysis and report writing, report validation; submission of draft report for evaluation quality assessment (EQA); etc.
4. [***Management response: Dissemination and use Phase***](file:///C:/Users/Janine.Chase/AppData/Local/Microsoft/Windows/INetCache/Content.Outlook/BTOK7JO2/ToR%20TEMPLATE-UNDAF%20CF%20Evaluation%20(002).docx#_Toc38364468)***:*** RCO and UNCT develop the management response

**7. EXPECTED DELIVERABLES & WORKPLAN AND INDICATIVE TIME SCHEDULE OF DELIVREABLES**

The overall evaluation work is expected to be finalized within 60 calendar days and the major deliverables include:

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| --- | --- | --- | --- |
| **Phase** | **Activities** | **Duration** | **Key deliverables** |
| Inception phase | Compilation of documents and desk review | 3 days | Approved Inception Report  (Not exceeding 20 pages excluding annexes) |
| Submit Draft Inception Report | 4 days |
| Quality assurance of IR by UNCT and DCO-HQ | 3 days |
| Field Phase | Data collection | 17 days | Debriefing Presentation to UNCT and ESC |
| Validation of information | 3 days |
| Analysis and Reporting Phase | Data analysis and report writing | 15 days | Draft Evaluation Report |
| Presentation of key findings | 2 days | Presentation |
| Quality assurance of Draft Evaluation Report | 5 days | Approved Final Evaluation Report  (Not exceeding 40 pages excluding annexes) |
| Preparation of final report (incorporation of feedback) | 8 days |

The above work plan is an indicative timeline. Based on the major deliverables, the team will prepare detailed work plan and propose alternative timeline by providing clear rationale in consideration with the overall assignment duration. All the documents should be elaborated in English.

**9. MANAGEMENT OF EVALUATION**

As per UNEG norms and standards, UNDAF evaluations should be participatory and involve all key  
stakeholders to bolster ownership over the evaluation findings. In line with these standards, the evaluation will involve the following groups of stakeholders:

* 1. **The Steering Committee**

The Evaluation Steering Committee (ESC) will oversee and facilitate the proper conduct of the evaluation and accompany the evaluation manager throughout the evaluation process. The Committee will consist of representatives from the UNCT and the government.

* 1. **The Evaluation Manager**

The UNDAF Evaluation Manager oversees the entire process of the evaluation, from its preparation to the dissemination and use of the final evaluation report. The Evaluation Manager will facilitate access of evaluators to information source and provide comments on the main deliverables of the evaluation process. The manager ensures the quality control of deliverables submitted by the evaluators throughout the evaluation process; with particular attention paid to ensuring that the UNEG norms  
and standards, code of conduct and ethical guidelines for evaluations as well as guidance on integrating human rights and gender equality in evaluation are followed/adhered to.

* 1. **The Evaluation Team**

The team will be expected to conduct the evaluation in accordance with the instructions of the UNEG norms and standards and oversight of the evaluation manager. Members of evaluation team should be a mix of both national as well as international experts. They should have professional and technical evaluation skills to produce high quality evaluation results and findings that are reliable, relevant and can easily be used for future programming and policy decision. However, none of them should have participated in designing, advising, or executing any aspect of interventions of the current UNDAF cycle or anticipated to play in the next cycle, and therefore, they need to be entirely independent of any of UN agencies in the country. 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 and the guidance on integrating human rights and gender equality in evaluation. They also produce the design report and independently conduct the field data collection and produce the draft and final evaluation report.

The evaluation team should be composed of at least 3 to 5 multidisciplinary evaluators with expertise in Governance, Economic Management and Human Rights, Human Capital Development (Education, Health, Social Inclusion and Protection, Youth and Gender, and Nutrition), Sustainable Agriculture, Natural Resource and Climate Change Management including Disaster Risk Management.

**The team leader** will be an international consultant (non-Gambian national) and responsible for providing overall leadership, guidance, designing of evaluation methodology and ensuring the implementation of the evaluation, and coordination for draft and final report as per the required standard and quality. The team leader will also be responsible for the management of the evaluation team and should have at least the following qualification and experience:

1. Minimum 10 years’ experience of conducting complex evaluations, including at least one UNDAF evaluation and one Gender Equality and Human Rights responsive evaluation (previous work can be hyperlinked if possible).
2. Master’s degree or above in International Development, Public Administration, Economics, Evaluation, or related fields.
3. Extensive experience of qualitative and quantitative data collection and analysis methods.
4. Excellent capability in reporting highly credible conclusions substantiated by evidence and develop clear, realistic, actionable recommendations.
5. Excellent knowledge of different types of theories of change, logic models and can use systems approach to recreate the development of theories of change and logic models to facilitate evaluative thinking.
6. A strong record in designing and leading evaluations in complex context, using a wide range of evaluation approaches, and identifying existing best practices.
7. Possess professional foundations, technical evaluation skills, management skills, interpersonal skills and promoting a culture of learning for evaluation.
8. Process management and facilitation skills, including ability to negotiate with a wide range of stakeholders.
9. Strong understanding of the United Nations system, Sustainable Development Goals and UNDAF programming processes and procedures.
10. Ability to assess the application of the five UN Programming Principles: human rights (the human rights-based approach to programming, human rights analysis, and related mandates within the UN system), gender equality (especially gender analysis), environmental sustainability, results-based management, and capacity development.
11. Familiarity of national planning processes is desirable.
12. Experience of The Gambia context is desirable.
13. Strong management, communication, interview and writing skills.
14. Demonstrated ability to deliver quality results within strict deadlines.
15. Must be able to work in a *multidisciplinary team and multicultural environment.*
16. Proficiency in English.

**The team members** will provide thematic expertise in the priority areas of the UNDAF and contribute to the overall delivery of the evaluation including the design of evaluation methodology, data collection and analysis as well as the draft and final evaluation report. The team members should include at least one or two Gambian nationals. The members of the evaluation team should have the below experiences and expertise:

* Master’s degree or above in International Development, Public Administration, Economics, Human Rights and Gender Equality, Agriculture, Natural Resource Management, Public Health Administration, Human Development, Evaluation, or related fields.
* Extensive experience of qualitative and quantitative data collection and analysis methods.
* Minimum 5 years’ experience of conducting complex evaluations.
* Proven experience in designing, monitoring and evaluations using a wide range of evaluation approaches and identifying existing best practices.
* Strong understanding of the United Nations system, Sustainable Development Goals or UNDAF programming processes and procedures.
* Familiarity of national planning processes.
* Experience of The Gambia context.
* Knowledge and expertise in two or more thematic areas of the UNDAF is desirable.
* Strong management, communication, interview and writing skills.
* Demonstrated ability to deliver quality results within strict deadlines.
* All team members must be able to work in a multidisciplinary team and multicultural environment.
* Proficiency in English.

1. **EVALUATION BUDGET AND PAYMENTS**

The budget for evaluation is allocated by Development Coordination Office through UN Gambia Resident Coordinator Office. The payment for the evaluation will be made based on the below modality after the completion of key deliverables as highlighted in the below table.

|  |  |  |  |
| --- | --- | --- | --- |
| **Phase** | **Activities** | **Key deliverables** | **Payment** |
| Inception phase | Compilation of documents and desk review | Approved Inception Report | 15% |
| Submit Draft Inception Report |
| Quality assurance of IR by UNCT and DCO-HQ |
| Interim Phase | Data collection | Debriefing Presentation to UNCT and ESC | 35% |
| Validation of information |
| Data analysis and report writing | Draft Evaluation Report |
| Presentation of key findings | Presentation |
| Final Phase | Quality assurance of Draft Evaluation Report | Approved Final Evaluation Report | 50% |
| Preparation of final report (incorporation of feedback) |

**11. SELECTION CRITERIA**

**Criteria for Selection of the Best Offer**

Combined Scoring method – where the technical proposal will be weighted a max of 70% and combined with the financial proposal which will be weighted a max of 30%.

**Technical:**

* Education: 10%
* Experience: 25%
* Language Skills: 5%
* Methodology, Approach and Work Plan: 30%

**Financial:**

* Price Offer: 30%

**12. BIBLIOGRAPHY**

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* The Gambia National Development Plan (2018 -2021). Available at: <https://gambia.un.org/en/98394-national-development-plan-2018-2021>
* UN Gambia 2020 Annual Review Report. Available at: <https://gambia.un.org/en/97948-annual-review-report>
* UN website in The Gambia. Available at: <https://gambia.un.org/en>
* The World Bank- Gambian Overview <https://www.worldbank.org/en/country/gambia/overview>
* 2015 Gambian Integrated Household survey <https://www.gbosdata.org/downloads/integrated-household-survey-ihs-24>
* Human Development Index 2020. <http://hdr.undp.org/en/content/latest-human-development-index-ranking>
* UNDP, Human Development Report 2020. Available at <http://hdr.undp.org/sites/all/themes/hdr_theme/country-notes/GMB.pdf>
* United Nations Evaluation Group. Available at: <http://www.uneval.org/>

**13. ANNEXES**

* [*UNEG Ethical Code of Conduct for Evaluations*](http://www.uneval.org/document/detail/2866)
* [*The UNCT composition and programmatic areas covered*](https://gambia.un.org/en/about/our-team)
* *A list of national stakeholders by areas of intervention*
* **
* *A short outline for the structure of both the design and final evaluation reports*

* **
* *A template for the Evaluation Matrix*

* **
* [*Evaluation Quality Assessment template and explanatory note*](http://www.uneval.org/document/detail/607)
* [*Management response template*](http://www.uneval.org/document/detail/1212)
* [*UN approved Editing Guidelines*](https://www.un.org/dgacm/en/content/editorial-manual)
* [Integrating Human Rights and Gender Equality in Evaluation - Towards UNEG Guidance](http://www.uneval.org/document/detail/980)
* [United Nations Evaluation Group Norms and Standards for Evaluation](http://www.unevaluation.org/document/download/2787)

1. The UNDAF was initially up to 2021 but was extended to 2022 upon the request of GoTG. [↑](#footnote-ref-1)
2. Voluntary National Review, 2020 [↑](#footnote-ref-2)
3. 2016-2020 UNDAF [↑](#footnote-ref-3)
4. World bank Country Profile – Gambia https://www.worldbank.org/en/country/gambia/overview [↑](#footnote-ref-4)
5. Draft CCA 2020 [↑](#footnote-ref-5)
6. Low-income economies by World Bank Classification are countries with GNI US$ 1,025 or less. [↑](#footnote-ref-6)
7. National development Plan 2018-2021, The Gambia. [↑](#footnote-ref-7)
8. International Monetary Fund Data Mapper, Available at https://www.imf.org/external/datamapper/GGXWDG\_NGDP@WEO/OEMDC/ADVEC/WEOWORLD/GMB.Last accessed 28.01.2020. [↑](#footnote-ref-8)
9. Draft CCA 2020 [↑](#footnote-ref-9)
10. Gross national income from OECD/DAC 2017. [↑](#footnote-ref-10)
11. World Bank, World Development Indicators (WDI), 2019. [↑](#footnote-ref-11)
12. The World Bank- Gambian Overview https://www.worldbank.org/en/country/gambia/overview [↑](#footnote-ref-12)
13. GINI index measures the distribution of income among individuals and households. WFP evaluation TOR [↑](#footnote-ref-13)
14. 2015 Gambian Integrated Household survey [↑](#footnote-ref-14)
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    ranking [↑](#footnote-ref-15)
16. UNDP, Human Development Report 2020. Available at

    http://hdr.undp.org/sites/all/themes/hdr\_theme/country-notes/GMB.pdf [↑](#footnote-ref-16)
17. MICS 2018 [↑](#footnote-ref-17)
18. The draft Common Country Analysis, The Gambia 2020 [↑](#footnote-ref-18)
19. HDI 2018 [↑](#footnote-ref-19)
20. 2020 Budget Speech [↑](#footnote-ref-20)