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Job ID/Title:	Consultant for Evaluation of the CPD Outcome 3
Scope of advertisement:	Globally advertised (Including jobs.undp.org)
Category (eligible applicants):	External
External defines as applicants external to UNDP and to the UN Common system, including UNDP nonstaff.	
Brand:	UNDP
Practice Area:	Sustainable Development, Environment, Climate change and Disaster Risk Reduction
Additional Practice Area:	Inclusive growth, Poverty, Resilience
Application Deadline:	07-July-2022
Type of Contract:	Individual Contract
Post Type and Level:	International Consultant

Duty Station: Sao tome

Languages Required: English and Portuguese

Starting Date: (date when the selected candidate is expected to start) 15-July-2022

Duration of Initial Contract: 20 working days

Expected Duration of Assignment: 4 weeks

Background:

The Country Programme Document (CPD) for São Tomé (2017-2021) was formally adopted by the Executive Board in September 2016, signaling the formal start of a new programme cycle. The UNDP country programme, 2017-2021, 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. The components of those 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 – São Tomé e Príncipe will be able to accelerate its human development progress, end poverty in all its forms and reduce inequalities. The country program will support São Tomé e Príncipe 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 will support the Government on the overarching national objective in the CPD 2017-2021, of maintaining stability and peace.

Within the Poverty and Inclusive Growth, UNDP assistance will have two main elements. First, it will support policies and initiatives for self-employment and growth of micro and small enterprises, targeting sectors with high impact on poverty reduction and addressing inclusion of the informal economy. Second, as part of government initiatives to strengthen entrepreneurship skills and employment for young São Santoméens ages 18 to 35, it will support government policy on vocational training, institutional development and testing of innovative models, ensuring the most vulnerable sections of the workforce have access to skills and resources that match labour market demand. It addresses United Nations Development Assistance Framework (UNDAF) outcome 3. Employment and competitiveness are assured by diversifying the economy and resilience to climate Change, improving the quality of life of poor and vulnerable populations and access to financial aid and markets by youth and women.

UNDP's poverty and inclusive growth programmes support national government priorities as defined under the National Development Plan, to the Goals and assisting in ensuring a multipartner response to key multidimensional development challenges. UNDP will continue to act as operational support platform for other development organizations, and partner with civil society and academia in advancing development agendas and building capacities.

As Small Developing Islands, Sao-Tome and Principe is characterized by a socio-economic context that remains fragile and largely dependent on aid for most of the public spending and its economic growth. With the surge of the COVID-19 cases, the government has been increasingly scaling up a wide range of mitigation measures to limit potential spread including putting in place stricter social mobility limitations to slow the spread of the virus but with enormous social and economic impact on people and business, exacerbating existing inequalities. The COVID-19 context has significantly impacted the delivery of the programme and it is in part the reason why the CPD coverage period was extended for an additional year, up to 2022.

Evaluation Purpose:

UNDP commissions outcome evaluations to capture and demonstrate evaluative evidence of its contributions to development results at the country level as articulated in both the UN Development Assistance Framework (UNDAF) and UNDP Country Programme Document (CPD). These are evaluations carried out within the overall provisions contained in the UNDP Evaluation Policy. In line with the Evaluation Plan of São Tomé e Príncipe, this outcome evaluation was planned for the year 2021 to assess the impact of UNDP's development assistance across the major thematic and cross cutting areas of economic management and governance outcomes. The UNDP Office in São Tomé e Príncipe is commissioning this evaluation on economic management to capture evaluative evidence of the relevance, effectiveness, efficiency and sustainability of current programming, which can be used to strengthen existing programmes and to set the stage for new initiatives. The evaluation serves an important accountability function, providing national stakeholders and partners with an impartial assessment of the results of UNDP governance support. The evaluation will also provide the Country Office with insights as relates for needs for strategic re-alignments and prioritization with a specific focus within its economic management sphere of work.

Description of Responsibilities :

The outcome evaluation will be conducted during the months **of July to August 2022**, with a view to enhancing programmes while providing strategic direction and inputs to the evaluation of the UNDP country programme.

Specifically, the outcome evaluation will assess:

- The relevance and strategic positioning of UNDP support to São Tomé e Príncipe on economic management; entrepreneurship and private sector development;
- The frameworks and strategies that UNDP has devised for its support on economic management and evidence-based planning and budgeting; entrepreneurship, private sector development including partnership strategies, and whether they are well conceived for achieving planned objectives;
- The progress made towards achieving an accelerated Inclusive and sustainable economic growth to reduce poverty and inequality for the vulnerable groups outcome, through specific projects and advisory services, and including contributing factors and constraints;
- The progress to date under these outcomes and what can be derived in terms of lessons learned for future UNDP inclusive and sustainable economic growth support to São Tomé e Príncipe.

The UNDP São Tomé country office is implementing **eight projects** (Annex 2) that reside within this outcome. An analysis of achievements across all 8 projects is expected.

Evaluation Questions

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

Relevance:

To what extent is UNDP's engagement in sustainable and inclusive growth support a reflection of strategic considerations, including UNDP's role in the development context in São Tomé e Príncipe and its comparative advantage vis-a-vis other partners?

- To what extent has UNDP's selected method of delivery been appropriate to the development context?
- Has UNDP been influential in national debates on economic management and inclusive growth to addressing poverty and inequality for vulnerable groups?
- To what extent have UN reforms influenced the relevance of UNDP support to São Tomé e Príncipe in the economic management and inclusive growth sector?

Effectiveness

- What evidence is there that UNDP support has contributed towards an improvement in national government capacity for economic management and private sector led growth for employment generation and poverty reduction?
- Has UNDP worked effectively with other UN Agencies and other international and national delivery partners to deliver economic growth, private sector development strategies?
- How effective has UNDP been in partnering with civil society and the private sector to promote good economic management in São Tomé e Príncipe?
- Has UNDP utilized innovative techniques and best practices in its economic management and inclusive growth programming?
- Is UNDP perceived by stakeholders as a strong advocate for improving government effectiveness and integrity in economic management in São Tomé e Príncipe?
- Considering the technical capacity and institutional arrangements of the UNDP country office, is UNDP well suited to providing economic management/private sector development support to national and local governments in São Tomé e Príncipe?
- What contributing factors and impediments enhance or impede UNDP performance in this area?

Efficiency

- Are UNDP approaches, resources, models, conceptual framework relevant to achieve the planned outcome? Are they sufficiently sensitive to the political and development constraints of the country (political stability, post crisis situations, etc)?
- Has UNDP's governance strategy and execution been efficient and cost effective?
- Has there been an economical use of financial and human resources?
- Are the monitoring and evaluation systems that UNDP has in place helping to ensure that programmes are managed efficiently and effectively?
- Were alternative approaches considered in designing the Projects?

Sustainability

- What is the likelihood that UNDP Economic management and inclusive growth interventions are sustainable?
- What mechanisms have been set in place by UNDP to support the government of the São Tomé e Príncipe to sustain improvements made through these inclusive growth interventions?
- How should the Economic management and inclusive growth portfolio be enhanced to support central authorities, local communities and civil society in improving service delivery over the long term?
- What changes should be made in the current set of partnerships to promote long term sustainability?

Partnership strategy

- Has the partnership strategy in the economic management and inclusive growth sector been appropriate and effective?
- Are there current or potential complementarities or overlaps with existing national partners' programmes?
- How have partnerships affected the progress towards achieving the outputs
- Has UNDP worked effectively with other international delivery partners to deliver on good economic management initiatives?
- How effective has UNDP been in partnering with civil society (where applicable) and the private sector to promote good and sound economic management?

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

Human rights

- To what extent have poor, indigenous and tribal peoples, youth, persons with disabilities, women and other disadvantaged and marginalized groups benefitted from UNDPs work in support of economic management and inclusive growth

- **Gender Equality**

The assignment will require the consultant/s to do a gender assessment of the outcome and show how gender sensitive in planning implementation and sharing of benefits specifically investigate the following:

- To what extent has gender been addressed in the design, implementation and monitoring of economic management, climate change and inclusive growth projects;
- Is gender marker data assigned to projects representative of reality (focus should be placed on gender marker 2 and 3 projects);

- To what extent has UNDP economic management and inclusive growth support promoted positive changes in gender equality? Were there any unintended effects

Based on the above analysis, the evaluators are expected to provide overarching conclusions on UNDP results in this area of support, as well as recommendations on how the UNDP São Tomé e Príncipe Country Office could adjust its programming, partnership arrangements, resource mobilization strategies, and capacities to ensure that the economic management and inclusive growth portfolio fully achieves current planned outcomes and is positioned for sustainable results in the future. The evaluation is additionally expected to offer wider lessons for UNDP support in the São Tomé e Príncipe and elsewhere based on this analysis.

Implementation Arrangements

UNDP Country Office will support the implementation of remote/ virtual meetings. An updated stakeholder list with contact details (phone and email) will be provided by the Country office to the evaluation Consultant.

The portfolio manager will arrange introductory virtual meetings with the CO staff and managers, also to establish initial contacts with partners, project staff (when possible) and senior government officials and to organize interviews with project beneficiaries.

The consultant will take responsibility for setting up meetings and conducting the evaluation, subject to advanced approval of the methodology submitted in the inception report. The CO management will develop a management response to the evaluation within two weeks of report finalization.

The portfolio manager will convene an Advisory Panel comprising of technical experts to enhance the quality of the evaluation. This Panel will review the inception report and the draft evaluation report to provide detail comments related to the quality of methodology, evidence collected, analysis and reporting. The Panel will also advise on the conformity of evaluation processes to the UNEG standards.

The Consultant is required to address all comments of the Panel completely and comprehensively. The Evaluation Team Leader will provide a detail rationale to the advisory panel for any comment that remain unaddressed. The evaluation will use a system of ratings standardizing assessments proposed by the evaluators in the inception report. The evaluation acknowledges that rating cannot be a standalone assessment, and it will not be feasible to entirely quantify judgements. Performance rating will be carried out for the four evaluation criteria: relevance, effectiveness, efficiency and sustainability.

Time-Frame for the Evaluation Process

The evaluation is expected to take 20 working days for the Consultant, over a period of four weeks from the contract issuance.

Competencies

Corporate Competencies:

- Demonstrates commitment to UNDP's mission, vision and values;
- Displays cultural, gender, religion, race, nationality and age sensitivity and adaptability;
- Highest standards of integrity, discretion and loyalty.

Functional Competencies:

- Strong working knowledge of the UN and its mandate in the São Tomé e Príncipe, and more specifically the work of UNDP in support of government, private sector and civil society in the São Tomé e Príncipe;
- Sound knowledge of results-based management systems, and monitoring and evaluation methodologies; including experience in applying SMART (S-Specific; M-Measurable; A-Achievable; R-Relevant; T-Time-bound) indicators;
- Excellent reporting, good interpersonal and communication skills, an ability to communicate with various stakeholders, and an ability to express ideas and concepts concisely and clearly;

Strong team leadership and management track record.

Qualifications :**Education:**

Minimum Master's degree in economics, development management, public administration, regional development/planning, or other social science.

Experience:

Minimum 10 years of professional experience in economic sector development, including in the areas of economic management, planning, regional development, gender equality and social services;

- At least seven {7} years' experience in conducting external project evaluations using different approaches and these will include non- traditional and innovative evaluation methods;
- At least 5 years of experience in conducting evaluations of government and international aid organizations;

Language:

Mandatory: Fluent in English and Portuguese.

Fees and payments

Interested consultants should provide their requested fee rates when they submit their expressions of interest, in USD. The UNDP Country Office will then negotiate and finalize contracts. Fee payments will be made upon acceptance and approval by the UNDP Country Office of planned deliverables, based on the following payment schedule:

- Inception report _____ 20%
- Draft Evaluation _____ 30%
- Final Evaluation _____ 50%

Evaluation Process:

Applicants are reviewed based on Required Skills and Experience stated above and based on the technical evaluation criteria outlined below. Applicants will be evaluated based on cumulative scoring. When using this weighted scoring method, the award of the contract will be made to the individual consultant whose offer has been evaluated and determined as:

Being responsive / compliant / acceptable; and Having received the highest score out of a pre-determined set of weighted technical and financial criteria specific to the solicitation where technical criteria weighs 70% and Financial criteria / Proposal weighs 30%.

Technical Evaluation - Total obtainable points 100 points:

Criteria 1: Educational Qualification: Master degree in economics, Development management, Public Administration and or other related social sciences. Maximum points: 20

Criteria 2: At least 10 years of professional experience in economic sector development, including in the areas of economic management, planning, regional development, gender equality and social services. Maximum Points: 20

Criteria 3: Proven technical experience of at least 7 years in conducting independent project evaluations for international aid organizations using results-based management approach, monitoring and evaluation methodologies: Maximum Points: 35

Criteria 4: Demonstrated knowledge of the UN and its mandate, and more specifically the work of UNDP in support of government, private sector and civil society in the São Tomé e Príncipe: Maximum Points: 25

Financial Criteria: (30% of the total evaluation) based on the total all-inclusive lump sum amount for professional fee for tasks specified in this announcement

Candidates obtaining a minimum of 70% (70 points) of the maximum obtainable points for the technical criteria (100 points) shall be considered for the financial evaluation.

Financial Evaluation - Total 30% (30 points)

The following formula will be used to evaluate financial proposal:

$p = y (\mu/z)$, where p = points for the financial proposal being evaluated y = maximum number of points for the financial proposal μ = price of the lowest priced proposal

z = price of the proposal being evaluated **Contract**.

Award:

Candidate obtaining the highest combined scores in the combined score of Technical and Financial evaluation will be considered technically qualified and will be offered to enter into contract with UNDP.

Application Procedures

The application package containing the following (to be uploaded as one file):

Personal CV, indicating all past experience from similar consultancy and specifying the relevant assignment period (from/to), as well as the email and telephone contacts of at least three (3) professional references.

Methodology

The financial proposal should specify an all-inclusive daily fee (based on a 7-hours working day - lunch time is not included - and estimated 20 days).

The international consultant might decide to contract a local consultant to support the process whose costs will be included in the financial proposal.

Methodology, and Timeline

The financial proposal must be all-inclusive and take into account various expenses that will be incurred during the contract, including: the daily professional fees; travel costs; living allowances at the duty station; communications, utilities and consumables; life, health and any other insurance; risks and inconveniences related to work under hardship and hazardous conditions (e.g., personal security needs, etc.), when applicable; and any other relevant expenses related to the performance of services under the contract.

In the case of unforeseeable travel requested by UNDP, payment of travel costs including tickets, lodging and terminal expenses should be agreed upon, between UNDP and Individual Consultant, prior to travel and will be reimbursed. In general, UNDP should not accept travel costs exceeding those of an economy class ticket. Should the IC wish to travel on a higher class he/she should do so using their own resources.

ANNEXES

ANNEX 1 - LIST OF Programme/Outputs to be evaluated

CPD 2017 - 2021:

UNDAF OUTCOME: Employment and competitiveness are assured by diversifying the economy and resilience to climate Change, improving the quality of life of poor and vulnerable populations and access to financial aid and markets by youth and women.

RELATED STRATEGIC PLAN OUTCOME 3: Growth and development are inclusive and sustainable, incorporating productive capacities that create employment and livelihoods for poor and excluded groups.

Output 3.1 National, local and regional systems and institutions (environment, climate change and disaster risk reduction) enabled to achieve structural transformation of productive capacities that are sustainable and support employment/livelihoods

Output 3.2: The private sector, especially small and medium sized enterprises (SMEs), NGOs in urban and rural areas, and populations of the most vulnerable communities are able to increase their contribution to inclusive growth and employment through better access to markets, technical assistance and financial aid.

Output 3.3: Public and private institutions and rural communities are able to apply sustainability principles for better use of natural resources, biodiversity conservation and protection for inclusive growth.

Annex 2- List of Projects

Project Title: Strengthening climate information and early warning systems in São Tomé and Príncipe for climate resilient development and adaptation to climate change. (Atlas ID 00086865, PIMS 5103)

Project Title: Enhancing capacities of rural communities to pursue climate resilient livelihood options in the Sao Tome and Principe districts of Caué, Me-Zochi, Principe, Lemba, Cantagalo, and Lobata (Atlas ID: Output 00091898, PIMS 4645)

Project Title: Promotion of Environmentally Sustainable and Climate-Resilient Hydroelectric Electricity Through a Sustainable Land Management Integrated Approach in STP (Atlas ID: 00094537, PIMS 4602)

Project Title: Enhancing Biodiversity Conservation and Sustainable Natural Resource Management (Atlas ID: 00118062, PIMS5881)

Project Title: Delivering Climate Promise (Atlas ID: 120800)

Project Title: Youth Entrepreneurship Platform, (Atlas ID: Award 00112604/output 00121456)

Project Title: Export Value Chain (Promoting Agribusiness Value Chain for Export), Atlas ID: 00125689

Project Title: Women Economic Empowerment Window (Atlas ID: 00124498)

Annex 3- List of IRRF Indicators

To be submitted

ANNEX 3 - DOCUMENTS TO BE CONSULTED

- United Nations Development Assistance Framework 2015 – 2019
- UNDP Country Programme Document 2017– 2021
- CO 2017, 2018, 2019, 2020, 2021;
- UNDG Ethical Code of Conduct of Evaluators
- Project Documents, reports and project evaluation reports
- Ethical Code of Conduct for Evaluation in UNDP
- UNDG Result-Based Management Handbook
- Annual project reports
- Annual SDG report 2017
- Financial Project documentations
- United Nations Development Assistance Framework (UNDAF) Evaluation Report;
- Independent Country Evaluation Programme 2015-2019 (ICEP 2018);
- UNDP Strategic Plan (2014-2017, 2018-2021)
- Agenda 2030, African Union Agenda 2063, the NDP, 2018-2022 and key national strategies;
- CCA 2022
- Human Development Reports, World Bank Ease of Doing Business Reports, etc.

Annex 4: EVALUATION MATRIX

Evaluation matrices are useful tools for planning and conducting evaluations; helping to summarize and visually present an evaluation design and methodology for discussions with stakeholders. In an evaluation matrix, the evaluation questions, data sources, data collection, analysis tools and methods appropriate for each data source are presented, and the standard or measure by which each question will be evaluated is shown.

- Key questions;
- Specific sub-questions;
- Data sources;
- Data collection methods;
- Indicators/success standards;
- methods for Data Analysis

Annex 5: Ethical Code of Conduct for UNDP Evaluations Evaluators:

- Must present information that is complete and fair in its assessment of strengths and weaknesses so that decisions or actions taken are well founded;

Must disclose the full set of evaluation findings along with information on their limitations and have this accessible to all affected by the evaluation with expressed legal rights to receive results;

- Should protect the anonymity and confidentiality of individual informants. They should provide maximum notice, minimize demands on time, and: respect people's right not to engage. Evaluators must respect people's right to provide information in confidence and must ensure that sensitive information cannot be traced to its source. Evaluators are not expected to evaluate individuals and must balance an evaluation of management functions with this general principle;
- Sometimes uncover evidence of wrongdoing while conducting evaluations. Such cases must be reported discreetly to the appropriate investigative body. Evaluators should consult with other relevant oversight entities when there is any doubt about if and how issues should be reported;
- Should be sensitive to beliefs, manners and customs and act with integrity and honesty in their relations with all stakeholders. In line with the UN Universal Declaration of Human Rights, evaluators must be sensitive to and address issues of discrimination and gender equality. They should avoid offending the dignity and self-respect of those persons with whom they come in contact during the evaluation. Knowing that evaluation might negatively affect the interests of some stakeholders, evaluators should conduct the evaluation and communicate its purpose and results in a way that clearly respects the stakeholders' dignity and self-worth;
- Are responsible for their performance and their product(s). They are responsible for the clear, accurate and fair written and/or oral presentation of study limitations, findings and recommendations;
- Should reflect sound accounting procedures and be prudent in using the resources of the evaluation.

Evaluation Consultant Agreement Form

Agreement to abide by the Code of Conduct for Evaluation in the UN System

Name of Consultant: _____

Name of Consultancy Organization (where relevant): _____

I confirm that I have received and understood and will abide by the United Nations Code of Conduct for Evaluation.

Signed at ___ on _____

Signature: _____