**Terms of Reference**

**International Consultant   
for the final evaluation of the Zambia-UNSDPF 2016-2022**

**Location:** Home based and Lusaka (if possible)

**Application deadline**: TBC

**Type of contract**: Individual Contract (1 international/national consultant)

**Languages Required**: English

**Starting Date**: 15th May 2021

**Expected duration of assignment**: 50 working days over a period of 3 months

# Context and justification of the UNSDPF Final Evaluation

The Zambia – UN Sustainable Development Partnership Framework 2016-2022[[1]](#footnote-2) (UNSDPF) was developed through an inclusive and participatory process led by the UN Development System in close collaboration with the Government of the Republic of Zambia, in consultation with civil society and development partners. The UNSDPF represents the main programmatic framework of UN interventions in the country. In July 2018, a mid-term evaluation of the UNSDPF was conducted and provided several key recommendations which included the review of the UNSDPF governance structures and full alignment with the 7th National Development Plan (7NDP) coordination structure. The UNCT retreat held in February 2019 endorsed these recommendations and the strengthening of programme management through effective operationalization, the Programme Management Team, the Operations Management Team and UN Communication Group which have since put in place.

As a result of the mid-term evaluation, the PMT oversee the overall coordination of the delivery of the Partnership Framework. Five Results Groups (RGs) were set up. They are chaired by selected Heads of Agencies and mirror the 5 Cluster Advisory Groups (CAGs) and Pillars of the 7NDP, namely - i) Economic Diversification and Job Creation, ii) Poverty and Vulnerability Reduction, iii) Reduction of Development Inequalities, iv) Enhanced Human Development, v) Conducive Governance Environment for a Diversification and Inclusive Economy. These RGs replaced the previous 11 RGs which operated during the first half of the Partnership Framework. The RGs are responsible for driving the implementation of the UNSDPF to achieve and monitor the performance on the Outcome and Output Results of the Partnership Framework. In addition, chaired by selected Heads of Agencies, five Theme Groups were established and operationalised, namely: i) Leaving No One Behind (LNOB); ii) Humanitarian Development Nexus; iii) Data, Monitoring and Evaluation iv) Gender Theme Group; v) UN Joint Team on HIV/AIDS.

The Mid-Term Evaluation of the Partnership Framework allowed to strengthen its alignment and relevance to the national development priorities as outlined in vision 2030 and 7NDP. The Partnership Framework addresses the development challenges of the GRZ around Human Development, Economic Development and Governance and Participation. Although the Partnership Framework was developed before the 7NDP, it is still relevant to the 7NDP mainly due to the fact that both were informed by the same Vision 2030 and that the development challenges observed through the Common Country Assessment (CCA) in 2015 (which informed the Partnership Framework) indicated that there was a marginal change when the 7NDP was developed. The coordination, management and governance structures were operational, with room for improving their effectiveness. On the other hand, it is important to note that the Government also undertook a Mid-Term Review of the 7NDP and has recently launched in October 2020 the elaboration of its 8th National Development Plan (8NDP) with the UN support and on which the next UN programming cycle will be anchored.

The country continued facing climate change challenges resulting in floods and droughts impacting on food security and hydro power generation. To implement the Paris Agreement, Zambia has revised its National Determined Contributions ( NDC) to include three sectors: transport, waste management and energy (coal production and use) in the reducing the targeted emissions as well as deepening strategic actions by integrating nature based solutions, gender and SDGs.

It is important to note that on the humanitarian side, Zambia has experienced severe drought in 2019 causing food insecurity to approximately 2.3 million people[[2]](#footnote-3). In response to this situation, Zambia launched a humanitarian appeal covering the period of October 2019 to March 2020. In addition, in response to the COVID-19 pandemic, the UN Zambia launched the COVID-19 emergency appeal in May 2020 for a period of six months. The total budget requirement of the appeal was USD 132.9 million targeted at addressing most urgent and lifesaving interventions necessary to reduce the impact of COVID-19. In order to face such humanitarian situation in a more sustainable manner, the UNCT Zambia is providing resilience and recovery support to the Government of the Republic of Zambia as a long term solution to addressing the effects of climate change and the COVID-19 pandemic on individual, communities and systems.

In addition to the emergency COVID-19 support, the UN Country Team Zambia also invested efforts into addressing the socio-economic impact of the pandemic, targeting the most affected and the vulnerable population groups, so that they can bounce back better. Back in May 2020, the UNCT started the implementation of the UN Socio-Economic Response Plan (SERP) as a contribution to GRZ COVID-19 Multi-sectoral Contingency Plan and recovery efforts.

According to the UNSDPF 2016-2022[[3]](#footnote-4) and as per the United Nations Sustainable Development Group’s (UNSDG) guidance, “an evaluation in the penultimate year of the programme cycle will be conducted to support the formulation of the upcoming United Nations Sustainable Development Cooperation Framework (UNSDCF)”. However, as the drought hit the country in 2019-2020, and the COVID-19 outbreak since March 2020, the final evaluation of the UNSDPF ought to consider the effects of these factors on programming by the UN in Zambia.

# Purpose, Objectives and Scope of the UNSDPF 2016-2022 Final Evaluation

**The purposes of the UNSDPF 2016-2022 final evaluation are:**

* To identify clearly and learn consistently about what worked, what did not work and why, in the context of planning, coordination, implementation of the UNSDPF in Zambia. Therefore, the evaluation will take into account of a cricital appraisal of the UN Common Country Analysis (CCA)[[4]](#footnote-5) process, the theory of change, the UNSDPF design and implementation, the application of the UN programmes guiding principles[[5]](#footnote-6) and the Management and Accountability Framework.
* For the UNCT, host government and other UNSDPF stakeholders, to learn from the process of documenting good practices and lessons learned which can then be shared with UNDCO and used for the benefit of other countries.
* To inform the design and development of the next cycle of UNSDCF as well as support the actions to improve and strengthen the programming and accountability at country level, specifically within the planning, decision-making, coordination and implementation of the upcoming UNSDCF. The findings of the final evaluation report will serve as good practice examples for enhancement of knowledge and overall management practices.
* To support greater accountability of the UNCT to UNSDPF stakeholders. By objectively verifying results achieved within the framework of the UNSDPF and assessing the effectiveness of the strategies and interventions used, the evaluation will enable the various stakeholders in the UNSDPF process, including national counterparts and donors, to hold the UNCT and other parties accountable for fulfilling their roles and commitments

**The objectives of the evaluation are:**

* *To assess the progress in achieving the UNSDPF 2016-2022 Outcomes and Outputs,* *on the basis of KPIs outlined in the recently adopted following the Mid-Term Evaluation of the UNSDPF, and in line with this, inform on how the UNSDPF has contributed to the National Development Plan targets;*
* *To assess the relevance, efficiency, effectiveness, sustainability and coordination of the UNSDPF planning, programming and implementation processes, highlighting achievements, major challenges and lessons learned, and in line with this, inform on how the recommendations of the mid-term evaluation have been implemented;*
* *To gather evidence and lessons learnt based on the assessment of the current performance of Outcomes and Outputs that interalia, can be used to improve the planning and implementation of the upcoming UNSDCF.*

**The scope covered by the evaluation includes:**

The evaluation will cover the implementation period from 01 January 2016 to 31 December 2020. The evaluation scope covered by the evaluation includes the critical appraisal of the elaboration of the CCA 2015 which constitutes the main analysis used for the UNSDPF, examining UNSDPF planning, coordination, implementation, monitoring and evaluation as well as programming principles (human rights based approach, gender equality, environmental sustainability, results-based management, capacity development), overall strategies and outcome/output specific strategies included in the UNSDPF itself. The UNSDPF will be evaluated against the strategic intent laid out in the UNSDPF document and specifically its contribution to the national development results included in the UNSDPF results framework.

The evaluation will cover both outcome and output results and management process results as well as their alignment with and contribution to national development priorities.

On the geographic coverage, the evaluation will be at the national level and will also include decentralized entities as it will be deemed necessary by the Evaluation management group.

**Regulatory framework**: the evaluation will be undertaken independently, following the UN Evaluation Group (UNEG) Norms and Standards and the UNEG Code of Conduct

**After the finalization of the evaluation report**: a formal management response to the Zambia – UNSDPF evaluation recommendations will be developed. The management response will indicate which recommendations are accepted, partially accepted or rejected by the UNCT, and the actions that will be taken, those accountable for these actions and the implementation timeframe. If recommendations are rejected, the management response will also provide justification / explanation on the rejection of these recommendations.

# Duties and responsibilities of the consultant

1. ***To assess progress in achieving the UNSDPF 2016-2022 Outcomes and Outputs,*** ***on the basis of KPIs outlined in the recently adopted Addendum to the UNSDPF, through undertaking the following activities:***

* Review the strategies and interventions used and the contributions towards national development priorities, as outlined in the 7NDP and the COVID-19 Multi-sectoral Contingency Plan, through the UNSDPF results, as outlined in the Addendum
* Assess effectiveness of Gender Mainstreaming, embedment of the Leaving No One Behind (LNOB) principle, Human Rights Based Approaches, Results Based Management and Environmental Sustainability in UNSDPF implementation, including support to the recommendations of Universal Periodic Review for the Zambia;
* Gauge the added value of UNSDPF for cooperation among individual UN agencies;
* Assess the extent to which the UNSDPF was able to create national ownership in the UNSDPF process
* Assess the contributions towards Sustainable Development Goals (SDGs) paying particular attention to groups at the risk of being left behind such the women, youth, disabled and refugees, among others; and
* Elaborate on the factors that have affected the UN's contribution (the challenges, potential solutions, good practices and and analysis of potential persisting issues or management inefficiencies).

1. ***To assess the efficiency and effectiveness of the UNSDPF planning, programming and implementation processes, highlighting achievements, major challenges and lessons learned across the following areas:***

* Management Arrangements;
* Operational Support;
* Partnerships/Collaboration;
* Communications, media outreach and advocacy;
* M&E tools and practices;
* Funding/Resource Mobilization; and
* Assumptions for change, potential risk, and risk mitigation measures (factor impact of Covid-19 as an emergent risk)

1. ***To gather evidence and lessons learnt based on the assessment of the current performance of Outcomes and Outputs that interalia, can be used to improve the planning and implementation of the upcoming UNSDCF.***

* Provide a set of actionable recommendations based on findings, to be used for organizational learning,
* Identify lessons learned and good practices that will inform the new Cooperation Framework cycle 2023-2027, bearing in mind the new guidance for development of UN Sustainable Development Cooperation Framework in line with the ongoing UN Reforms.

# Approach and strategy to be considered by the consultant

The UNSDPF Final Evaluation is the last step of the UNSDPF cycle that was conceptualized at the beginning of the 2016-2022 programme cycle. It is an external, participatory, and iterative learning exercise to be undertaken by an independent consultant. This evaluation will take place from May to July 2021 for a maximum of 50 working days.

It takes place in the penultimate year (2021) of the UNSDPF cycle and builds on UNSDPF annual reviews, the mid-term review conducted in July 2018 as well as major studies and evaluations conducted by UN agencies[[6]](#footnote-7), funds and programmes between 2016 and 2021. As the ability to assess achievement of the UNSDPF outcomes will to a large extent depend on the completeness and quality of reviews and evaluations of the individual agency country programmes, it is important that individual agency reviews and evaluations address the contribution of their interventions to UNSDPF outcomes.

The UNSDPF Evaluation is commissioned and managed by the UN Resident Coordinator’s Office under the leadership of the UN Country Team, and technical guidance of the Programme Management Team (PMT) and the Data and Monitoring & Evaluation theme group. The evaluation will be conducted in an inclusive manner and promote national ownership through meaningful engagement of relevant national partners and stakeholders throughout the evaluation process. Evaluation design, procurement and processes should build on and strengthen national evaluation capacities. To the greatest extent possible, the Government and implementing partners’ participation and input in this exercise is vital. The UNSDPF Evaluation will involve stakeholders such as the UN staff, implementing partners in the Government as well as Civil Society Orgnizations (CSOs) and development partners, as well as the right holders (women, youth, people with disabilities, people living with HIV/AIDS, victims of violence, refugees, migrants, etc.). Stakeholder participation is essential and should be sought from the beginning of the process through a series of meetings and consultations and possibly through the organization of an UNSDPF Steering Committee Meeting convened at the start and the end of the UNSDPF Evaluation process. The purpose of the UNSDPF Steering Committee meeting is to guide on process and to validate and refine findings, conclusions and recommendations of the evaluation.

# Evaluation criteria and evaluation questions to be considered by the consultant

In terms of evaluation criteria, the evaluation will follow the UN Evaluation Group (UNEG) Norms and Standards and the UNEG Code of Conduct. Hence the evaluation will use the **four OECD-Development Assistance Committee (DAC) criteria.** Considering the nature of CF implementation by multiple UN agencies, **Coordination** should be a criterion specific to RCO. Under each criterion, the evaluation will answer a number of evaluation questions, which will be developed further by the evaluation team. The contribution of the UNCT to the development outcomes will be assessed according to a standard set of evaluation criteria:

* **Relevance / adaptability to emerging issues**:
  + **To what** extent were the objectives of UNSDPF consistent with country needs, national priorities, the country’s international and regional commitments, including on human rights (core human rights treaties, including International Covenant on Civil and Political Rights (ICCPR), International Covenant on Economic Social and Cultural Rights (ICESCR), International Convention on the Elimination of All Forms of Racial Discrimination (ICERD), Convention on the Elimination of all Forms of Discrimination against Women (CEDAW), Convention of the Rights of Persons with Disabilities (CPRD), Conventions on the Rights of the Child (CRC), etc.)?
  + **To what extent were the** recommendations of Human Rights mechanisms (including the treaty bodies, special procedures and UPR), sustainable development, environment, and the needs of women and men, girls and boys in the country were addresses during the course of the planning and implementation of the UNSDPF?
  + To what extend did the implementation of the UNSDPF adjust to emerging issues faced by the country during the implementation, including the occurrence of droughts, floods and COVID-19?
* **Effectiveness**: To what extent did the UNCT contributed to, or is likely to contribute to, the outcomes defined in the UNSDPF? How the unintended results, if any, have affected national development positively or negatively and to what extent have they been foreseen and managed.
* **Efficiency**: To what extent were results achieved with the appropriate amount of resources and maintenance of minimum transaction cost (funds, expertise, time, administrative costs, etc.)?
* **Sustainability**: To what extent the benefits from a development intervention have continued, or are likely to continue, after it has been completed?
* **Coordination**: to what extent the planning and coordination of the UNSDPF - through the Results Groups with the RCO support - contributed efficiently to a coherent implementation of the UNSDPF and the achievement the UNSDPF outputs and outcomes?

# Methodology to be adopted by the consultant

In terms of methodology, the UNSDPF Evaluation consultant shall define the specific evaluation strategies, data collection methods and required evaluation tools based on the UNSDG guidance on monitoring and evaluation. An Evaluation Plan will be developed accordingly. The evaluation will follow the UN Evaluation Group (UNEG) Norms and Standards and the UNEG Code of Conduct, taking into account:

* **Data collection** – the UNSDPF Evaluation will use a mixed methods approach, which could include the following: desk reviews of reference materials (including major studies and evaluations conducted by UN agencies, funds and programmes between 2016 and 2021 as well as other academic and private research studies), interviews with relevant/key stakeholders (i.e. Government entities, CSOs, private sector partners, development partners). The evaluation will emphasize the importance of disaggregated data collection and analysis by sex and other characteristics e.g. poor/ vulnerable, migrants, refugees, youth, disability etc.
* **Stakeholder participation** – the UNSDPF Evaluation will be conducted in a participatory manner, ensuring the involvement of key stakeholders in all phases of the evaluation.
* **Data management and analysis –** an evaluation matrix will be developed by the evaluation team during the design phase. It is a centerpiece to the methodological design of the evaluation. It contains the core elements of the evaluation: (i) what will be evaluated (evaluation questions for all evaluation criteria and key assumptions[[7]](#footnote-8) to be examined as part of the evaluation questions), and (ii) how it will be evaluated (data collection methods, sources of information and analysis methods for each evaluation question and associated key assumptions). By linking each evaluation question (and associated assumptions) with the specific data sources and data collection methods required to answer the question, the evaluation matrix plays a crucial role before, during and after data collection. The evaluation matrix will also help the evaluators to develop a detailed agenda for data collection and analysis and to prepare the structure of interviews, group discussions and direct observation at sites visited. During the field phase, the evaluation matrix will serve as a reference document to ensure that data is systematically collected for all evaluation questions and that data is documented in a structured and organized way. At the end of the field phase, the matrix will be used to verify whether sufficient evidence has been collected to answer all evaluation questions and identify data gaps that require additional data collection. In the reporting phase, the evaluation matrix will facilitate the drafting of findings per evaluation question and the identification and articulation of conclusions and recommendations that cut across different evaluation questions.
* **Validation** – findings will be supported with evidence. Systematic triangulation of information and data sources will be used to ensure that the information and data collected are valid. The evaluation team will keep regularly exchanges with the evaluation manager (or management team) to streamline the information and data collected. As necessary, meetings will be organized to share and discuss preliminary hypothesis, findings and any potential doubt emanating from the evaluation team. At the end of the field phase, a debriefing meeting bringing together the evaluation team and the UNCT functional teams to present preliminary findings and potential conclusions will serve as the platform for data validation and provision of more evidence to support the findings or areas of potential discrepancies. A report will be prepared including good practices for replication, identified constraints, lessons learned and challenges in relation to the priority interventions as well as specific recommendations made both to the UNCT and to individual agencies.

# Roadmap of the UNSDPF Final Evaluation established by UN Zambia and Expected Deliverables exptected from the Consultant

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| **Timing** | **Description** | **Responsible** |
| **Phase 1 – Preparation *(Finalized)*** | | |
| 1st February – 15 May 2021 | * Development of the evaluation roadmap / workplan * Setting the management bodies of the evaluation * Development of the ToR * Identification of relevant documentation and creation of a repository for desk review | * RCO, UN agencies (through PMT – Data and M&E) * UNCT * Results Groups * Theme groups: GTG, LNOB, Joint UN Team on HIV/AIDS (JUNTA), Humanitarian and Development Nexus |
| **Phase 2 – Inception /design report *(To start once the recruitment is recruited)*** | | |
| 15– 20 May 2021 | * Start of the consultant’s assignment * Desk review * Compilation of reference materials necessary for desk review * Finalization of evaluation questions, methodology & drafting of the Inception Report including evaluation work plan * Develop and make PowerPoint presentation of inception report to UNCT and relevant groups | * RCO, UNDP * RCO, UN agencies (through PMT – Data and M&E) * Consultant, UNCT, UN agencies (through PMT – Data and M&E), RCO, UNEG, PSG (of UNSDG) * Consultant * Consultant |
| **Phase 3 – field data collection** | | |
| 20 May – 20 June 2021 | * Participatory data gathering through stakeholder meetings, interviews, surveys * Data analysis * Drafting and presenting of the First Interim report & PowerPoint presentation of the report to UNCT/PMT * Review of the interim report by key stakeholders * Incorporating the stakeholder feedback | * Consultant, UNCT, UN agencies (through PMT – Data and M&E, RG and all theme groups), RCO * Consultant * Consultant * Government, CSOs, UNCT, RCO, UN agencies, PSG (of UNSDG) * Consultant |
| **Phase 4 – Reporting** | | |
| 20 June – 25 July 2021 | * Drafting and presenting of Second draft report & related PowerPoint presentation to UNCT/PMT * Validation Meeting of UNSDPF Steering Committee * Final report and Evaluation brief | * Consultant * UNCT, Government, CSOs, UN agencies, RCO * Consultant |
| **Phase 5 – Management response; Dissemination and use *(To start when the validated Final Evaluation Report is available)*** | | |
| 26 July – 25 October | * Dissemination of the UNSDPF final evaluation report * Use of the results of the evaluation within the elaboration of the new UNSDCF * Publish the UNSDPF final evaluation report on the UN Zambia website | * RCO * UNCT, UN agencies (through PMT – Data and M&E, RG and all theme groups), RCO |

The UNSDPF Evaluation consultant is expected to produce the following deliverables:

* Output 1: Inception Report & PowerPoint Presentation, including evaluation work plan – this defines the specific evaluation design, tools and procedures, specific dates for key tasks, activities and deliverables; the Inception Report briefly describes the consultant’s understanding of the issues under review including a review framework and detailed work plan. It refines the overall evaluation scope, approach, design and timeframe, provides a detailed outline of the evaluation methodology and the evaluation matrix;
* Output 2: First Interim Report & PowerPoint Presentation during Stakeholder meetings;
* Output 3: Second draft of the Final Evaluation report
* Output 4: PowerPoint Presentation during the Validation Meeting, approved Final Report & Evaluation Brief.

# Reporting Arrangements and Payment Structure

The consultant will contractually report to the Resident Coordinator. All costs directly related to this contract will be covered through the UN Resident Coordinator’s Office. The assignment will be a combination of home-based and field (to the extent possible) work. An evaluation management structure will be put in place, consisting of an Evaluation Management Group and the Evaluation Steering Committee:

* ***Evaluation Management Group:*** consisting of RCO staff, 2 PMT members and three monitoring and evaluations officers’ staff from selected UN agencies and a representative from the national counterparts. The responsibilities of the EMG are to review and comment on the draft Terms of Reference (TOR), lead the hiring of the evaluation consultant, supervise and guide the evaluation team in each step of the evaluation process; review and coordinate the review of the draft, provide substantive comments and approve the inception report, including the work plan, analytical framework and methodology; review and provide substantive feedback to the draft and final evaluation reports.
* ***Evaluation Reference group***: constituted by the UN agencies Evaluation staff. This group will assist in providing key information needed for the evaluation and will ensure the technical quality assurance of the process.
* ***DCO***: constituted by DCO specialists to ensure the quality assurance of the process.

In addition to that, the RCO will reach out to DCO and UNEG (in the subregion) or continuous quality assurance of the process.

All installments will be processed subject to UNCT – through the Evaluation Steering Committee – ‘s assessment of the basic requirements of completeness and quality of content in line with the Terms of Reference. The Consultants’ payment shall be made in four instalments of:

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| --- | --- |
| Deliverables | Percentage of full contract amount |
| Contract signature and submission of inception report approved by UNCT | 10% |
| Submission of an approved First Interim Report and related PowerPoint Presentation | 25% |
| Submission of an approved Second draft of Report and related PowerPoint Presentation | 25% |
| Upon submission and validation of the Final Evaluation report and the Evaluation Brief | 40% |

# Competencies

The consultants should possess the following competencies:

**(i) Corporate Competencies**

Demonstrates integrity by modeling the UN's values and ethical standards; Sensitivity to cultural, gender, religion, race, nationality and age differences. Fulfills all obligations to gender sensitivity and zero tolerance for sexual harassment; ability to exercise sound political judgment;

**(ii) Functional Competencies**

* Outstanding communication (spoken and written) skills, including the ability to write reports, conduct consultations and interviews and to articulate ideas in a clear and concise style;
* Good knowledge of the UN system, UN Development System Reform and the new Cooperation Framework Internal Guidelines;
* Technical competence in undertaking complex analysis which involve use of mixed methods;
* Familiarity with statistical data and knowledge of human rights and gender equality approaches;
* Accountability – Takes ownership of all responsibilities and delivers outputs in accordance with agreed time, cost and quality standards;
* Ability to handle a large volume of work under time constraints; and
* Ability to share knowledge and experience and provide helpful feedback and advice.

# Required Qualifications, Skills and Experience

**Education:**

* Advanced university degree (Masters and equivalent) in development studies, development evaluation, economics, or related field; a PhD is considered an asset.

**Skills and experience:**

* 10 years of relevant professional experience is highly desirable, including previous substantive involvement in experience in design, monitoring, evaluation/review of development projects and/or outcome levels of programme implementation in related fields with international organizations, preferably in Delivering as One (DaO) countries;
* Excellent knowledge of the UN system and the UN common country programming processes;
* Specialized experience and/or methodological/technical knowledge, including some specific data collection and analytical skills, particularly in the following areas: understanding of human right- based approaches to programming; gender considerations; environmental sustainability;
* Knowledge and experience in Results Based Management (RBM) principles; logic modelling/logical framework analysis; quantitative and qualitative data collection and analysis; participatory approaches;
* Previous experience in UNSDPF or related evaluation process and practical experience in the Southern Africa region and/or knowledge of the development issues in these countries is an asset;
* Excellent report writing skills, as well as communication and interviewing skills
* Consultant should not have engaged in the design or implementation of the the UNSDPF 2016-2022 or UN agencies’ programmes in Zambia. Complete impartiality vis-à-vis UN agencies’ work in Zambia is a must.

**Language**

* Excellent written and spoken English.

# Application procedures and documents to submit

Interested individual consultants should submit the following documents:

* Personal CV or P11, indicating all past experience from similar consultancies/processes, as well as the contact details (email and telephone number) and at least two professional references.
* Brief description of why the individual considers herself/himself as the most suitable for the assignment and a methodology on how s/he will approach and complete the assignment.
* Financial offer containing a lumpsum in USD for the deliverable specified in the ToR and including a breakdown into number of anticipated working days, consultancy fee per day and costs for travel and any other expected expenditures.

# Evaluation Criteria of Offer

The contracts will be awarded to the consultants whose offer has been evaluated and determined as having received the highest combined score of the technical and financial scores.

* Technical Criteria weight: 70%
* Financial Criteria weight: 30%

Only the applicants who obtain at least 70 points from the technical evaluation will be selected for the financial evaluation. For the final decision, the technical evaluation will be weighed at 70% and the financial evaluation at 30%.

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| --- | --- |
| Criteria | Max Points |
| Advanced university degree (Masters and equivalent) in development studies, economics, international relations, or related field; PhD is considered an asset | 15 |
| Minimum 10 years of professional experience of conducting programme evaluation / review of programmes and/or outcome levels with international organizations, preferably a UNSDPF evaluation in the Southern Africa and knowledge of issues in the region | 15 |
| 5 years cumulatively of substantial professional application of human rights, gender equality, environmental sustainability, results-based management, and capacity development in an evaluation procedure | 20 |
| Experience in data collection and analysis; participatory approaches | 15 |
| Quality of the applicant’s technical offer: taking into account of the evaluation criteria, with detailed approach and methodology | 25 |
| Knowledge of UN system and UN common country programming processes | 5 |
| Fluency in spoken and written English | 5 |

Prepared By: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ 16 April 2021

Marie-Sandra Lennon, Development Coordination Officer, Strategic Planning and RCO Team Leader

Approved By: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ 16 April 2021

Dr Coumba Mar Gadio, UN Resident Coordinator

1. It is important to note that the originally, the UNSDPF covered the period 2016-2021. However, following an agreement with the Government, taking into account of the current context and to respond to timeline constraints faced by certain UN agencies, it was agreed to extend the UNSDPF until 2022. [↑](#footnote-ref-2)
2. UN Zambia Humanitarian Response Plan 2019-2020 [↑](#footnote-ref-3)
3. It is important to note that the originally, the UNSDPF covered the period 2016-2021. However, following an agreement with the Government, taking into account of the current context and to respond to timeline constraints faced by certain UN agencies, it was agreed to extend the UNSDPF until 2022. [↑](#footnote-ref-4)
4. CCA elaborated within the elaboration of the UNSDPF [↑](#footnote-ref-5)
5. The Guiding Principles include: Leaving no one behind; Human Rights-Based Approach to Development; Gender equality and women’s empowerment; Resilience, Sustainability; and Accountability. [↑](#footnote-ref-6)
6. Please refer to Annex 1 [↑](#footnote-ref-7)
7. Assumptions are interfaces between the evaluation question and the data sources. It narrows the evaluation question further by specifying what evaluators should focus on and what they should check precisely when attempting to answer the question [↑](#footnote-ref-8)