



UNDP COUNTRY
PROGRAMME EVALUATION
FOR ANGOLA
(2020-2022)

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1. Assignment Information

Title	The evaluation of the UNDP Country Programme for Country programme document for Angola (2020-2022)
Purpose	This term of reference (TOR) is designed to guide the evaluation of the 2020-2022 Country Programme Document (CPD) of UNDP Angola
Location/Country	Luanda/ Angola <i>Field Mission to 2 Provinces (TBD)</i>
Region	Africa
Application categories	<ol style="list-style-type: none">1. An individual international consultant (Team leader) to undertake the evaluation of the CPD2. An individual national consultant (Team member) to partner with the international consultants to undertake the CDP evaluation
Duration	Start date: May 2021 Complete date: No later than 31 July 2021

1. Introduction

Despite significant progress on macroeconomic stability and structural reforms, Angola is still suffering the effects of lower oil prices and production levels, with an estimated gross domestic product (GDP) contraction around 1.2% in 2018. The oil sector accounts for one-third of GDP and more than 90% of exports. The transformation of a state-led oil economy to a private-sector-led growth model is a complex and long-term process and the oil sector will continue to play an important role during this transition period.

Macroeconomic stability has been restored and maintained through a more flexible exchange rate regime, restrictive monetary policy, and fiscal consolidation. The government has delivered on several key reforms since taking office in 2017, including the new law on Preventing and Combating Money Laundering, as well as the privatization law, the setup of a one-stop window for investors to improve the business climate, and the establishment of a social protection registry to protect the most vulnerable from the reforms. These reforms are already producing some positive results, as Angola tapped the Eurobond market again in the amount of \$3.0 billion, and the IMF has approved the second review of the EFF program in December 2019.

However, half of Angolans (56.4%) currently live below the international poverty line of US\$1.90 per day and 54% are categorised as multidimensionally poor. As a result of the pandemic, unemployment rate rose to 32.7% in the second quarter of 2020 compared to 30.2% in 2019, with female unemployment at 35% and youth unemployment at 50.8%. Informality has boomed to 80% of total employment compared to 74.5% in 2019, with an estimated 370,000 additional informal workers. Women present a higher rate of informality, at 89% compared to 70% for men. Women also represent 57% of informal workers in Angola.

Governance, justice and human rights institutions at national and local levels remain fragile in responding to ongoing structural reforms and meeting citizens' growing demand for inclusive, participatory governance, transparency and accountability in public management and for effective service delivery.

Angola presents high maternal, child and youth mortality rates, and a high incidence of malaria, tuberculosis and other communicable and non-communicable diseases. HIV prevalence is 2.6 per cent among women, 1.2 per cent among men, 1.1 per cent among 15 to 24-year-old adolescent girls and young women, 7.8 per cent among female sex workers, and 2.4 per cent among men having sex with men. Social determinants of health in Angola include the limited knowledge of prevention methods and access to prevention commodities, high cost of treatment and related services, poor housing and sanitation, and gender inequalities. Youth, women, urban poor and socially marginalized groups tend to be the most vulnerable to infectious diseases.

Climate change has severely affected Angola. In 2012-2016, El Niño-induced drought in the southern provinces caused \$750 million in damages and losses, with 1.2 million people affected, mostly women and children. The Government has developed a drought recovery framework for 2018-2022, including the investment plan to enhance resilience. Lack of information on deforestation, wildlife depletion and overfishing is a challenge; existing data show Angola is losing natural resources. Solid waste management remains a challenge, with 1.3 million tonnes of household waste produced yearly in the capital. Angola has made a strong commitment through its nationally determined contributions to reduce carbon emissions by 35 per cent.

Gender and women's rights and participation remain a challenge because of patriarchal customs and practices. Gender-based violence is widespread, with 8 per cent of women between 15 and 49 claiming to have suffered some type of sexual violence; 35 per cent among ever-married women aged 15 to 49. Women represent 35.5 per cent of senior government positions.

The country programme directly supports the country's international commitments, including Agenda 2030, African Union Agenda 2063, the NDP, 2018-2022 and key national strategies, and achievement of the graduation from the Least Developed Countries (LDCs). UNDP works with the Government at all levels for effective implementation of policies and programmes, including projects funded from national budgets and IFIs. This includes supporting the Government in aligning the NDP, 2018-2022, to the Goals and assisting in ensuring a multi-partner response to key multidimensional development challenges, including to act as an operational support platform for other development organizations, and partner with civil society and academia in advancing development agendas and building capacities. The UNDP supports and works with the Government and partners in three complementary priorities define the 2020-2022 programme: (a) fostering poverty eradication and inclusive economic growth; (b) increasing resilience to shocks and crises and enhancing management of natural resources for conservation and economic development; and (c) strengthening inclusive democracy, human rights, justice and rule of law.

The current CPD 2020-2022 aligns with the United Nations Sustainable Development Cooperation Framework (UNSDCF) 2020-2022 and the National Development Plan (NDP) 2018-2022. Both the CPD and the UNSDCF will come to the end in 2022.

Angola is currently facing a second wave of its COVID-19 pandemic. On 6 May 2021, there have been 27,529 cumulative reported cases (0.83 % of all the cases in Africa), 618 cumulative deaths with a case fatality rate (CFR) of 2.24%, 24,492 cumulative cases recovered (88.97% of cumulative cases) and 2,419 active cases.. While the majority of cases of COVID-19 are reported in the capital city of Luanda. confirmed COVID-19 cases have been identified in all provinces. Social distancing measures and restrictions to movement within Luanda, within and from outside the country enforced since 2020 have recently been tightened in light of the second wave referred above.

The COVID-19 pandemic constitutes an unprecedented crisis with adverse socioeconomic impacts in Angola, particularly on youth employment. The Angolan Government has adopted prompt measures to respond to the impacts of the pandemic, including the revision of the National Development Plan 2018-2022 and the establishment of a multi-sectorial commission to fight COVID-19.

The pandemic has aggravated the recessionary dynamic the Angolan economy has been experiencing since the end of 2015 while challenging the efforts to eradicate poverty and reduce inequalities. About one in two Angolans were living below the international poverty line of US\$1.90 per day per person in 2018 (2011 PPP).

Economic growth is expected to moderately recover this year. However, the fast demographic growth will curb growth in per capita terms and increase the demand for social services. Indeed, the growing labour market has been negatively impacted by the pandemic, with large unemployment especially among the youth, as well as widespread informality.

On the other hand, the Government has promoted several measures including economic relief to small and medium-sized enterprises and interventions to promote youth employment. A vaccination campaign against COVID-19 has also been launched.

This evaluation of the CPD is commissioned to generate evidence and knowledge about the ongoing programme and help to guide UNDP's programming in the future. The evaluation will assist UNDP and national partners to learn from experience and better understand what types of development support work well, or do not work, and in what context. The evaluation results will be used to inform the decision-making and development of the new CPD in 2021. The primary audiences of this evaluation are national and subnational government institutions, UNDP CO, the UN Country Team, donors and development stakeholders. Secondary audiences are but not limited to academia, researchers, civil society organizations (CSOs) and communities.

2. UNDP's current programme¹

The UNDP CPD 2020-2022, is based on the premise of 'leaving no one behind' and 'reaching those furthest behind first'. The programme includes integrated solutions to complex, interconnected development challenges. Three complementary priorities define the 2020-2022 programme: (a) fostering poverty eradication and inclusive economic growth; (b) increasing resilience to shocks and crises and enhancing management of natural resources for conservation and economic development; and (c) strengthening inclusive democracy, human rights, justice and rule of law.

The components of these three priority areas are based on the assumption that – if poverty eradication and inclusive economic growth are promoted, resilience is reinforced, and participatory and inclusive governance is strengthened – Angola will be able to accelerate its human development progress, end poverty in all its forms and reduce inequalities. The country programme supports Angola in effectively managing its development resources and bolstering the voice of those furthest behind and their ability to hold government accountable. It will do this while building their resilience to shocks and crises through effective disaster and climate risk management, and increasing their access to inclusive, equitable employment. Within the three programme components, UNDP supports the Government on the overarching national objective in the NDP 2018-2022, of maintaining stability and peace.

Fostering poverty eradication and inclusive economic growth: Within the inclusive growth portfolio, the National Multidimensional Poverty Indicators were formulated and the first country report on MPI was published as part of UNDP's technical support in mainstreaming SDG in the National Development Plan 2018-2022 (NDP). The NDP revision, re-prioritization of the State budget and the reduction of National Programmes from 84 to 70 were informed by the MPI Report. The country SDG Platform was established to promote inclusive sectoral dialogue, establish the country baseline for SDG measurement and prepare the first National Voluntary Report in 2021.

With UNDP support the study on skills development for young people was carried out in partnership with MAPTSS, ILO, Universidade Mandume Ya Ndefayo. and Turkey. As a direct result, the Government established the Professional Internship Programme to facilitate linkages between Technical Schools and private sector, and to strengthen youth entrepreneurial spirit and employability prospects. A UNDP-UNICEF joint project for "Youth Skills Development and Job Creation" was approved by Norway, to promote quality youth education, entrepreneurship and engagement.

It is also under this portfolio that UNDP supports national efforts to achieve universal health coverage, in line with the UNDP HIV, health and development strategy 2016-2022 (HHD). Building on its Global Fund principal recipient role, UNDP delivers packages of HIV, tuberculosis and malaria prevention and treatment

¹ Country programme document for Angola (2020-2022), follow the link: <https://www.ao.undp.org/content/angola/pt/home/imprensa/conselho-executivo-do-pnud-em-nova-yorque-aprovou-o-novo-documen.html>

services to adolescent girls and young women, female sex workers, men who have sex with men, people living with HIV, including pregnant women as well as malaria and tuberculosis patients. UNDP also contributes to health and community systems strengthening through capacity development interventions.

Increasing resilience to shocks and crises and enhancing management of natural resources for conservation and economic development:

At the end of 2020, Angola ratified the Paris Agreement. With UNDP support, the Government of Angola is also revising its NDC and intends to submit the revised version at the end of January 2021. A very positive development was also the approval by Parliament of the new protected areas law in April 2020 that is modeled on IUCN protected areas categories. It replaced colonial-era protected areas legislation and created a much stronger link between conservation, sustainable natural resource management, and local communities than was previously the case. In 2020, the Gov took the first concrete steps towards creating its first marine protected area with support from a UNDP/GEF project.

With the assistance of UNDP two provincial emergency plans for the floods were approved. Also 3 Provincial Contingency Plans were developed with the respective SOPs. Strong working relationships were created, a permanent strategic planning and monitoring team was established in Huila with UN agencies and operationalized under the leadership of Vice-Governor, the Covid Monitor was developed with dashboards correlating different demographic, health, water, socio-economic and infrastructure variables.

Strengthening inclusive democracy, human rights, justice and rule of law: UNDP is on track to contributing to the reform of Angola's system of governance, from a centralized system to a decentralized system with the institutionalization of elected local governments and inclusive and participatory local governance model, laws and regulations enabling for effective participation of individuals, particularly women and youth. UNDP is on track to contributing to the enhancement of capacities and functions of rule of law and national human rights institutions and systems to expand access to justice (from 40% in 2020 to 60% in 2022) and combat discrimination, and enjoyment of socio-economic and civil and political rights by citizens, with a focus on women and other marginalized groups i.e. people with disabilities, refugees, prison population. UNDP is on track to contributing to women's empowerment with representation in decision-making processes and platforms (with 30% representation in elected local governments and 35% in parliament), fair access to financial resources, and enjoyment of social and economic and civil rights.

In line with the “connecting the dots” tagline of the UNDP HIV, Health and Development Strategy, significant investments have been made in articulating the intersections between access to health and access to justice; health promotion and protection of human rights; good governance and health service delivery. Legal literacy training was delivered to representatives of Key Populations for HIV. Action planning by civil society organisations, health and justice stakeholders subsequent to the 2019 HIV Legal Environment Assessment was conducted.

UNDP COVID-19 Response in Angola: The UN Angola Socio-Economic Response Plan (SERP) and COVID-19 Response Strategy was developed and integrated with the 2020-21 UNSDCF Workplan with UNDP support. UNDP has played its UN-mandated role of technical lead of the socio-economic response in co-facilitating the UN outcome groups.

With UNDP's input, the National Development Plan was revised to align Government's strategies with the new challenges resulting from the pandemic. Three socioeconomic assessments of the impacts of COVID-19 in Angola were led by UNDP within the UNCT and with the World Bank.

The assessments recommend the promotion of policy engagement, analytics and dialogue on multidimensional poverty and socioeconomic inequalities. UNDP has worked to facilitate access to entrepreneurship, training and skills development and on linking supply and demand of labour skills. UNDP is also supporting registration, innovation and access to digital solutions in the informal sector of the economy.

In the health response to COVID-19, in 2020, UNDP was able to leverage its Global Fund Principal Recipient role and play a central role in critical aspects of the response. UNDP worked with the Ministry of health to

identify context-relevant essential services; address the redistribution of health workforce capacity; adapt health service delivery guidelines and ensure the resilience of health services. UNDP helped the Ministry of Health issue its first Quantification Report for the COVID-19 response, which was used for the procurement of COVID-19 health products and equipment. With UNDP's assistance, Angola's Country Co-ordination Mechanism (CCM) for Global Fund grants was able to mobilise 3.3 million USD from the Global Fund's CR19 RM mechanism. Of this amount, 2.85 million USD were managed by UNDP for the procurement of COVID-19 diagnostic tests, PPE for health professionals and community health workers.

UNDP also mobilised core funding to develop a Community Engagement strategy in COVID-19 and fund related activities which were implemented by the Luanda Provincial Government as well as Angolan Network of AIDS Service Organisations (ANASO). Currently, UNDP is pursuing its efforts to support the national health response to COVID-19 through ongoing resource mobilisation, procurement and impact mitigation activities both at health facility and community level. Additional funds for the response are being mobilised from the European Investment Bank (50 million EUR) and from the Global Fund (12 million USD) with UNDP's technical assistance.

To ensure the protection of human rights in the context of COVID-19, in collaboration with OHCHR and UNPOL, UNDP and the Ministry of Interior are strengthening alignment of the national human rights framework with international law and the digitalization of human rights monitoring processes. UNDP is also building awareness of human rights policies in Angola and enhancing the capacity of institutions at national and local levels on human rights promotion and protection. The gender-based violence hotline GBV managed by the Ministry of Social and Family Affairs (MASFAMU), which was set up with UNDP's assistance provides referral pathways for GBV survivors, including access to psychological support, guarantee of personal safety and provision of legal support.

3. Evaluation scope and objectives

Evaluation purpose

This evaluation will assess the UNDP's contribution and performance in supporting the national development and priorities under the approved CPD. The evaluation will serve an important accountability function, providing national stakeholders and partners Angola with an impartial assessment of the results of UNDP support. The evaluation will capture evidence of the relevance, effectiveness, efficiency and sustainability of the current programme, as well as its adaptation to the COVID-19 pandemic, which would be used to strengthen existing programmes and to set the stage for new the preparation of new CPD.

The CPD evaluation will focus on the formal UNDP country programme (2020 – 2022) approved by the Executive Board. The scope of the CPD evaluation includes UNDP's contribution to the outcomes and in entirety activities at output levels covering from 2020 to date, including their adaptation to the COVID-19 pandemic, south south initiatives etc.. The evaluation will also cover interventions funded by all sources, including core UNDP resources, donor funds and government funds. Initiatives from regional and global programmes will be included in the CPD evaluation. The evaluation will also examine the UNDP's contribution toward cross-cutting issues, e.g. human rights, gender, leaving no one behind, and capacity development. The evaluation will be forward-looking by drawing lessons from the current CPD and propose recommendations for the next CPD, including on the UN objective of "building back better" post COVID-19.

4. Evaluation criteria and key guiding questions

The evaluation will answer three broad questions as follows:

- What did the UNDP country programme intend to achieve during the period under review?
- To what extent has the programme achieved (or is likely to achieve) its intended objectives at the output level, and what contribution has it made at the outcome level and towards the UNSDCF?
- What factors contributed to or hindered UNDP's performance and eventually, the sustainability of results?

- To what extent was UNDP able to adapt to the COVID-19 situation and contribute effectively to the national response ?

In addition to the above questions, the evaluation is expected to produce answers surrounding the evaluation criteria of relevance, effectiveness, efficiency and sustainability. Below are guiding questions.

Relevance

- To what extent is the initiative in line with the UNDP mandate, national priorities and the requirements of targeted women and men?
- Has UNDP been able to effectively adapt the programme to the effects of the COVID-19 pandemic in Angola?
- How well does the design of the programme address the needs of the most vulnerable groups in the context of leaving no one behind

Effectiveness

- By reviewing the programme results and resources framework, is the UNDP programme on track to determinate the contributions at the outcome and output levels? What are the key achievements and what factors contributed to the achievements or non-achievement of those results?
- To what extent has UNDP programme contributed towards an improvement in national government capacity, including institutional strengthening? How could UNDP enhance this element in the next UNDP programme?
- To what extent has UNDP been able to form and maintain partnerships with other development actors including bilateral and multilateral organizations, civil society organizations and the private sector to leverage results during the COVID crisis?
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Efficiency

- To what extent have the programme or project outputs resulted from economic use of resources (funds, human resources, time, expertise, etc.)?
- To what extent has the CP increased the synergies between the programmes of United Nations agencies to achieve results during COVID including those relating to the vulnerable group?

Sustainability

- To what extent did UNDP establish mechanisms to ensure the sustainability of the country programme Outputs?
- What is the likelihood that the benefits that resulted from CPD will continue at national and subnational levels through adequate ownership, commitment and willingness displayed by the Government?
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Human rights

- What barriers have been seen to the inclusion of vulnerable groups including HIV -related Key Populations in UNDP's work and what can be done to improve inclusion of these groups?

Gender Equality

- To what extent have gender equality and the empowerment of women, including HIV-related Key Populations, been addressed in the programme strategic design, implementation (including during COVID), monitoring and reporting? Are there key achievements?

An important note: Based on the above analysis, the evaluators are expected to provide overarching conclusions on achievement of the 2020-2022 CPD, as well as recommend key development priorities which

shall inform the focus the new CPD. The evaluation is additionally expected to offer wider lessons for UNDP support in Angola.

5. Methodology and approaches

As of 11 March 2020, the World Health Organization (WHO) declared COVID-19 a global pandemic as the new coronavirus rapidly spread to all regions of the world. Travel to Angola has been restricted since 25 March and travel within the country is also restricted.

If it is not possible to travel to or within the country for the evaluation then the evaluation team should develop a methodology that takes this into account the conduct of the evaluation virtually and remotely, including the use of face-to-face or remote interview methods and extended desk reviews, data analysis, surveys and evaluation questionnaires should be detailed in the Inception report and agreed with the Country Office Evaluation Manager.

Use of a combination of locally-based Consultants working under the leadership and guidance of a remotely-based International Consultant is also promoted by the Country Office, as opposed to a fully remote evaluation process.

Under all circumstances, safety of UNDP stakeholders, consultants and staff is the main priority given the COVID-19 context. Compliance with Government restrictions in terms of travel to and within Angola, as well as the organisation of meetings and other group events is also paramount.

The CPD evaluation methodology will adhere to the United Nations Evaluation Group (UNEG) Norms & Standards. The evaluation will be carried out by an independent evaluation team. The evaluation team should adopt an integrated approach involving a combination of data collection and analysis tools to generate concrete evidence to substantiate all findings. 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, evaluations and technical papers, virtual stakeholder interviews, focus groups, surveys and site visits where/when possible. It is expected that the evaluation methodology will comprise of the following elements:

- Review documents (Desk Review);
- Face-to-face and/or remote/ virtual meetings, interviews with key partners and stakeholders, including government line ministries, development partners, civil society and other relevant partners through a participatory and transparent process
- Face-to-face and/or remote consultations with beneficiaries, including representatives of HIV-related Key Populations, through interviews and/ or focus group discussions;
- Survey and/ or questionnaires where appropriate;
- Triangulation of information collected from different sources/methods to enhance the validity of the findings.

Evidence should be provided for every claim generated by the evaluation and data will be triangulated to ensure validity. An evaluation matrix or other methods can be used to map the data and triangulate the available evidence.

In line with the UNDP's gender mainstreaming strategy, gender disaggregation of data is a key element of all UNDP's interventions and data collected for the evaluation will be disaggregated by gender, to the extent possible, and assessed against the programme outputs/outcomes.

6. Evaluation products (deliverables)

In line with the UNDP's financial regulations, when determined by the Country Office and/or the consultant that a deliverable or service cannot be satisfactorily completed due to the impact of COVID-19 and limitations to the evaluation, that deliverable or service will not be paid.

Due to the current COVID-19 situation and its implications, a partial payment may be considered if the consultant invested time towards the deliverable but was unable to complete to circumstances beyond his/her control.

These products could include:

- **Evaluation inception report (10-15 pages).** The inception report, containing the proposed theory of change, and evaluation methodology should be developed following and based on preliminary discussions with UNDP. The inception report should include an evaluation matrix presenting the evaluation questions, data sources, data collection, analysis tools and methods to be used. The inception report should detail the specific timing for evaluation activities and deliverables and propose specific site visits and stakeholders to be interviewed (this element can be shared with UNDP well in advance). The inception report should be endorsed by UNDP in consultation with the relevant government and civil society partners before the evaluation starts (before any formal evaluation interviews, survey distribution or field visits) and prior to the country visit in the case of international evaluator, if possible. (see the inception report and evaluation matrix templates in Annex section).
- **Kick-off meeting.** Evaluators will give an overall presentation about the evaluation, including the evaluator team's approach, work plans and other necessary elements during the kick-off meeting. Evaluators can seek further clarification and expectations of UNDP and the Government partner in the kick-off meeting.
- **Evaluation debriefings.** Immediately following the evaluation, the evaluation team is required to present a preliminary debriefing of findings to UNDP, key Government partners and other development partners.
- **Draft evaluation report (max 60 pages including executive summary).** UNDP and key stakeholders in the evaluation, including the Independent Evaluation Office, will review the draft evaluation report and provide an amalgamated set of comments to the evaluator within an agreed period, addressing the content required (as agreed in the TOR and inception report) and quality criteria as outlined in these guidelines.
- **Evaluation report audit trail.** Comments and changes by the evaluators in response to the draft report should be retained by the evaluators to show how they have addressed comments.
- **Final evaluation report (see final evaluation report template in the Annex section).**
- **Evaluation brief (2 pages maximum) and other knowledge products** or participation in knowledge-sharing events, if relevant.
- **Evaluation Recommendations**
- **Presentations to stakeholders (this may be done remotely).**

7. Evaluation team composition and required competencies

The evaluation will be conducted by a team of two independent consultants comprising of:

- An Evaluation Team Leader (International);
- A National Consultant who will provide knowledge of national context and support the full evaluation process as well as serve as an interpreter from English to Portuguese and vice-versa when needed.

(a) Evaluation Team Leader (international), 50 working days

S/he has overall responsibility for conducting the CPD evaluation and providing guidance and leadership to the national consultant. In consultation with the team member, s/he will be responsible for developing a methodology for the assignment that reflects best practices and encourages the use of a participatory and consultative approach as well as delivering the required deliverables to meet the objective of the assignment. S/he will lead the preparation and revision of the draft and final reports, ensuring the assignments have been completed in the agreed timeframe.

S/he has responsibilities as follows:

- Leading the documentation review and framing of evaluation questions;
- Leading the design of monitoring and evaluation questions and field verification tools;
- Ensuring efficient division of tasks between evaluation team members;
- Leading the evaluation team in planning, execution and reporting;
- Incorporating the use of best practice with respect to evaluation methodologies;
- Incorporating results from the governance thematic evaluation into the report;
- Responsible for and leading the drafting of inception report, finalization/quality control of the evaluation report including timely submission and adjustment;
- Leading the kick-off meeting and debriefing meeting on behalf of the evaluation team with UNDP and stakeholders;

Required Qualifications:

- Minimum Master's degree in economics, public administration, international relations, regional development/planning or any other social sciences related to economic management or pro-poor, international development;
- 7 to 10 years relevant experience in undertaking evaluation in the development sector
- Strong knowledge of UNDP and its working approaches including partnership approaches with Government, civil society and community groups;
- Proven experience in conducting outputs/outcomes/impact/CPD/UNSDCF evaluations;
- Experience in applying SMART (S Specific; M Measurable; A Achievable; R Relevant; T Time-bound) indicators and reconstructing or validating baseline scenarios;
- Demonstrated capacity in strategic thinking, problem solving and policy advice;
- Strong inter-personal skills, teamwork, analytical skills and organizational skills;
- Excellent presentation and drafting skills, and familiarity with information technology, including proficiency in word processing, spreadsheets, and presentation software;
- Fluency in English, Portuguese (or Spanish) both in speaking and writing;
- Previous experience working in Angola or similar settings in the region is an advantage;
- Knowledge of the context of Angola is an asset.

(b) National Evaluation Consultant, 30 working days) (*Advertised and Recruited Separately*)

S/he will support the Team Leader by providing knowledge of the development context in Angola. S/he is well aware of Angola cultural context and working with different government and civil society institutions; and when needed support as an interpreter between English and Portuguese and vice versa. S/he collects all relevant documents and reports needed for the review. S/he will support the team leader in coordinating with UNDP, government partners and other stakeholders. S/he will play a crucial role in organizing meetings, workshops, interviews, consultations during the field missions. S/he will draft some parts of the report as assigned by the team leader. The consultant will advise the Team Leader on relevant aspects of the local context where the projects have operated.

Under the supervision of Evaluation Team Leader, s/he has responsibilities as follows:

- Support the documentation review and framing of evaluation questions;
- Support the coordination with UNDP, government partners, stakeholders and other parties;
- Undertake field visits and collect feedback from beneficiaries, project stakeholders etc.;
- Support the Evaluation Team Leader and international consultant in planning, execution, analyzing and reporting;
- Incorporate the use of best practice with respect to evaluation methodologies;
- Support the drafting of inception report, finalization/quality control of the evaluation report;
- Participate and support the kick-off meeting and debriefing meeting with UNDP and stakeholders;
- Facilitate and support the field data collection in country;
- Translate the evaluation brief in Portuguese language;
- Perform translation from English to Portuguese and vice versa for the evaluation team when required.

Required Qualifications:

- Master’s degree or equivalent in Development, Economics, Public Policy, Social Sciences or any other relevant field;
- 7 to 10 years-experience in undertaking evaluation in the development sector;
- Experience with evaluation methodologies; programme development and project implementation;
- Have a strong understanding of the development context in Angola and preferably understanding of socio-economic poverty, environment, health and/or governance issues within the Angola context;
- Experience in oral and written translations;
- Fluent in English (written and spoken) and Portuguese (written and spoken).

8. Evaluation ethics

This evaluation will be conducted in accordance with the principles outlined in the UNEG ‘Ethical Guidelines for Evaluation’ which are available here: <http://www.unevaluation.org/document/detail/102>. The consultants 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 of data and reporting on data. The consultants 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 the express authorization of UNDP and partners.

9. Evaluation arrangements

The below table outlines key roles and responsibilities for the evaluation process. UNDP and evaluation stakeholders will appoint an Evaluation Manager, who will assume the day-to-day responsibility for managing the evaluation and serve as a central person connecting other key parties.

The CO will provide support in kind (e.g. arranging meetings with programme and project staff, stakeholders and beneficiaries; assistance for field site visits). To ensure the anonymity of interviewees, the country office staff will not participate in the stakeholder interviews.

The evaluators will report to the Resident Representative (RR) who will be technically supported by the Deputy Resident Representative (DRR). The final approval of the report will be made by the RR. The final payment will be made upon the satisfactory completion and approval of the report.

Role	Responsibilities
Commissioner of the Evaluation: UNDP Resident Representative (RR) Deputy Resident Representative (DRR)	<ul style="list-style-type: none"> ▪ Lead and ensure the development of comprehensive, representative, strategic and costed evaluation; ▪ Determine scope of evaluation in consultation with key partners; ▪ Provide clear advice to the Evaluation Manager on how the findings will be used; ▪ Respond to the evaluation by preparing a management response and use the findings as appropriate; ▪ Safeguard the independence of the exercise; ▪ Approve TOR, inception report and final report. ▪ Allocate adequate funding and human resources. ▪ Ensure dissemination of the evaluation report to all the stakeholders.
Advisory Panel	<ul style="list-style-type: none"> ▪ Support the evaluation process and ensure compliance with corporate standards; ▪ Oversee and support evaluation planning and the uploading, implementation and adjustment of evaluation plans in ERC;

	<ul style="list-style-type: none"> ▪ Review evaluation plan adjustment requests (date changes, additions, deletions), ensuring the rationale for the changes is appropriate, and approve through the ERC; ▪ Provide technical support to country offices including advice on the development of terms of reference; recruitment of evaluators and maintaining evaluator rosters; implementation of evaluations; and finalization of evaluations, management responses and key actions; ▪ Ensure management response tracking through ERC and support M&E capacity development and knowledge-sharing; ▪ Dispute resolution when issues arise in implementation of evaluations.
Evaluation Manager: M&E Focal Point	<ul style="list-style-type: none"> ▪ Lead the development of the evaluation TOR in consultation with stakeholders; ▪ Manage the selection and recruitment of the Evaluation Team; ▪ Manage the contractual arrangements, the budget and the personnel involved in the evaluation; ▪ Provide executive and coordination support; ▪ Provide the Evaluation Team with administrative support and required data; ▪ Liaise with and respond to the commissioners; ▪ Connect the Evaluation Team with the wider programme unit, senior management and key evaluation stakeholders and ensure a fully inclusive and transparent approach to the evaluation; ▪ Review the inception report and final report.
PROGRAMME/ PROJECT MANAGER	<ul style="list-style-type: none"> ▪ Provide inputs/advice to the evaluation on the detail and scope of the terms of reference for the evaluation and how the findings will be used; ▪ Ensure and safeguard the independence of evaluations; ▪ Provide the evaluation manager with all required data and documentation and contacts/stakeholders list, etc.; ▪ Support the arrangement of interviews, meetings and field missions; ▪ Provide comments and clarification on the terms of reference, inception report and draft evaluation reports; ▪ In consultation with Government, respond to evaluation recommendations by providing management responses and key actions to all recommendations addressed to UNDP; ▪ Ensure dissemination of the evaluation report to all the stakeholders including the project boards; ▪ Responsible for the implementation of key actions on evaluation recommendations in partnership with Implementing partners.
Regional Evaluation and IEO Focal Points	<ul style="list-style-type: none"> ▪ Support the evaluation process and ensure compliance with corporate standards; ▪ Provide technical support to country office including advice on the development of terms of reference; recruitment of evaluators and maintaining evaluator rosters; implementation of evaluations; and finalization of evaluations, management responses and key actions ▪ Ensure management response tracking and support M&E capacity development and knowledge-sharing; ▪ Dispute resolution when issues arise in implementation of evaluations. ▪ Contributes to the quality assurance process of the evaluation.
Key Evaluation Partner- (OPTIONAL)	<ul style="list-style-type: none"> ▪ Review of key evaluation deliverables, including terms of reference, the inception report and successive versions of the draft evaluation report; ▪ Provide inputs/advice how the findings will be used; ▪ Assist in collecting required data; ▪ Review draft evaluation report for accuracy and factual errors (if any); ▪ Responsible for the implementation of key actions on evaluation recommendations and integrate the evaluation lessons learned in the future Country Programme Document and projects where appropriate.
	<ul style="list-style-type: none"> ▪ Fulfil the contractual arrangements under the terms of reference as appropriate; ▪ Ensure the quality (including editorial) of the report and its findings and recommendations; ▪ Develop the evaluation inception report, including an evaluation matrix, in line with the terms of reference, UNEG norms and standards and ethical guidelines;

Evaluation team (led by Team leader)	<ul style="list-style-type: none"> ▪ Draft reports and brief the evaluation manager, programme/project managers and stakeholders on the progress and key findings and recommendations; ▪ Finalize the evaluation, taking into consideration comments and questions on the evaluation report. Evaluators' feedback should be recorded in the audit trail; ▪ Support UNDP efforts in knowledge-sharing and dissemination if required.
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10. Time frame for the evaluation process

The timeframe and responsibilities for the evaluation process are tentatively as follows:

Timeframe for the CDP evaluation process		
Activity	Responsible party	tentative timeframe
Selection of the evaluation team	UNDP	June 2021
Provide necessary information to Evaluation team	UNDP	June 2021
Conduct desk review	Evaluation team	July 2021
Submit the inception report to UNDP	Evaluation team	July 2021
Approve the inception report	UNDP	July 2021
Hold a kick-off meeting with UNDP, Government and development partners	Evaluation team	August 2021
Collect data/conduct field missions	Evaluation team	August 2021
Organize a stakeholder workshop to brief on the preliminary observations (Participants include UNDP, UN agencies, Government and development partners)	Evaluation team & UNDP	September 2021
Analyse data and prepare a report	Evaluation team	September – October 2021
Submit the draft	Evaluation team	October 2021
Review the draft	UNDP, RBA and IEO	October 2021
Submit the final draft	Lead evaluator	November 2021
Accept the final report and submit the management response	UNDP	November 2021
Issue the final report and evaluation brief	Lead evaluator	November 2021
Disseminate the final report and evaluation brief / stakeholders workshop	UNDP	November 2021

Suggested working day allocation and schedule for evaluation

ACTIVITY	ESTIMATED # OF DAYS	DATE OF COMPLETION (TBC)	PLACE	RESPONSIBLE PARTY
Phase One: Desk review and inception report				
Meet/discuss with UNDP	0.5 day	[indicate a proposed date DD/MM/YYYY]	UNDP or remote	Evaluation team & UNDP
Sharing of the relevant documentation with the evaluation team	-	[indicate a proposed date DD/MM/YYYY]	Via email	Evaluation manager
Desk review, Evaluation design, methodology, the specific timing for evaluation activities and deliverables and propose specific site visits and stakeholders to be interviewed and prepare the inception report	10 days	[indicate a proposed date DD/MM/YYYY]	Home- based	Evaluation Team
Submission of the inception report, 15 pages maximum (see the template in the annex section)	-	[indicate a proposed date DD/MM/YYYY]	Via email	Evaluation team
Comments of inception report	5 days	[indicate a proposed date DD/MM/YYYY]	Via email	UNDP
Revise the inception report	2 days	[indicate a proposed date DD/MM/YYYY]	Home- based	Evaluation team
Submit the final inception report	-	[indicate a proposed date DD/MM/YYYY]	Via email	Evaluation team
Approve the inception report	2 days	[indicate a proposed date DD/MM/YYYY]	Via email	UNDP
Phase Two: Data-collection mission				
Update on the detailed work plan including field mission and agree upon with UNDP	0.5 day	[indicate a proposed date DD/MM/YYYY]	Via email	Evaluation team

Kick-off meeting with UNDP, Government and development partners.	0.5 day	[indicate a proposed date DD/MM/YYYY]		
Conduct data collection including field visits, in-depth interviews, focus group and etc.	20 days	[indicate a proposed date DD/MM/YYYY]	In country (subject to COVID pandemic restrictions)	
Debriefing to UNDP and key stakeholders	0.5 day	[indicate a proposed date DD/MM/YYYY]	In country (subject to COVID pandemic restrictions)	Evaluation team
Phase Three: Evaluation report writing				
Preparation of draft evaluation report (see the template in the annex section)	7 days	[indicate a proposed date DD/MM/YYYY]	Home- based	Evaluation team
Draft report submission	-	[indicate a proposed date DD/MM/YYYY]	Via email	Evaluation team
UNDP comments to the draft report	14 days	[indicate a proposed date DD/MM/YYYY]	UNDP	Evaluation manager
Update report taking into account UNDP comments	5 days	[indicate a proposed date DD/MM/YYYY]	Via email	Evaluation team
Submit the updated draft to UNDP for sharing to other stakeholders	10 days	[indicate a proposed date DD/MM/YYYY]	Via email	Evaluation team
Final stakeholder validation workshop	0.5 day			
Consolidated stakeholder comments to the draft report	2 days	[indicate a proposed date DD/MM/YYYY]	UNDP	Evaluation manager
Submit the final report to UNDP	1.5 days	[indicate a proposed date DD/MM/YYYY]	Via email	Evaluation team

Estimated total days for the evaluation	--			
Total working day of evaluation team	50 days for International Consultant and 30 days for National Consultant)			

11. Application submission process and criteria for selection

Evaluation team will be evaluated based on the merit of the proposed approach, including following:

- 10%. Qualification and experience
- 15%. Technical approach as illustrated in the description of the proposed methodology.
- 10%. Timeline reflecting proposed activities, which emphasis the ability to meet the proposed deadlines
- 20%. Evidence of experience of the consultant in conducting evaluations as detailed in the CV
- 15%. Reference from Past performance. To enable this reference check is carried out, applicants are required to provide a list of all related consultancies/ evaluations conducted during the past three years with associated contact details of references.
- 30% Financial proposal

12. TOR annexes

- A. Country programme outcomes and indicative resources (2020-2022)
- B. Programme ToC
- C. Key stakeholders and partners
- D. Document to be reviewed
- E. Evaluation matrix
- F. Schedule of tasks, milestone and deliverables
- G. Inception report template
- H. Require format for the evaluation report
- I. Evaluation recommendations
- J. Evaluation quality assessment
- K. Code of conduct

Annex A: Country programme outcomes and indicative resources (2020-2022)

Country Programme Outcome and Outputs	Indicative resources (2020-2022) US\$
<p>Outcome 1 - By 2022, the Angolan population, particularly the most vulnerable (children, adolescents, youth, women, people with disabilities), have greater access to quality, integrated, social services as well as to a diversified, job and income-creating economy, thereby realizing their rights in accordance with the Goals.</p> <p><u>Output 1.1.</u> National and subnational institutions have strengthened technical capacities to develop, implement and monitor strategies and programmes to end extreme poverty.</p> <p><u>Output 1.2.</u> National institutions and programmes support job creation and inclusive growth through the strengthening of micro, small and medium-size enterprises (MSMEs) and professional skills development, particularly for women and youth.</p> <p><u>Output 1.3.</u> Private sector platforms enabled to participate in the achievement of the Goals.</p> <p><u>Output 1.4.</u> Capacities at national and local levels strengthened to deliver HIV and related services, including for people living with HIV, adolescent girls and young women, and key populations.</p>	<p>Regular: 691,000</p> <p>Other:26,137,000</p>
<p>Outcome 2 - By 2022, the vulnerable population is resilient to climate change and disaster risk, with sustainable and inclusive production, planning and management of the territory, cities, natural resources and the environment.</p> <p><u>Output 2.1.</u> Government institutions and local communities have enhanced technical capacity to implement low-carbon development pathways and promote renewable energy access.</p> <p><u>Output 2.2.</u> Solutions scaled up for sustainable management of natural resources, including sustainable commodities and green and inclusive value chains.</p> <p><u>Output 2.3.</u> Most vulnerable communities have strengthened technical capacities to respond to natural and human-induced risks and disasters and adapt to climate change.</p> <p><u>Output 2.4.</u> The Government has increased technical and financial capacities to support drought recovery and resilience building in the southern provinces.</p>	<p>Regular:1,110,000</p> <p>Other:37,590,000</p>
<p>Outcome 3 - By 2022, citizens participate and exercise governance oversight, people have access to justice, and human rights are observed in a context of regional peace and stability.</p> <p><u>Output 3.1.</u> Inclusive and participatory local governance model, laws and regulations enabled for effective participation of individuals, particularly women and youth.</p>	<p>Regular: 1,922,000</p> <p>Other:2,893,000</p>

<p><u>Output 3.2.</u> Institutions and systems enabled to address awareness, prevention and enforcement of anti-corruption measures to maximize availability of resources for poverty eradication.</p> <p><u>Output 3.3.</u> Capacities, functions and financing of rule of law and national human rights institutions and systems strengthened to expand access to justice and combat discrimination, with a focus on women and other marginalized groups.</p>	
Total	

Source: UNDP Angola Country Programme Document 2020-2022 (DP/DCP/AGO/4); Atlas financial data for expenditures (XX.XX. 2020).

Annex B: Key stakeholders and partners (TB updated)

Engagement of stakeholders is vital to a successful evaluation. Stakeholder involvement should include interviews with stakeholders who have project responsibilities, including but not limited to:

- Ministry of Economy and Planning (MEP),
- Ministry of Finance (MINFIN),
- Ministry of State for Social Area,
- Ministry of Social Action, Family and Women's Promotion (MASFAMU),
- The National Institute of Statistics (INE),
- Ministry of Health (MINSa),
- National HIV/AIDS Institute (INLS),
- Ministry of Justice and Human Rights,
- National Parliament,
- Ministry of the Interior,
- Ministry of Environment (MINAMB),
- Ministry of Labour (MAPTSS)
- Ministry of Agriculture and Fisheries,
- Ministry of Energy and Waters (MINEA),
- Ministry of Territorial Administration and State Reforms (MAT),
- European Union,
- Office of the Ombudsman,
- Office of the Attorney General,
- General Inspection Services,
- Court of Auditors,
- National Commission for Civil Protection (CNPC),
- National Network Civil Society Organizations for HIV/AIDS (ANASO),
- Academia,
- Civil Society Organizations (CSOs),
- World Bank,
- African Development Bank (ADB),
- UN agencies – UNICEF, UNFPA, WHO, UNHCR, FAO, UNAIDS, etc.
- UNDP staff

Annex C: Documents to be reviewed and consulted.

Evaluation team are required to review various documents related to Angola and UNDP programme including but not limited to following documents:

- Angola at a glance (TBD)
- ROAR
- IWP (risks)
- Programme Board Meeting Minutes
- Project Evaluation Reports
- UNDP Strategic Plan (2018-2021)
<http://strategicplan.undp.org/>
- Angola- United Nations Sustainable Development Cooperation Framework (UNSDCF 2020-2022)
<https://angola.un.org/sites/default/files/2020-10/Doc-UNSDCF-Angola-ENG-0804.pdf>
- UNDP Country Programme Document (2020-2022)
<https://www.ao.undp.org/content/angola/pt/home/imprensa/conselho-executivo-do-pnud-em-nova-yorque-aprovou-o-novo-documen.html>
- Angola Multidimensional Poverty Report
<https://www.ao.undp.org/content/angola/pt/home/library/resposta-do-pnud-ao-covid-19-em-angola-de-marco-a-junho-202011.html>
- UNDP_AO_WB Angola_COVID-19_Policy Document_Dec. 2020
<https://www.ao.undp.org/content/angola/pt/home/library/confrontar-as-consequencias-socioeconomicas-da-covid-19-em-angol.html>

- Socio-economic Assessment of COVID-19 in Angola
- <https://www.ao.undp.org/content/angola/pt/home/imprensa/analise-da-onu-sobre-o-impacto-socioeconomico-da-pandemia-da-cov.html?fbclid=IwAR1TA-zRuVeHNhGzF4uRWR6MQoOTzOCZHWFEzJntvBp8X5ECZEIpSK0iR4g>
- Human Development Report
- <https://www.ao.undp.org/content/angola/pt/home/imprensa/UNDPHDR2020.html>
- Independent Country Evaluation Programme 2015-2019
- <https://www.ao.undp.org/content/angola/pt/home/imprensa/ICEPAngola2018.html>
- UNDP Evaluation guidelines
<http://web.undp.org/evaluation/guideline/index.shtml>
- UNEG norms and standard
<http://www.unevaluation.org/document/detail/1914>
- Other UNDP Evaluation Reports
<http://web.undp.org/evaluation/guideline/index.shtml>
- Gender Inequality Index
<http://hdr.undp.org/en/content/gender-inequality-index-gii>
- Projects Annual Progress Reports
- Donor Agreements and reports
- Result Oriented Annual Reports
- Programme Monitoring Reports
- Project Board Meeting Minutes
- Other relevant documents and resources.

Annex D: Evaluation matrix (suggested as a deliverable to be included in the inception report).

The evaluation matrix is a tool that evaluators create as map and reference in planning and conducting an evaluation. It also serves as a useful tool for summarizing and visually presenting the evaluation design and methodology for discussions with stakeholders. It details evaluation questions that the evaluation will answer, data sources, data collection, analysis tools or methods appropriate for each data source, and the standard or measure by which each question will be evaluated.

TABLE 1. SAMPLE EVALUATION MATRIX

Relevant evaluation criteria	Key questions	Specific sub questions	Data sources	Data-collection methods/tools	Indicators/success standard	Methods for data analysis

Annex E: Schedule of tasks, milestones and deliverables.

Based on the time frame specified in the TOR, the evaluators present the detailed schedule.

Annex F: Inception report template

Follow the link (Pag 25): [Inception report content outline](#)

Annex G: Required format for the evaluation report.

The final report must include, but not necessarily be limited to, the elements outlined in the quality criteria for evaluation reports. Follow the link (Pag 50): [Evaluation report template and quality standards](#)

Annex H: Evaluation Recommendations.

Follow the link (Pag 30): [Evaluation Management Response Template](#)

Annex I: Evaluation Quality Assessment

Evaluations commissioned by UNDP country offices are subject to a quality assessment, including this evaluation. Final evaluation reports will be uploaded to the Evaluation Resource Centre (ERC site) after the evaluations complete. IEO will later undertake the quality assessment and assign a rating. IEO will notify the assessment results to country offices and makes the results publicized in the ERC site. UNDP Angola aims to ensure evaluation quality. To do so, the consultant should put in place the quality control of deliverables. Also, consultants should familiarize themselves with rating criteria and assessment questions outlined in the Section six of [UNDP Evaluation Guidelines](#)

Annex J: Code of conduct.

UNDP requests each member of the evaluation team to read carefully, understand and sign the ‘Code of Conduct for Evaluators in the United Nations system’, which may be made available as an attachment to the evaluation report. Follow this link: <http://www.unevaluation.org/document/detail/2866>