

1. Background and context

Agriculture is the main economic activity of Guinea-Bissau as it occupies more than 80% of the total population. Moreover, the agricultural sector remains very traditional lack of availability of improved inputs and agricultural equipment quality. This is not conducive to improving the production of farmers and by extension their lives. Indeed, poverty has reached an alarming level and affects mostly rural areas. Faced with this reality, the Government of Guinea-Bissau has requested technical and financial support fund set up by India, Brazil and Africa to improve the lives of people around the development of agriculture and improvement of other services in rural communities.

The first project entitled "Development of agriculture and rural community services" covering the period 2005-2009 has led to more than 4,500 farmers to acquire new knowledge about modern farming techniques to improve the production of rice, citrus and mango. New improved seed varieties were introduced and farmers training sessions received on the management and control of water. Similarly, the Solar panel integrated in the project has provided lighting to health centers, schools, streets and water pumps to 05 villages.

The assessment made recommended a second phase. During this phase, two projects have been implemented:

- Project "Rural electrification through solar energy" (June 2011 - December 2012) covering twenty villages. Given the coup of April 12, 2012, the project was extended to 2014.
- Project "Rehabilitation Support the Coastal Lowlands to Produce Rice and Processing of Products of Agricultural and Livestock Origin" three (3) years (2011-2014).

Note that a final evaluation of the second phase also took place in August 2012. This assessment showed a real impact solar equipment installed on the living conditions of affected populations in terms of lighting street lamps, the chain and cold storage of medicines and vaccines, schools, juvenile centers and water points. The exploitation of solar equipment received for charging phone batteries and power supply juvenile centers has allowed many communities to create cash income (operating revenues) for various uses (investment community use).

Also the project “Rehabilitation Support the Coastal Lowlands to Produce Rice and Processing of Products of Agricultural and Livestock Origin” has as its main partners: Ministry of Agriculture and the Institute of Agriculture Research. Guinea-Bissau’s economy is predominantly services-based. Agriculture accounts for 45% of GDP and it basically represents the economy of the countryside. Women represent about 70% of manpower in agriculture and livestock. Based on this fact, the project aims at increasing food-security, reducing poverty, expand economic-growth and reduce gender inequality in IBSA’s intervention area – 24 villages in the regions of Oio, Biombo and Bafata.

Given that both projects "Rural electrification through solar energy" and “Rehabilitation Support the Coastal Lowlands to Produce Rice and Processing of Products of Agricultural and Livestock Origin” will close at the end of 2014, a final evaluation is planned to show how the support in this area is achieving
its objectives and to what extent it remains relevant, given the various changes in the context of Guinea-Bissau.

2. Justification of the evaluation/Evaluation purpose

According to the UNDP evaluation policy, it is necessary to carry out the final evaluation of an initiative funded by a donor. To this end, the final evaluation of the projects: "Rural electrification through solar energy" and "Rehabilitation Support the Coastal Lowlands to Produce Rice and Processing of Products of Agricultural and Livestock Origin" are scheduled for the end of this year to review the achievement of expected outcomes, lessons learned and make recommendations for possible extended project.

3. Evaluation scope and objectives

This evaluation is a final evaluation and will involve all activities planned and carried out from June 2011 until December 2014. Its objective is to review progress in the implementation of the project according to the situation of the country, its goals policy and strategic direction of UNDP. The specific objectives of this evaluation are:

- Show how the formulation of the project and the approach are relevant to the satisfaction of the needs identified;
- Highlight the contribution of the project in achieving the missions and strategies of UNDP;
- Review the progress made in achieving the expected highlighting the strengths and weaknesses of products;
- Analyze exogenous factors (economic, political, sociological, etc.) that affected positively or negatively impact the achievement;
- Assess the sustainability of the expected results (transfer of skills, institutional strengthening, support for recurrent costs, change ownership by the beneficiaries, etc.);
- Quantify the extent possible, the effects achieved in the fight against poverty, including increased activity and income, the satisfaction of basic needs and improving living conditions, the capacity building local communities and improving the quality of services;
- Appreciate the partnership strategy to achieve the objectives in terms of quality and volume of mobilized funds, as well as provisions for accountability;
- Analyze the relevance of indicators for monitoring and evaluation and adaptation to the measurement objectives.
- Examine the project's contribution in promoting equity and gender equality;
- To identify lessons learnt from the implementation of the project;
- Propose recommendations;
- Propose strategic directions in order of verifying new opportunities for new projects proposal.

4. Evaluation questions

The assessment should result in a report that highlights the elements necessary for an objective assessment of UNDP’s contribution to the achievement of the strategic objective is to promote strategies and policies for economic and social development that take into account the imperative in the fight against poverty. The key to remember in this assessment results-based criteria will be:

- The relevance of UNDP interventions in relation to its mandate on the one hand and national priorities on the other.
- The effectiveness regarding the positioning of the project. In other dull, the results have been achieved? What progress has been made in terms of results?
- Efficiency in connection with the enforcement capacity but also to mobilize resources (adaptation of means and activities to the results to be achieved), the proper use of these resources and partnership with other stakeholders.
- Sustainability of the results and their impact in terms of strengthening the capacity of national partners and sustainable human development.
- Gender equality: The extent to which the project contributed in the promotion of gender equality, women empowerment.

5. Methodology

Given the intended use of the evaluation results use the different activities related include the following steps and shall be conducted by persons with the requisite skills or team of consultants:

1) Data Collection: Data collection will consist of two parts:
   i) The first type of data collection will involve literature review. This is to gather and exploit the available literature, namely the key project documents: project document, minutes of meetings, monitoring and evaluation framework, the various annual work plans, periodic reports and reports prepared to document the progress of activities, field mission reports, evaluation reports of projects (if it was), the audit office and NEX/DEX projects etc. documents on national PRSP priorities, policy documents and strategies in key areas and action plans.
   ii) The second phase of data collection will be gathering information from key informants through interviews.

Direct and indirect beneficiaries, technical and financial partners - PTF - Personnel Office UNDP Guinea Bissau and projects are many sources of information available to the team to conduct the evaluation.

2) Analysis and interpretation of data: The data collected will be analyzed and a joint interpretation and consensus by the members of the team responsible for the evaluation. The analysis should lead to the establishment of findings and recommendations on each of the points covered.

3) Review Meeting: The Government and UNDP will convene a meeting to discuss the findings and recommendations of the evaluation mission, participants (government, PTF, civil society, beneficiaries etc.) will be selected by mutual agreement with the Government. The mission members will attend. The report prepared by the UNDP shall be subject to government approval.

Moreover, it should be noted that the consultant team will use a combination of qualitative and quantitative method for the analysis of data. However, the evaluation is expected to assess the project's impact on changing the living conditions of the target population, it is necessary to note that the impact may not be available for all project components.

6. Evaluation deliverables

The main products of this evaluation are:

- Evaluation inception report: The consultants will prepare an inception report before starting the data collection phase. This report will present understanding of the evaluators with respect
to items that are measured and why they are valued. He must also understand the methodology, the distribution of tasks between team members and a timeline of the intervention. This work will be done outside of Bissau and sent to UNDP and national partners for comments and approval.

- **Report preliminary results:** The findings of the consultants will be presented to project stakeholders. This session will aim to collect the first consultants' findings and observations if possible.

- **Draft evaluation report:** The evaluation team will submit a draft of the evaluation report to UNDP. This report will be shared with various stakeholders of the project and will be presented to solicit comments and suggestions from stakeholders.

- **Final Evaluation Report:** The team will finalize the report including a summary (French and English) and all attached documents taking into account the comments and suggestions made by the UNDP and the project partners.

7. Evaluation team composition and required competencies

A team of two experts, one international (team leader) and one national will be recruited to conduct this evaluation. The Team Leader will lead, organize and supervise the work of the evaluation team, ensuring a division of labor based on the skills of the national consultant.

The team leader will have overall responsibility for the production of all products expected in 6. The team is also responsible for the insurance of adequate consultation with all stakeholders. He is the UNDP counterpart and will be supported by the national consultant. The latter will be responsible for making contacts with partners and ensure compliance with the appointment. The national consultant will translate it into Portuguese. He will perform all the tasks assigned to it by the international consultant.

In a specific manner, the evaluation team will have the following skills:

**A. International Consultant**

- Master level university degree (BAC + 5) socio-economics, agricultural economics and rural development or related disciplines
- At least 10 years of experience in the field of managing and conducting evaluations
- Experience in the use of assessment methodology
- Knowledge of participatory techniques and other approaches for collecting and analyzing data related to poverty and other areas
- Good oral and written communication in French / English. Mastery of Portuguese would be an asset.
- Excellent leadership and managerial skills.

The team leader will take the overall responsibility for the quality and duly submission of the evaluation report in French and English. Specifically, the international consultant (team leader) will perform the following tasks:

1. Lead and manage the evaluation mission;
2. Design the detailed evaluation scope and methodology (including the methods for data collection and analysis);
3. Decide the division of labor within the evaluation team;
4. Conduct an analysis of the results, outcomes and outputs;
5. Draft related parts of the evaluation report; and
6. Finalize the whole evaluation report in French and English and submit it to UNDP Guinea-Bissau.

The required competencies for this post are:

- Capacity to elaborate reports in French and English
- Excellent leadership and managerial skills
- Plan, define priorities and perform on time
- Open to change and able to receive/integrate the feedbacks
- Be autonomous
- Good skill to work in team
- Excellent capacity to organize and/or manage of project
- Demonstrate a commitment with the values and integrity of United Nations
- Sensitivity and adaptability to culture, gender, religion, race, nationality and age
- Provide oral and written information in a timely, effective and easily understandable
- Good knowledge in the use of assessment methodology

B. National Consultant

- University degree level in socio-economics, agricultural economics or/and rural development related disciplines
- At least 5 years of professional experience in management development, particularly in the field of programming and monitoring and evaluation focused on results
- A good knowledge and an approved work experience on agricultural issues
- Good command of Portuguese is required. Fluency in French and/or English would be an asset
- Knowledge of the context of Guinea-Bissau in agriculture would be an asset.

The national consultant will perform the following tasks:

1. Liaise with Bissau-Guinean project authorities; collect and translate, when necessary, project materials;
2. Introduce Bissau-Guinean background information to international consultant;
3. Review project documents and data gathering;
4. Participate in the design of the evaluation methodology;
5. Facilitate the interviews with stakeholders and field missions to project villages; including arranging all appointments;
6. Conduct an analysis of the results, outcomes and outputs;
7. Participate in the drafting and finalization of the mid-term evaluation report

For the national consultant, the competencies are:

- Capacity of respect the decisions and implement them
- Contribute to the achievement of the evaluation results
- Participate in an environment based on teamwork
- Excellent capacity to organize and/or manage of project
- Participate in meetings and group discussions by listening and sharing information
- Demonstrate a commitment with the values and integrity of United Nations
- Sensitivity and adaptability to culture, gender, religion, race, nationality and age
8. Evaluation ethics

The implementation of this evaluation will be based on the prescribed guidelines and internationally recognized evaluation, including standards and ethical guidelines of the United Nations Group on Evaluation (UNEG) and must allow to identify the factors reviews, processes and decisions that impact on global development goals and develop a list of best practices in terms of goals and potentially applicable to other areas, where appropriate recommendations.

9. Implementation arrangements

The main roles and responsibilities of all parties involved in the evaluation process are:

a. Commissioner of the evaluation: The evaluation was commissioned by the UNDP Bureau. To this end, it shall: i) provide early in the process clear guidance to the evaluators ii) provide feedback to the assessment by preparing a management response and using deductions if possible, iii) allocate funds and human resources, iv) be responsible and accountable for the quality of processes and products.

b. Co-Manager of the evaluation: The Monitoring and Evaluation Specialist, the Programme Manager of the project and the National Project Coordinator will: i) manage contractual arrangements, budget and personnel involved in the evaluation ii) provide support for implementation and coordination with stakeholder representatives, provide administrative support and data requirements to the evaluation team iii) work with the representatives of stakeholders in ensuring liaison between evaluators, UNDP management and key stakeholders iv) review the proposed methodology and evaluation reports to ensure that the final report meets quality standards.

c. Evaluation Team: International and national consultant will carry out the assessment, propose a methodological approach to evaluation including a detailed work with the accountability of each member of the team, plan to collect and analyze information and data, develop assessment reports in accordance with terms of reference and make a presentation in PowerPoint.

d. Representatives of the Stakeholders: The stakeholders should provide i) assistance in collecting required data, ii) oversee progress and conduct of the evaluation, iii) review the draft evaluation report and iv) ensure final draft meets quality standards.

e. Quality Assurance Panel Members: The focal point for evaluation will be Regional Evaluation Advisor in RSC (Addis Ababa). He will review documents as required and provide advice on the quality of the evaluation and options for improvement.
10. Timeframe for evaluation

The duration of the study is estimated at 29 working days and is distributed as follows, for information, with a timing that will be selected on the basis of the methodology and work plan proposed by the team at the start of the evaluation:

<table>
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<tr>
<th>Period</th>
<th>Activities and key deliverables</th>
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<tr>
<td>November 17th to 28th</td>
<td>• Elaboration and finalization of ToR</td>
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<td>• Submission of ToR to the RSC in Addis Ababa</td>
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<td>December 8th 2014 to January 23rd 2015</td>
<td>• Process of selection and recruitment</td>
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<td>June 2nd to 8th 2015</td>
<td>• Finalization of methodology design</td>
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<td>• Elaboration of an evaluation inception report</td>
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<td>• Presentation/Submission of an inception report to the commissioner, co-managers, reference group and quality assurance group</td>
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<td>• Integration of observation into the final version of inception report</td>
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<td>June 9th to 19th 2015</td>
<td>• Conduct of the evaluation, data collection, field visits</td>
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<td>• Designing an PowerPoint presentation and recommendations for the meeting with the stakeholders</td>
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<td>June 20th 2015</td>
<td>• <strong>Departure of the international consultant</strong></td>
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<td>June 22nd to 26th 2015</td>
<td>• Elaboration and submitting the draft evaluation report in French</td>
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<td>• Sharing with evaluation commissioner, co-managers, reference and quality assurance group for comments and suggestions</td>
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<td>June 29th to July 3rd 2015</td>
<td>• Produce the second draft evaluation report taking into account the comments and suggestions</td>
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<td>• Sharing with the senior management and quality assurance group for review</td>
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<tr>
<td>July 6th to 8th 2015</td>
<td>• Finalization of the evaluation report after reviewing of the quality assurance group and submission of the final report in French and English</td>
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<td>July 15th to 17th 2015</td>
<td>• <strong>Communication:</strong> Evaluation co-managers for translate the final report in Portuguese, editing and distributing it. The report will be published in print and electronic version. People will be able to have access to the report on the ERC Website.</td>
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<td>• <strong>Management response:</strong> Senior management will prepare the management response to the final report. PMSU will be in charge for the monitoring of the implementation of key actions and recommendations through the evaluation recourse centre (ERC)</td>
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11. Modality of payment

Payment of consultants will be based on the financial proposal developed for the consultancy. It will be distributed as follows:

• 20% after the initial validation report (inception report)
• 30% after submission of the first draft of the evaluation report
• 50% after acceptance of the evaluation report by the UNDP Office
12. Annexes

Annex 1: Required format for evaluation report

The main result of this work is a final evaluation report, not exceeding 45 pages, excluding annexes. To this end, the report must include at least the following elements:

i. Summary execution (4 pages maximum) by French or English versions
   • What is the context and what is the purpose of the final evaluation?
   • What are the main findings, conclusions and recommendations and what are the lessons learned?

ii. Introduction

iii. Description of the procedure

iv. Objectives and Scope of assessment

v. Methodological evaluation approach

vi. Data Analysis

vii. Results and conclusions
   Overall results and conclusions by answering questions or evaluation criteria
   • Results and conclusions by component
   • Conclusion

viii. Recommendations
   • General Recommendations
   • Specific Recommendations
   • Proposed strategic directions for the next phase

ix. Lessons Learnt
   • What are the main lessons that can be learned and can have a generic application
   • What are the best and worst practices in terms of design, engagement, monitoring and evaluation of products, activities and partnerships around the goals.

x. Annex
   • ToR
   • Evaluation matrix
   • List of persons interviewed or groups interviewed or consulted and sites visited
   • Summary of field visits
   • List of documents operated
   • Results Framework Project
   • Summary tables deductions (such as tables displaying progress towards outputs, targets, and goals relative to established indicators)
   • Code of conduct signed by evaluators
Annex 2: Documents to be consulted

- Country Programme Document 2008-2012
- CPAP 2008-2012
- Extension of the Country Programme 2013-2014
- PRSP II (DENARP II)
- UNDAF document 2008-2012
- UNDAF document + 2010
- Project Document
- Annual Project Implementation Reports
- ROAR 2011, 2012
- Reports of studies and surveys conducted from 2011 to 2013
- Guide the planning, monitoring and evaluation focused on development results
- Study on technology transfer as part of the second phase report
- Any other relevant documentation
Annex 3: Application proposal

Criteria and selection method

Criteria A: Relevance of Education (20 points)
Criteria B: Special skills, language (10 points)
Criteria C: Relevant working experience (30 points)
Criteria D: Description of the methodological approach (40 points)

Two stages of assessment procedures will apply:
• Technical Evaluation - 70/100
• Financial Evaluation - 30/100

The selected applicants, who obtained an average of at least 70 points for the technical proposal, will be considered for the analysis of financial proposals.

If you are qualified and interested in this position, please submit your application including:
• A letter of motivation (justify why you are best qualified for the job)
• A description of the method explaining how the approach and conduct the work
• A Financial proposal
• Personal CV with at least 3 references
• P11 form fully completed and signed. It is available in the UNDP office or on the UNDP website (http://www.gw.undp.org)
Annex 4: Evaluation matrix

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<tr>
<th>Evaluative Criteria Questions</th>
<th>Indicators</th>
<th>Sources</th>
<th>Methodology</th>
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<td><strong>Relevance</strong>: How does the project relate to the main objectives of the GEF focal area, and to the environment and development priorities at the local, regional and national levels?</td>
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<td><strong>Effectiveness</strong>: To what extent have the expected outcomes and objectives of the project been achieved?</td>
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<td><strong>Efficiency</strong>: Was the project implemented efficiently, in-line with international and national norms and standards?</td>
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<td><strong>Sustainability</strong>: To what extent are there financial, institutional, social-economic, and/or environmental risks to sustaining long-term project results?</td>
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Annex 5: Code of conduct

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<th>Evaluators/Consultants:</th>
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<td>1. Must present information that is complete and fair in its assessment of strengths and weaknesses so that decisions or actions taken are well founded.</td>
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<td>2. 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.</td>
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<td>3. 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.</td>
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<td>4. 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.</td>
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<td>5. 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 in the course of 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.</td>
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<td>6. 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.</td>
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<td>7. Should reflect sound accounting procedures and be prudent in using the resources of the evaluation.</td>
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**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 ______________________ (Place) on __________________________ (Date)

Signature: __________________________