

**Terms of References for Mid-Term Outcome Evaluation of**

**the Country Programme Document (CPD) 2016-2021**

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| --- | --- |
| **Contract Type** | Institutional Contract  |
| **Programme Title** | Zambia Country Programme Document (CPD 2016-2021) |
| **Assignment** | Consultancy to undertake Outcome Evaluation of the Country Programme Document (CPD) |
| **Duration of assignment** | 50 days spread in two and half (2.5) months |
| **Start Date** | 2nd January 2020 |
| **End Date** | 23rd March 2020 |
| **Duty Station** | Lusaka (with field travels) |
| **Reporting to** | Deputy Resident Representative  |
| **Executing Agency** | United Nations Development Programme (UNDP) |

1. **Introduction**

United Nations Development Programme (UNDP) is one of UN’s global development organisation present in 170 countries. In Zambia, its work is guided by the Common Assistance Framework, signed between UNDP and the government of Zambia. Following recommendations from the Common Country Assessment of 2015 and the Independent Evaluation of UNDAF 2011-2015, the UN and government developed the Sustainable Development Partnership Framework (SDPF 2016-2021) to replace the UNDAF. As the ‘Delivering-As-One’ self-starter, the partnership framework is the main instrument through which UN agencies deliver common programmes to the government of Zambia. In contributing to the partnership framework and to deliver sustainable development results in line with its mandate, UNDP use the Country Programme Document (CPD) guided by its corporate Strategic Plan to supports the government of Zambia.

1. **Background and context**

Zambia Country Programme Document (CPD 2016-2021) was approved by the Executive Board of the United Nations on 13 July 2015. The CPD was informed by the UNDP Strategic Plan 2014 - 2017 and synchronise with the partnership framework. The country programme's main strategies are premised on innovative approaches to develop capacities and institutions that can respond quickly to internal and external shocks. This includes upstream support to institutional capacity development required to promote national programme and policy coordination and coherence. At the same time, the country programme supports the downstream transformation of negative social and cultural traditions to facilitate broad-based participation, greater transparency, and more accountability, wider adherence to the rule of law and better response to climate change. The Country programme was also designed to broaden the country offices resource mobilization business development opportunities by positively responding to Zambia’s evolving funding opportunities because of its LMIC status and draws on the successful experience as a Global Fund Principal Recipient. In this respect, UNDP has supported the Government to access and manage existing and emerging vertical funds such as the Green Climate Funds

In 2018, UNDP launched the new Strategic Plan (2018-2021) underpinned by agenda 2030. The CPD has three broad pillars: (i) Inclusive Social Development; (ii) Environmentally Sustainable and Inclusive Economic Development; and (iii) Governance and Participation. Working with Government at all three levels; national, provincial and district, UNDP employs both human rights and knowledge-based approaches in support of policy formulation and implementation, capacity development and service delivery through the following CPD outcomes:

Outcome 1: By 2021, productive sectors expand income earning opportunities that are decent and sustainable, especially for youths and women in the poorest areas.

Outcome 2: By 2021, national institutions at all levels target, manage, coordinate and account for resources for equitable service delivery and economic growth that is based on reliable data.

Outcome 3: By 2021, All people in Zambia, including women, youth and marginalized, have equitable and effective participation in national and democratic processes, especially women, youth and marginalized groups.

Outcome 4: By 2021, All people in Zambia, including the large number of marginalized and vulnerable people, have greater understanding of their rights and are able to claim them, have greater human security, have access to justice and have equal opportunity under the law.

In accordance with the Country Office (CO) monitoring and evaluation plan and in line with the evaluation guidelines, the CO has planned the outcome evaluation of its CPD to assess progress that was made since the start of its implementation in 2016.

* 1. **Evaluation purpose**

The purpose of this outcome evaluation is to serve as the mid-term review of the CPD and will assess progress made towards achieving the planned outcomes. The evaluation will focus on outcome 2 and 4 and provide recommendation for the continuing relevance of the programme. The evaluation should also reflect on the theory of change in the context of the Seventh National Development Plan (7NDP 2017-2021) and the new UNDP Strategic plan 2018-2021 to better align the strategy with national priorities and agenda 2030. The evaluation findings and judgments made must be based on concrete and credible evidence that will support UNDP’s strategic thinking for its new programme cycle, specifically in determining its strategic priorities in supporting the Government.

* 1. **Objectives**

The following are the specific evaluation objectives:

* To determine the relevance of the CPD and the extent to which the outcomes align with national priorities and UNDP’s mandate and whether the initial assumptions remained relevant the whole duration of the programme;
* To assess the effectiveness in terms of progress made towards agreed results and identify factors that influenced achievement of results;
* To assess the efficiency of programme implementation and identify best practices and lessons learned for UNDP and partners and provide actionable recommendations for the new Country Programme;
* Identify the unintended outcomes as well as assess the extent to which UNDP principles of gender equality, environmental and social safeguards, human rights and human development have been promoted;
* To assess the relevance of the theory of change presented in the outcome model and appropriate vision on which to base the new Country Programme.
	1. **Scope of evaluation**

The evaluation covers the period from January 2016 to June 2019. Evaluators will assess among other things, the programme design, implementation status and the capacity to achieve the expected outcomes by 2021. The evaluation should bring out lessons learnt, challenges faced, and best practices obtained during implementation of outcomes in the period. The evaluation should also assess the performance of the contribution of portfolio programmes/projects in achieving the outcomes including preliminary indications of potential impact and sustainability of results and its contribution to capacity development and achievement of sustainable development goals. The evaluation should assess the extent to which issues of social and gender inclusion, equality and empowerment have been addressed in the design, implementation and outcomes and if both women and men can equally access the programme’s benefits to the degree they were intended. The evaluation will involve both direct and indirect beneficiaries at national and sub-national levels. Among the direct beneficiaries are community members (men and women/ government agencies/civil society organisations etc.) that have benefited from the programme. Other beneficiaries will include non-state actors including the private sector.

1. **Evaluation criteria and key questions**

As stated above, the evaluation will focus on two outcomes 2 and 4. The evaluators should assess the effectiveness of outcome contribution to national development, policy and institutional strengthening, capacity building, partnership, beneficiary participation and sustainability of the results. The following questions will guide the evaluation:

1. **Relevance**
* Assess the extent to which the outcomes are contributing to national priorities
* To what extent has UNDP been able to adapt its programming/project design to the changing national context to address priority needs of the country?
* To what extent is the CPD aligned with the 7NDP and the relevance of the outcomes in contributing to the planned results?
* To what extent have the outcomes addressed gender equality and the needs of women and marginalised and disadvantaged groups?
* What are the current areas of strengths, weaknesses and gaps, especially in regard to the appropriateness of the UNDP partnership strategy?
1. **Effectiveness**
* How effective has the programme responded to national priorities
* To what extent are the outcomes able to contribute to agenda 2030
* How has the mode of implementation been able to accelerate or affect execution of the programme?
* What are some of the gaps identified through which UNDP interventions could be employed based on its comparative advantage to the achievement of the outcome?
* To what extent has UNDP’s partnership been appropriate and effective in supporting its work with the government
* To what extent did the results, both at outcome and output level contributed to the empowerment of women?
* To what extent is progress made contributing to the achievement of the outcome and what has been the contribution of UNDP toward the observed change?
1. **Efficiency**
* How appropriate is the implementation modality of the programme in delivering results within these outcomes?
* Has the modality been cost effective in achieving intended results? if so, what interventions have proven to be cost-efficient?
* To what extent have the programme funds and activities been delivered in a timely and cost-effective manner? If not, what were the challenges and best practices through which interventions could have been delivered in a timely manner
* Have the resources been sufficient to meet intended results?
* Were the resources sufficient to integrate cross-cutting issues such as human rights and gender equality in the design and implementation of the programme?
1. **Sustainability, scalability and impact**
* How has the partnership helped implementation of the programme?
* How strong is the level of ownership of the results by relevant government institutions and other stakeholders?
* How has the strategy contributed to strengthening institutional and policy reforms in Zambia?
* To what extent has the programme contributed to capacity development of government, partners and civil society organisations
* Has the programme met the aspiration of the stakeholders?
* What are the current area of strengths, weaknesses and gaps, especially in regard to impediments to the outcome being achieved, mid-course adjustments to the theory of change and lessons learned for the next programming cycle?

1. **Methodology**

The evaluation will use a combination of both qualitative and quantitative methods. In order to offer a diverse perspective to the evaluation, a wide range of stakeholders will be consulted including Development Partners, Government, private-sector representatives and civil society organisations. The evaluation will include field visits to selected project sites for consultation with beneficiaries and key informants. Data collected where possible should be disaggregated by gender, age and location.

Secondary data in the form of published materials (e.g., reports, newsletters, blogs, surveys and UNDP internal data such as the Results Oriented Annual reports (ROAR) will be shared with the Evaluators to complement primary data to allow triangulation of findings. It is worth noting that the final decision about the specific design and method for the evaluation is the responsibility of the Evaluator. However, UNDP retains the responsibility to assess the Evaluator based on the quality of methodology, appropriateness and feasibility to meet the evaluation purpose, objectives and answers to evaluation questions. During the first briefing, the Evaluator will present the proposed methodology and plan for the assignment, which will be approved by the Evaluation Management Team.

1. **Evaluation products (key deliverables)**

The evaluation will consist of following key deliverables summarised in the table below:

| **Key deliverables** | **Information notes** | **Delivery date** |
| --- | --- | --- |
| 1. Evaluation Inception Report
 | The report should detail the evaluators’ understanding of what is being evaluated and why, showing how each evaluation question will be answered (which methodologies will be used), and a proposed schedule of tasks. The inception report should include a detailed evaluation methodology and evaluation framework along with the tools to be used to gather data, sampling approaches and key milestones (see annex 1: structure of the inception report). The evaluation team shall submit an electronic copy of the draft inception report to the Evaluation Manager/PMSU or Evaluation Focal Point and will be required to make an oral presentation of the report. UNDP will have to clear the Inception Report before proceeding with in-country evaluation activities. The inception report should not exceed 15 pages including annexes. | Max two calendar weeks after contract start |
| 1. Draft Evaluation Report
 | The report findings and results should follow logically from the analysis, be credible and clearly presented together with analyses of achievements and deficiencies. All recommendations should (a) be supported by data analyses (evidence), findings and conclusions, (b) be clearly stated, and (c) specify who is recommended to do what by when. The report should clearly indicate how the programmes has integrated gender and how the interventions benefited marginalised groups, women and youths. The draft evaluation report should be submitted on the date agreed in the inception report. The Draft Evaluation Report will undergo validation and feedback will be provided by the evaluation management team. The template for the evaluation report is provided in Annex 2. The evaluation report should not exceed 60 pages including annexes.  | Max eight calendar weeks after contract start |
| 1. Final Evaluation Report
 | The final report should be prepared after a few iterations of the report if the quality standards are not met within the first round. The review and revision process from the draft report stage to the final report should not exceed 2 weeks. | Max ten calendar weeks after contract start |
| 1. Final Presentation
 | Upon approval of the final report, the Evaluator will prepare a presentation within 2 weeks of submitting the final report that will include the final evaluation findings, bringing out issues of concern and challenges faced during the implementation of the programme. The recommendations should be clear enough to guide UNDPs’ next steps in achieving planned results. | Max twelve calendar weeks after contract start |
| 1. Evaluation report Audit trail
 | Comments and changes by the evaluator in response to the draft report should be retained by the evaluator to show how they have addressed comments. | Max fourteen calendar weeks after contract start |

1. **Evaluation team composition and required competencies**

The firm, organization or group of experts, must meet the following minimum requirements:

* Proven expertise and experience in conducting/managing evaluations.
* Proven experience in data analysis as well as report writing.
* Technical knowledge and experience in UNDP thematic areas to be evaluated, and cross-cutting issues such as gender equality, rights-based approach and capacity development.
* Knowledge of the national/regional situation and context.
* Legal status recognized by the Government of the republic of Zambia, enabling the organization to perform the above-mentioned tasks under the laws of Zambia.
* Minimum 5 years’ experience managing evaluations of similar scale; experience working on Development -related evaluations preferred.

In the technical proposal, the firm, organization or group of experts, must also indicate the proposed staff and qualifications for each team member to be assigned on the team based on the following minimum requirements:

1. **Expert 1 (Team Leader)**

PhD/Master’s degree in a relevant field-social science, development studies, international development or similar field. S/he should have:

* A minimum of 10 years’ experience in programme/policy evaluation, with substantive experience in UN evaluations
* Demonstrated experience in managing and leading UN evaluations (UNDAF/Partnership Framework), or similar multilateral development programmes. Specific experience with UNDP outcome evaluations an asset
* Strong leadership, research, analytical, communication and organizational skills
* Knowledge and understanding of the UN system, principles, values, goals and approaches to evaluation will be an added advantage.
* Experience in using results-based management principles, theory of change/logical framework analysis for programming and evaluation
* Proven experience with quantitative and qualitative data collection and analysis including participatory approaches to evaluations
* Strong interpersonal skills and ability to work with people from different and ability background to deliver quality products within a short timeframe.

**Roles and responsibilities**

* Lead the consultancy team, ensure that the evaluation is being carried out in a cost effective and timely manner;
* Assign tasks/responsibilities to team members ensuring coordinated outcomes evaluation;
* Lead the development and implementation of an appropriate evaluation methodology, contribute to the design of data collection and analysis;
* Lead the drafting of the inception and final evaluation report including providing quality assurance.
1. **Expert 2**

Master’s degree in a relevant field - social sciences, development policy and planning, economics, international development or similar qualifications. S/he should have:

* A minimum of 5 to 7 years progressive experience with high levels of technical, sectoral and policy expertise.
* Excellent understanding of the local context, and in particular the new and emerging policy developments in Zambia;
* Knowledge in strategic planning, programme design and result-based management; preferably with experience in gender related evaluations, human rights and access to justice.
* Demonstrated experience in conducting programmes evaluations;
* Strong research, analytical, writing and communication skills.

**Roles and responsibilities**

* Under the guidance of the team leader, perform tasks as assigned;
* In liaison with the team leader, contribute to the design of the methodology, ensuring appropriateness and relevance to meet the evaluation purpose and objectives and able to bring out gender dimensions into the evaluation
* Coordinate stakeholder engagement and plan field visits
* Contribute to data collection, analysis and report writing
* Contribute to the analysis and writing of the report
* Arrange and coordinate schedules for all interviews and participate in all meetings
1. **Evaluation ethics**

This evaluation will be conducted in accordance with the principles outlined in the UNEG ‘Ethical Guidelines for Evaluation’ found at <http://www.uneval.org/search/index.jsp?q=ethical+guidelines>. The consultant must safeguard the rights and confidentiality of information providers, interviewees and stakeholders through measures to ensure compliance with legal and other relevant codes governing collection and reporting on data. The consultant must also ensure security of collected information before and after the evaluation and protocols to ensure anonymity and confidentiality of sources of information where that is expected. The information knowledge and data gathered in the evaluation process must also be solely used for the evaluation and not for other uses without prior authorization by UNDP and partners.

During the assignment, the consultants will not represent or make any statements or commitments on behalf of UNDP or the Government. UNDP will make arrangement, where possible and provide letters of introduction for the consultants regarding the evaluation.

1. **Management and implementation arrangements**

UNDP is the contracting authority for this evaluation and the consultant will be reporting to the Deputy Resident Representative (Programme and Operations). The immediate focal point person is the Evaluation Manager/PMSU who will be the first organisation contact person. The Team Leader will be the lead focal point and represent the evaluation team. Evaluator will primarily be responsible in the implementation of the evaluation design, application of methodologies and data collection instruments, facilitation of consultations with various stakeholders, and development of inception and final reports. The process will be technically supported by an Evaluation Reference Group which will also provide quality assurance and approve the inception and final reports. **UNDP will meet the costs for logistics during field visits and interviews (travel expenses – airfare economy class, daily subsistence allowance (DSA) at the UN standard rate and transport), hence the financial proposal should include only professional fees**.

1. **Time frame for the evaluation process**

The evaluation process will take **52 days**, spread in two and half (2.5) months and shall cover the following activities:

* Inception: this will include a debriefing meeting with the evaluators and will culminate into the development of the inception report.
* Desk-based review, field work and stakeholder consultation
* Preparation of first draft report and briefing presentation
* Review of report and synthesis of comments to produce the second draft report
* Presentation of the final evaluation report and findings.
1. **Schedule of payment**

The consultants shall be paid the consultancy fee in USD as Lump Sum amount inclusive of expenses related to the consultancy, upon successfully completion of the following milestones as tabulated below. The consultant is responsible to meet his/her statutory obligations (e.g., income tax, etc).

| **Tasks** | **Expected Outputs** | **Deliverables** | **Timeframe** | **Payment** |
| --- | --- | --- | --- | --- |
| Engagement of consultants -  | De-briefing on outcome evaluation, evaluation design, criteria, scope, key evaluation questions, methodology, data collection methods and tools, timeframe and proposed milestones  | Signing of the contract and de-briefing | **1 Day** | 30% of the contract value |
| Desk Review | Desk review, evaluation design, methodology and updated workplan including the list of stakeholders to be interviewed | Inception Report– between 10-15 pages including annexes | **1.5 Weeks**(from the commencement of the contract) |
| Inception Report | Presentation of draft inception report  |
| Field work-data collection and analysis | Development of data collecting tools/ site selection and sample design, in-depth interviews.Data compilation and analysis and drafting of the evaluation report | Zero Draft Evaluation Report  | **5 weeks**(This implies 3 weeks field work and 2 weeks for drafting the evaluation report | 50% of the contract value |
| Stakeholder workshop to validate the report | Review of Zero -Draft Evaluation report and validation of findings | Validation workshop  | **1 Day** | 20% of the contract value and final payment |
| Review of comments from stakeholders and integration into the final Evaluation report | **1 Week** |
| Review and submission of the final evaluation report | Report is finalized with inputs from stakeholders and cleared by evaluation reference group | Final Report (of between 50 to 65 pages (excluding appendices/annexes), written in English | **1 Day** |

1. **Submission process and basis for selection**

Submission of proposals is open to all interested firms or companies and should submit the following: (i) technical proposal and (ii) financial proposal to the address indicated in the Procurement Notice.

1. **Technical Proposal**
* A technical proposal (Not more than 8 pages) providing a brief methodology on how you will approach the assignment.
* A completed P11 form
* Most recent CV showing experience in similar assignments and at least 3 references;
* Certified copies of company registration documents
* Certified copies of academic and professional certificates and other relevant documents for team member to be assigned to the project.
1. **Financial proposal**

The financial proposal shall specify a total lump sum amount for professional fees. The technical and financial proposals, along with a duly completed Letter of Confirmation of interest and availability using the template provided by UNDP should be forwarded to the undersigned not later than 10 December 2019 clearly marked: **Consultancy to undertake Outcome Evaluation of the Country Programme Document (CPD) - Zambia**

The Deputy Resident Representative

United Nations Development Programme (UNDP) – Zambia

UN house, P.O Box 31966

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**TOR annexes**

**Annex 1: Structure of the inception report**

| **Content of Inception Report** | **Explanatory notes** |
| --- | --- |
| Background and context | illustrating the understanding of the project/outcome to be evaluated |
| Evaluation objective, purpose and scope. | A clear statement of the objectives of the evaluation and the main aspects or elements of the initiative to be examined |
| Evaluation criteria and questions | The criteria the evaluation will use to assess performance and rationale. The stakeholders to be met and interview questions should be included and agreed as well as a proposed schedule for field site visits. |
| Evaluability analysis | Illustrate the evaluability analysis based on formal (clear outputs, indicators, baselines, data) and substantive (identification of problem addressed, theory of change, results framework) and the implication on the proposed methodology |
| Cross-cutting issues | Provide details of how cross-cutting issues will be evaluated, considered and analysed throughout the evaluation. The description should specify how methods for data collection and analysis will integrate gender considerations, ensure that data collected is disaggregated by sex and other relevant categories, and employ a diverse range of data sources and processes to ensure inclusion of diverse stakeholders, including the most vulnerable where appropriate |
| Evaluation approach and methodology | highlighting the conceptual models adopted with a description of data-collection methods, sources and analytical approaches to be employed, including the rationale for their selection (how they will inform the evaluation) and their limitations; data-collection tools, instruments and protocols; and discussion of reliability and validity for the evaluation and the sampling plan, including the rationale and limitations. |
| Evaluation matrix | This identifies the key evaluation questions and how they will be answered through the selected method |
| Schedule of key deliverables and milestones | A revised schedule of key milestones, deliverables and responsibilities including the evaluation phases (data collection, data analysis and reporting) A Gantt Chart is recommended.  |
| Detailed required resource  | Detailed resource requirements tied to evaluation activities and deliverables clearly articulated in the workplan. This section should elaborate any foreseen specific assistance required from UNDP such as providing arrangements for visiting particular project sites |
| Draft outline of the evaluation report | The outline of the final report should be discussed in consultation with UNDP and any proposed modifications need to be agreed from the onset. Although modification may include innovative ways of presenting data, it is critical to remain focused to meet the goal and quality of the evaluation in accordance with Evaluation Guidelines. |

**Annex 2: Structure of the final evaluation report**

| **Content of the final evaluation report** | **Explanatory notes** |
| --- | --- |
| Title and opening pages | Clear details of the project/programme/outcomes and the evaluation team |
| Project and evaluation Information details | Title of the project (Atlas number, budgets and project dates and other key information). |
| Table of contents | Normal table of contents |
| List of acronyms and abbreviations |  |
| Executive summary | A stand-alone section of maximum four pages |
| Introduction and overview | What is being evaluated and why? |
| Description of the intervention being evaluated | Provides the basis for report users to understand the logic and evaluability analysis result, assess the merits of the evaluation methodology and understand the applicability of the evaluation results |
| Evaluation scope and objectives | The report should provide a clear explanation of the evaluation’s scope, primary objectives and main questions. |
| Evaluation approach and methods | The evaluation report should describe in detail the selected methodological approaches, methods and analysis |
| Data analysis | The report should describe the procedures used to analyse the data collected to answer the evaluation questions |
| Findings and conclusions | Evaluation findings should be based on an analysis of the data collected and conclusions should be drawn from these findings. The findings and recommendations should address gender dimension and cross-cutting issues, if any gaps, how the programme will address gender issues. |
| Recommendations | The report should provide a reasonable number of practical, feasible recommendations directed to the intended users of the report about what actions to take or decisions to make. |
| Lessons learned | As appropriate and as requested in the TOR, the report should include discussion of lessons learned from the evaluation of the intervention. |

**Annex 3: Evaluation Selection Criteria**

| **Criteria for selection** | **Score** |
| --- | --- |
| PhD/Master’s degree in Social Sciences – development studies, economics; demography, environmental studies, governance and gender studies, and international development or similar qualification commensurate with experience;  | **10** |
| Experience in programme development, planning, management and evaluations* Demonstrated experience in managing and leading UN evaluations (UNDAF/Partnership Framework), or similar multilateral development programmes, NGOs and Government
* Understanding of the local context, and in particular the new and emerging policy developments in Zambia
* Knowledge and understanding of the UN Evaluation Group Guidelines for evaluation
 | **20** |
| Knowledge in research, monitoring and evaluation, human rights and gender equality* Knowledge in strategic planning, preferably in gender related evaluations, human rights and access to justice
* Experience in results-based management and Sustainable Development Goals
* Strong leadership, research, analytical, communication and organizational skills
* Experience in working with Government counterparts at senior and technical level
 | **30** |
| Clarity of proposal and sequencing of activities* Technical knowledge and understanding the task
* Proven experience in quantitative and qualitative data collection and analysis including participatory approaches to evaluations
* Clarity of the conceptual framework and appropriateness of the methodology proposed in answering the evaluation questions, purpose and objectives
 | **30** |
| Leadership and organisational skills * Good communication, analytical and report writing skills
 | **10** |
|  Total Score (100%) | **100** |

**Annex 4. List of key publications or reference documents**

* Country Programme Document 2016 – 2021
* Sustainable Development Partnership Framework 2016 -2021
* Mid – Term Review Report of the Sustainable Development Partnership Framework 2016 -2021
* Results Oriented Annual Report (ROAR 2016, 2017, 2018)
* Zambia Seventh National Development Plan 2017-2021
* UNDP Strategic Plan 2014-2017
* Zambia Human Development Report 2016
* Projects Progress Reports
* Newsletters

**Annex 5: Proposed list of stakeholders**

**Government**

* Ministry of National Development Planning
* Ministry of Finance
* Ministry of Gender
* Ministry of Commerce Trade and Industry
* Ministry of Health
* Ministry of Lands and Natural Resources
* Ministry of Tourism - Forest Department and Zambia Wildlife Authority
* Ministry of Justice - Judiciary
* Electoral Commission of Zambia
* Ministry of Energy
* Ministry of Home Affaires
* National Assembly of Zambia – Parliamentary Caucus
* Climate Change Secretariat
* Human Rights Commission
* Ministry of Agriculture and Livestock,
* Ministry of Energy - Department of Energy

**Development Partners/UN Agencies**

* DFID
* European Union
* UNHCR
* ECA
* UNFPA
* UNICEF
* UNAIDS
* JICA
* SIDA

**UNCT Result Groups**

* Economic Diversification and Job Creation (Co- Chairs ILO and FAO)
* Poverty and Vulnerability Reduction (Co-chairs: UNAIDS, UNICEF and UNHCR)
* Reducing Developmental Inequalities (Co-chairs: UNHABITAT and UNESCO)
* Enhancing Human Development (Co-chairs: WHO, WFP and UNFPA)
* Governance and Human Rights (Co-chairs: UNDP and UNODC)

**Private Sector and Civil Society Organisations**

* Community Markets for Conservation (COMACO)
* Women in Mining