



**Final Evaluation of the Common Country Programme
Document from UNDP, UNFPA and UNICEF
Cabo Verde**

TERMS OF REFERENCE

**The Joint Office of UNDP, UNFPA and UNICEF
April, 2016**

Deadline of Submission	Date: May 13, 2016 Time: 15:00 – Cabo Verde Time
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I. BACKGROUND AND CONTEXT

The current 2012-2017 Common Country Programme (CCPD) of UNDP, UNFPA and UNICEF is aligned with national priorities, described in the Government's 2012-2016 Growth and Poverty Reduction Strategy (DECRP III). In particular it contributes to the Growth and Poverty Reduction Strategy (DECRP) axes; of the seven strategic priorities outlined in the Government's programme, the CCPD contributes directly to the following three (i) "Build a dynamic, competitive, innovative, and sustainable economy, with shared prosperity for all"; (ii) "Promote social development and cohesion, and facilitate access to basic services"; and (iii) "Consolidate democracy, and good governance". The programme also responds to the four pillars identified by the UNDAF, namely: (i) inclusive growth and poverty reduction; (ii) consolidation of institutions, democracy and citizenship; (iii) reduction of disparities and promotion of equity; and (iv) environmental sustainability and climate change adaptation.

The CCPD (DP/FPA/OPS-ICEF/DCCP/2011/CPV/1) was presented to the Executive Board for discussion and comments at its 2011 second regular session (12-15 September 2011). The document was subsequently revised, and this final version was approved at the 2012 first regular session of the Executive Board on 10 February 2012.

In February 2016, following the UNDAF extension requested by the Government the CCPD was also approved for extension until 2017. The CCPD 2012-2016 followed the principle of alignment with the agencies strategic plan with particular emphasis on focusing on priorities, avoiding duplication or fragmentation, building on lessons learned and a coherent response to country development priorities. As a result, there was a consolidated effort to strengthen evidence-based programming articulated around three levels of assistance: (i) support to human rights and gender-based macro-economic policy choices; (ii) consolidation of institutional capacities for adequate management of the country's multiple transitions; and (iii) development of local and community capacities for direct impacts on the improvement of living conditions. The interventions are intended to benefit essentially children, youth and women of Cabo Verde.

Cabo Verde became the first pilot Joint Office (JO) of the Ex-Com agencies (UNDP, UNICEF, UNFPA and WFP) on 1 January 2006. This was a major step of UN reform towards the harmonization and simplification of UN activities in small countries, a common premises for the UN already existed since the early 1990s, but a call for further cost-effective and cohesive UN country programmes had led to the initiative to merge the organizations of these four agencies to one. Since 2010, WFP ended its operations in Cabo Verde. The JO, now comprising only 3 agencies – UNDP, UNICEF and UNFPA - is presently implementing the second UNDAF/One UN Programme covering the period 2012-2016 under four pillars – Inclusive growth and poverty reduction, Consolidation of institutions, democracy and citizenship, and Environmental sustainability and climate change adaptation - for a total estimated amount of US\$16.8 million. The budget of the Joint Office represents approximately 60 per cent of this amount.

A Joint Office model consists of a single UN office of the participating agencies, led by one representative who equally represents all the participating agencies and is also the UN Resident Coordinator. The JO has one organizational structure and a single programme (Common Country Programme – CCPD) encompassing the activities and mandates of the three participating agencies (UNDP, UNFP and UNICEF), and uses one set of business processes, rules and regulations under a "support agency" arrangement. It

was decided that UNDP processes, systems and contracting arrangements would be adopted by the Joint Office.

The Joint Office is structured in Operation and Programme. For the programme implementation the Office is organized in four Units: Democratic Governance, Population and Poverty Reduction, Human Capital Development and Environment, Energy and Disaster Risk Reduction.

COUNTRY CONTEXT

Cabo Verde is a small insular state in development, graduated from least developed country (LDC) status in 2008. The country is experiencing a demographic dividend, a rapid and fleeting process which is expected to last until the 2020s and which represents a historical opportunity for driving inclusive social and economic growth. Despite being transitory, the impacts of this demographic process may bring decisive and long-lasting benefits, as long as the country adopts strategies to transform the quantitative advantage of the working-age population into a qualitative advantage, mainly through investments in human capital qualification. The total resident population is around half million, 54 per cent of whom are under 24 and the annual population growth is 1.2 per cent. The country achieved the most of the Millennium Development Goals (MDG) targets, in particular for poverty reduction, education and health, and many of its development indicators stand out as exceptions for the region (West Africa). Universal access to primary and secondary schools has been achieved, a strong social safety net has been set up, and the benefits of growth have been distributed through an inclusive approach to policy making and nation-building. According to the last Human Development Report (2015), Cabo Verde ranks 122nd out of 187 countries in the UNDP's Human Development Index (HDI).

However, disaggregated analyses show that the country faces some geographical, gender and group-specific disparities. Poverty rates reach 27% of the population and around 16 per cent are unemployed. Gender-based disparities include access to employment and social protection. As regards the political participation of women it remains modest in the legislative branch and at the municipal level (where women occupy about one fourth of elected positions). In addition, although better qualified on the whole, young people suffer more acutely from unemployment.

Despite its exceptional progress, Cape Verde still faces economic vulnerabilities associated with its previous LDC status. Two key contributors to the economy, tourism and remittances, are highly dependent on the overall global financial climate. The informal sector contribute for 12% of GDP. For the last three years, Cabo Verde's GDP growth rate has languished between 1 and 2%, far below the 6-7% rates experienced prior to the 2008/09 international crisis. The public debt is currently estimated at 114% of GDP and is estimated to reach 120% in 2017.

Environmentally, the country is also facing challenges, including groundwater scarcity, recurrent drought, fragile ecological systems and soil erosion. The insularity and climate change are expected to have serious consequences on what are already sensitive ecosystems and may significantly reverse progress made on development and reducing poverty. The mainstreaming of a risk-reduction and resilience-building approach into the national development process is important to reduce climatic risks and build the country's adaptive capacity, while addressing underlying causes of vulnerability, including those pertaining to gender inequality.

Important factors that contributed to Cabo Verde's transformation include strong governance, sound democratic institutions, transparent and participative electoral processes and a free media.

Cabo Verde has held legislative elections in March 2016 and will hold presidential and local still in 2016. In 2016 the new PRSP (Strategy Document for Growth and Poverty Reduction – DECRP IV) will be elaborated and programmatic lines the period 2017-2021. The period 2012-2016 in Cabo Verde was characterized by the search for sustainable policy solutions at the end of the transition period after graduation from LDC status, in a post-global financial crisis world, and with the vulnerabilities typical of a Small Island Developing Country (SIDS).

II. EVALUATION PURPOSE

This CCPD evaluation will be conducted in fulfilment of UN regulations and rules guiding evaluations. The Joint Office of UNDP, UNFPA and UNICEF in Cabo Verde is commissioning this evaluation to ascertain the outcomes and outputs of the common country programme measured against its original purpose, objectives whilst in the process capturing the evaluative evidence of the relevance, effectiveness, efficiency and sustainability of this strategic programme document, which will set the stage for new programme cycle. It is anticipated that the evaluation will outline lessons learned and recommendations which will be useful in contributing to the growing body of knowledge for the coming CCPD and UNDAF planning cycle. The evaluation serves as an important accountability function, providing CO, RO's, HQ's, national stakeholders and partners with an impartial assessment of the results.

III. EVALUATION SCOPE AND OBJECTIVES

This end of programme evaluation will cover the period 2012 – 2015 and will be conducted from May 2016 through to July 2016, highlighting the key lessons learned to provide informed guidance to future programming. The evaluation will cover all activities planned and/or implemented during the period 2012-2015 and will give a special focus on the contribution to child and maternal mortality reduction, environmental sustainability, good governance, protection and human rights (See [Annex CCPD](#)).

The overall objective of this evaluation is to analyze the relevance, performance and the Joint Office of UNDP, UNFPA and UNICEF strategic positioning during the next strategic programming cycle 2018-2021. The specific objectives of the evaluation of the CCPD of UNDP, UNFPA and UNICEF:

1. to provide the Joint Office of UNDP, UNFPA and UNICEF in Cabo Verde, national stakeholders, the Regional Offices, the headquarters as well as the wider audience with an assessment of the relevance and performance of the Common Country Programme and alignment with agencies strategic plan;
2. Determine the strategic positioning of the three agencies UNDP, UNFPA and UNICEF in adding value to the evolving national priorities and development context;
3. Assess the existing frameworks and strategies adopted by the UNDP, UNICEF and UNFPA in providing support to the government of Cabo Verde including partnership strategies, engagements, and whether they were well conceived for achieving planned objectives;
4. Appraise the sustainability of the programme, including the institutionalization of interventions;
5. Assess relevance and utilization of M&E processes
6. to draw key lessons from past and current cooperation and: (i) provide a set of clear and forward-looking options leading to strategic and actionable recommendations for the next programming cycle; (ii) provide inputs to inform the strategic repositioning of the Country Office in light of the three agencies new business model in middle income countries.

The evaluation will cover all activities implemented during the period 2012- 2015 within each programme area (Child protection, nutrition, health, education, environment, disaster risk reduction, poverty reduction, reproductive health and rights, youth, population dynamics and sustainable development, and south-south cooperation, governance, gender, poverty reduction).

A special focus should be placed on four specific areas aiming to assess the contribution of the CCPD for: i) child and maternal mortality reduction; ii) environmental sustainability and disaster risk reduction; iii) social and economic governance, and; iv) child protection and human right (including gender equality and Gender Based Violence). Besides the assessment of the intended effects of the programme, the evaluation also aims at identifying potential unintended results. Concerning the geographical scope, the evaluation will cover the action of the three agencies in entire archipelago.

The evaluation has two components: a) the analysis of the programmatic areas, b) the analysis of the strategic positioning. The component b should provide inputs to support the three agencies in best strategic positioning to increase its added value in the Cabo Verde context and in line with the new modalities of engagement of these agencies in middle income Countries. It will be also important for repositioning these agencies for the next UNDAF cycle.

The country programme evaluation should make recommendations on strengthening the programme monitoring system and particularly data collection and results reporting to support programmatic efficacy and efficiency. From this perspective, evaluation users and target audience are the Joint office of UNDP, UNFPA and UNICEF and the Country Programme counterparts (government, NGOs, academic institutions and the private sector), as well as other United Nations System agencies in Cabo Verde, the UNDP, UNFPA and UNICEF Regional Offices (WCARO), Headquarters and the Executive Board.

In summary, the CCPD Terminal Evaluation has as its main objectives:

1. To ensure accountability for the achievement of the CCPD of UNDP, UNFPA and UNICEF objectives
2. To enhance organizational and development
3. To enable informed decision-making regarding the strategic positioning of the Joint Office next programme cycle

IV. EVALUATION QUESTIONS

The evaluation seeks to answer, but is not limited, to the following questions, focused around the evaluation criteria of relevance, effectiveness, efficiency and sustainability as well as coordination and added value.

- 1. Relevance** (including responsiveness): The criteria of relevance brings into focus the extent to which the objectives of the CCPD of UNDP, UNFPA and UNICEF are consistent with country development priorities and policies, and were aligned throughout the programme period with government priorities and with agencies global policies and strategies. The ability of the CO to respond to: a. changes, emerging development priorities and/or additional requests from the national counterparts, and b. shifts caused by external factors in an evolving country context. Relevance also consider the coherence between the perception of what is needed as envisioned by the planners and the reality of what the needed from the perspective of intended beneficiaries. In this regard the appropriateness is very important to analyze the acceptance and feasibility of the proposed interventions.

- Proposed questions are: To what extent are the programme results (i) responsive to the needs of the country (in particular the needs of vulnerable groups), (ii) aligned with government priorities (iii) as well as with UNDP, UNFPA and UNICEF global policies and strategies and international partners' policies (including the Millennium Development Goals and global references such as rights-based approach, gender equality, equity focus, human development principles, etc.).
- To what extent is UNDP, UNICEF & UNFPA's engagement a reflection of strategic considerations, including their role in the particular development context in Cabo Verde based on their comparative advantage?
- Are the intended outputs and outcomes aligned with the key development strategies of the country? Are they consistent with human development needs of the country and the intended beneficiaries? Do the outputs and outcome address the specific development challenges of the country and the intended beneficiaries? Were there any unintended consequences (positive or negative) that have implications to the development goals of the country?
- To what extent has the selected method of delivery been appropriate to the changes in the development context?
- Has the three agencies been influential in country debates based on their comparative advantage and has it influenced national policies?

Efficiency: Efficiency measures the outputs -- qualitative and quantitative -- in relation to the inputs. It is an economic term which signifies that the aid uses the least costly resources possible in order to achieve the desired results. This generally requires comparing alternative approaches to achieving the same outputs, to see whether the most efficient process has been adopted.

Proposed questions are:

- Are the approaches, resources, models, conceptual framework relevant to achieve the planned outcome? Are they sufficiently sensitive to the political and development constraints of the country?
- Has UNDP's CCPD strategy and execution been efficient and cost effective over a reasonable time period;
- To what extent did the country office take advantage of existing opportunities for synergies to maximize use of resources?
- Are the monitoring and evaluation systems employed helping to ensure that programmes are managed efficiently and effectively for proper accountability of results?
- **Effectiveness:** This criteria seeks to analyze the extent to which the CCPD outputs have been achieved, and the extent to which the outputs have contributed to the achievement of the CCPD outcomes. Proposed questions under this criterion are:
 - To what extent have the CCPD outputs been achieved? Did the outputs contribute to the achievement of the CCPD outcomes?

- If not fully achieved, was there any progress? If so, what level of progress towards outcomes has been made as measured by the outcome indicators presented in the results framework. What evidence is there that the CCPD has contributed towards an improvement in national body's capacity, including institutional strengthening? What contributing factors enhance or impede UNDP, UNFPA and UNICEF performance in this area.
 - How effective have UNDP, UNICEF and UNFPA been in partnering with civil society (where applicable) and the private sector to promote the envisaged development in in the country?
 - To what extent has the programme supported domestication of key regional frameworks, experiences and international best practices through national development plans and strategies?
 - Have the agencies utilized innovative techniques and best practices in its programming?
- **Sustainability:** This criteria focuses on analyzing the continuation of benefits from the Joint Office of UNDP, UNFPA and UNICEF financed intervention after external development assistance has come to an end, linked, in particular, to their continued resilience to risks. Proposed question under this criterion is:
 - What is the likelihood that UNDP, UNFPA and UNICEF supported interventions are sustainable?
 - Were there exit strategies in place?
 - What mechanisms have been set in place to support the government/ institutional partners to sustain improvements made through the interventions?
 - What changes should be made in the current set of partnerships in order to promote long term sustainability?

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 physically challenged, women and other disadvantaged and marginalized groups benefitted from CCPD interventions

Gender Equality

- To what extent has gender been addressed in the design, implementation and monitoring the different interventions?
- To what extent has programme support promoted positive changes in gender equality? Were there any unintended effects?

Capacity Building

- Did the programme adequately invest in, and focus on, national capacity development to ensure sustainability and promote efficiency
- Are the knowledge products (reports, studies, etc.) delivered by the programme utilized by the country?

Coordination:

- To what extent did the Joint Office of UNDP, UNFPA and UNICEF contribute to the coordination mechanisms in the UN system in Cabo Verde?
- To what extent the JO model contribute to a more coherent and efficient response to national priorities as well as to ensure greater coherence in planning, implementation and operational management?

Added Value:

- What is it that UNDP, UNFPA and UNICEF does particularly and distinctively well as compared to other development partners in the country?
- What could be specific roles that the Joint Office of UNDP, UNFPA and UNICEF could play or products that could deliver to mobilize resources and enhance its contribution to development results in the country?

The questions listed above are only indicative; the final set of evaluation questions will be determined during the design phase, after a discussion with the evaluation reference group. The evaluation questions must be included in the evaluation matrix in Annex B.

Based on the above analysis, the evaluators are expected to provide overarching conclusions results in the different areas of support, as well as recommendations on how the JO could adjust its programming, partnership arrangements, resource mobilization strategies, and capacities to ensure that the different portfolio fully achieves current planned outcomes and is positioned for sustainable results in the future. The evaluation is additionally expected to offer lessons for support in country and elsewhere based on this analysis.

V. METHODOLOGY

The CCPD evaluation will be carried out by an external team of evaluators, and will engage a wide array of stakeholders and beneficiaries, including regional bodies, governments where programmes or advisory support were provided, academics and subject experts, private sector representatives etc.

The evaluators will review all relevant sources of information, such as the programme document, projects document, projects evaluation, annual and project reports, UNDAF midterm review, progress reports, project files, national strategic and legal documents, and any other materials that the evaluator considers useful for this evidence-based assessment. A list of documents that the CO team will provide to the evaluator for review is included in [Annex C](#) of this Terms of Reference (ToR). The Terminal Evaluation will be conducted in a participatory manner working on the basis that its essential objective is to assess the CCPD implementation.

The Task 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 evaluation team 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.

This evaluation is expected to take a “theory of change” (TOC) approach to determining causal links between the interventions that the Joint Office of UNDP, UNFP and UNICEF has supported, and observed progress in human development. The evaluator will develop in consultation with the CO team, a logic model of how CCPD interventions are expected to lead to improved national and local service delivery. Evidence obtained and used to assess the results of the three agencies support should be triangulated from a variety of sources, including verifiable data on indicator achievement, existing reports, and technical papers, stakeholder interviews, focus groups, surveys and site visits. The evaluator will also propose a rating scale in order that Performance rating will be carried out for the four evaluation criteria: relevance, effectiveness, efficiency and sustainability.

The evaluation exercise will be wide-ranging, consultative, and participatory ensuring representation of both women and men, entailing a combination of comprehensive desk reviews, analysis and interviews. While interviews are a key instrument, all analysis must be based on observed facts, evidence and data. This precludes relying exclusively upon anecdotes, hearsay and unverified opinions. Findings should be specific, concise and supported by quantitative and/or qualitative information that is reliable, valid and generalizable.

One week after contract signing, the evaluation team will produce an Inception Report. 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. The evaluator will also propose a rating scale in order that Performance rating will be carried out for the four evaluation criteria: relevance, effectiveness, efficiency and sustainability. The inception report will be discussed and agreed with the Country Office and Regional Office before the evaluator proceed with site mission.

The draft of the CCPD 2012-2016 Evaluation Report should will be shared with all staff and stakeholders, and presented in a validation workshop that the Joint Office of UNDP, UNFPA and UNICEF will organize. Key partners and stakeholders will participate in this workshop. Feedback received from these sessions should be taken into account when preparing the final report. The evaluation team will produce an ‘audit trail’ indicating whether and how each comment received was addressed in revisions to the final report.

A lessons learned report will also be produced and discussed during the validation workshop. Feedback received should be taken into consideration when preparing the lessons learned report. The lessons learned report should cover the different facets of the CCPD interventions and should take into account the mandates of the three agencies. This reports should be annexed in the main evaluation report.

The evaluation report minimum contents and outline will be discussed with evaluation team at the beginning of their assignment. How the information has been obtained and analyzed should be specifically explained and all statements should be properly detailed, supported and explained. The evaluation team will identify any limitations to the evaluation and propose strategies to mitigate them. The suggested table of contents of the evaluation report is as follows:

- Title
- Table of contents
- Acronyms and abbreviations
- Executive Summary
- Introduction Background and context

- Evaluation scope and objectives
- Evaluation approach and methods
- Data analysis
- Findings and conclusions
- Lessons learned
- Recommendations
- Annexes

The steps in data collection are anticipated but not limited to the following:

Desk reviews: The evaluation team will collect and review all relevant documentation, including the following: i) Relevant National documents; ii) programme/project documents and activity reports; iii) past evaluation/ self-assessment reports; iv) deliverables from the programme activities, e.g. published reports and training materials;; v) JO reports; vii) UNDP’s corporate strategies and reports; and viii) government, media, academic publications were relevant.

Stakeholder interviews: The evaluation team will conduct face-to-face and/or telephone interviews with relevant stakeholders, including: i) UNDP, UNICEF and UNFPA staff (managers and programme/project officers) and ii) policy makers, beneficiary groups and donors in the country. Focus groups may be organized as appropriate.

Field visits: The evaluation team will visit selected programme sites to observe first-hand progress and achievements made to date and to collect best practices/ lessons learned. A case study approach will be used to identify and highlight issues that can be further investigated across the programme

VI. EVALUATION PRODUCTS (DELIVERABLES)

The following reports and deliverables are required for the evaluation:

- i. **Evaluation inception report** - An inception report should be prepared by the evaluators before going into the full-fledged data collection exercise. It should detail the evaluators’ understanding of what is being evaluated and why, showing how each evaluation question will be answered by way of: proposed methods, proposed sources of data and data collection procedures. The inception report should include a proposed schedule of tasks, activities and deliverables, designating a team member with the lead responsibility for each task or product. The inception report provides the JO CO and the evaluators with an opportunity to verify that they share the same understanding about the evaluation and clarify any misunderstanding at the outset.
- ii. **Draft evaluation report** - The JO CO and key stakeholders in the evaluation should review the draft evaluation report to ensure that the evaluation meets the required quality criteria.
- iii. **Final evaluation report**
- iv. **Lessons learned Report** - The lessons learned report should cover the different facets of the programme implemented by the JO. This report should be annexed in the main evaluation report.

v. **Evaluation brief and other knowledge**

All deliverables will be elaborated in English and must be submitted in digital form together with all supporting documentation including tables, graphs and diagrams in its original format. The PowerPoint presentation for the dissemination seminar and the final report should be translated in *Portuguese*.

VII. EVALUATION TEAM COMPOSITION AND REQUIRED COMPETENCIES

The evaluation will be undertaken by an external Consultancy Firm, hired as consultants, comprising of a Team Leader and Evaluators.

Required Qualifications of the team

The **Team Leader** will have the overall responsibility for the production of the deliverables defined in item VI above.

- He/she will lead and coordinate the work of the evaluation team and will also be responsible for the quality assurance of all evaluation deliverables;
- Minimum 10 years of professional experience in evaluation of development programme, including in the areas of human development, children rights, gender equality and social services;
- The team leader must have a Master Degree and extensive previous experience in leading complex evaluations, especially in the field of development cooperation for UN agencies and/or other international organizations evaluations;
- Demonstrated capacity for strategic thinking and policy advice are essential. Familiarity with United Nations operations will be an asset;
- Working knowledge in Portuguese and fluency in English is required.

Evaluator's and others members competencies

- Minimum of 5 years' experience in conducting evaluations of development programmes
- Strong working knowledge of the United Nations and its mandate, and more specifically the work and mandates of UNDP, UNFPA and UNICEF;
- 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;
- Knowledge and experience in evaluating child and maternal mortality health, environmental sustainability and disaster risk reduction, social and economic governance, and child protection and human right (including gender equality and Gender Based Violence) results;
- Excellent reporting and communication skills;
- Work knowledge in Portuguese and English is required;
- knowledge of the national development context is an asset;
- Familiarity with the challenges of developing countries to develop, strengthen and ensure sustainable development;

- Familiarity with Cabo Verde or similar SIDS (Small Islands Developing States) countries;
- Excellent in interpersonal relations, coordination, planning and team work;
- Excellent feedback-giving skills and culture sensitiveness

The size of team will be proposed by the Contractor according to the needs and scope of this evaluation as stated in this ToR. The team must have at least one national member (resident in Cabo Verde) in order to have a good knowledge of local context and at least one Portuguese speaking member.

VIII. EVALUATOR ETHICS

This evaluation will be conducted in accordance with the principles outlined in the UNEG 'Ethical Guidelines for Evaluation'⁶⁴. 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 it 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 with the express authorization of UNDP, UNFPA and UNICEF, and partners.

IX. IMPLEMENTATION ARRANGEMENTS

The Joint Office of UNDP, UNFP and UNICEF will select the evaluation team through according to UNDP rules and procedures¹. The Deputy Representative of the Joint Office of UNDP, UNFP and UNICEF is responsible for the management of the Team of evaluators and will in this regard designate focal persons for the evaluation and any additional staff to assist in facilitating the process (e.g., providing relevant documentation, arranging visits/interviews with key informants, etc.). The Representative of UNDP, UNFPA and UNICEF will take responsibility for the approval of the final evaluation report in liaison with the Government.

The designated JO focal point will assist the Evaluation Team in arranging introductory meetings with the relevant parties in in the country. The team 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 will develop a Management Response to the evaluation within six weeks of report finalization.

While JO will provide some logistical support during the evaluation, for instance assisting in setting interviews with national institutions and senior government officials, it will be the responsibility of the Evaluation Team to logistically and financially arrange their travel to and from relevant interventions sites (if necessary) and to arrange most interviews. Planned travels should be included the technical proposal and in the Inception Report.

The Representative of the Joint Office will convene an **Advisory Panel** comprising of technical experts from CO and RO's to enhance the quality of the evaluation. This Panel will review the inception report and

¹ Operationally the JO use UNDP procedures.

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 evaluation team is required to address all comments of the Panel completely and comprehensively. The Evaluation Team will provide a detail rationale to the advisory panel for any comment that remain unaddressed.

In addition, a Steering Committee chaired by the JO Representative and co-chaired by a high level representative from the Government (Ministry in charge of Foreign Affairs and/or Planning) and composed by JO Head of Units, Civil Society through *Plataforma das Ong's* and others institutions considered relevant for this evaluation. This Steering Committee have responsibility for the approval of the final evaluation report and guidance on the definition of management response of this evaluation.

Roles and Responsibilities

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| 1.1 | 1.2 | |
| 1.3 | Evaluation | 1.5 The manager of a country programme evaluation oversees the entire process of the evaluation, from its preparation to the dissemination of the final evaluation report. He/she: |
| 1.4 | manager | |
| | 1.6 | <ul style="list-style-type: none"> • Coordinates the launching of the evaluation process: preparation of the terms of reference, establishment of the evaluation reference group, and the preparation of the background documentations; • Coordinates the selection and hiring process for the team of evaluators, in consultation with the regional office M&E advisers; • Supervises and guides the evaluation team during the evaluation process; • Provides comments/inputs and approves the initial design report, the first draft and the final evaluation report; • Coordinates the logistical support for the conduction of the fieldwork by the evaluation team; • Conducts the evaluation quality assurance in consultation with the regional office M&E adviser; • Coordinates the preparation of the Management response, the dissemination of the final evaluation report and ensures that it is published in the different agencies database and in the web page of the Country Office; |
| | 1.8 | |
| 1.9 | Advisory Panel | <ul style="list-style-type: none"> • Provides input to the ToR of the evaluation and to the selection of evaluation team; • Provides the evaluation team with information and documentation pertaining to the Programme; • Assists with the identification of key stakeholders and facilitates the access of the evaluation team to information sources to support data collection; • Provides comments on the main deliverables of the evaluation, including the draft final report; • Provides comments on the main deliverables of the evaluation, including the final report; |

- Advises on the quality of work produced by the evaluation;
- Assists with feedback on the results, conclusions and recommendations obtained from the evaluation for the design and implementation of the future country programme.

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- 1.11 **Evaluation** • Drafts the evaluation design report, including a detailed work plan;
- 1.12 **Team** • Conducts the fieldwork to collect and process information obtained;
 • Prepares a presentation on preliminary findings and elements of conclusions and recommendations, the first draft report and the final evaluation report, incorporating the suggestions of the evaluation reference group;
 • Maintains the Evaluation Manager informed on the progresses and limitations of the work;
 • Maintains the Steering Committee informed on the progresses and limitations of the work
- 1.14 **Steering Committee** • Provides comments to the design report, first draft and final evaluation report;
 • Ensure the alignment of this evaluation with the national mechanisms and policies;
 • Approve the final evaluation report and management response;
 • Provides inputs to the management response to the evaluation.

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X. TIME FRAME FOR THE EVALUATION PROCESS

The evaluation is expected to take 40 working days for the Consultants, over a maximum period of three months starting after the contract is signed. A tentative date for the Stakeholder Workshop will be set in the inception meeting and the final draft Evaluation Report is due after 35 working days from the commencement of the assignment. The evaluation team shall work remotely in close communication with the Evaluation Manager and the Advisory Panel and country mission to collect necessary information and for final finding validation should be scheduled. The following table provides an indicative breakout for activities and delivery:

Proposed Evaluation Mission Schedule (30 working days between May and July, 2016)

Activity	Responsible party	Timeframe/Deadline
Desk review, Evaluation design and work plan (Inception report)	Evaluation team	5 days (remotely)
Field visits, interviews with partners, and key stakeholders	Evaluation team	20 days
Drafting of the evaluation reports	Evaluation team	10 days
Debriefing with JO of UNDP, UNFPA and UNICEF	Evaluation team	Half day

Debriefing with partners	Partners and the Evaluation team	Half day
Finalization and submission of the evaluation reports (incorporating comments received on first drafts)	Evaluation team	4 days
Total No. of Working Days		40

DELIVERABLES PAYMENT SCHEDULE

1.16 Deliverables	1.17 Payment Schedule
1.18 Inception report	1.19 10%
1.20 Field mission	1.21 20%
1.22 Draft Evaluation and Lesson Learned Report	1.23 50%
1.24 Final Evaluation and lesson learned Report	1.25 20%

XI. APPLICATION PROCESS²

Recommended Presentation of Offer (for detailed information, please refer to the Instruction to proposer of the RFP):

Criteria for Selection of the Best Offer (for detailed information please refer to the Instruction to proposer of the RFP):

Annexes:

Annex A: Common Country Programme Document

Annex B: Evaluation Matrix

Annex C: List of Documents to be consulted

Annex D: List of Key partners, including the implementing agencies and partners

Annex E: List of Projects and budget

ANNEX F: Phases and activities of the Evaluation

² **Living Conditions:** The Office is based Praia, the capital. Cabo Verde has social and political stability since independence, and there are no major security issues. The living conditions in Praia are good, as well as the access to health services. The level of tropical diseases is very low. There are currently no required vaccines at the entrance to Cabo Verde, unless one comes from West Africa. However, immunization against yellow fever, tetanus and polio, as well as hepatitis A, is recommended. Portuguese is the official language of the country, but informal conversations are held in Crioulo caboverdiano. French is the official diplomatic language in Cabo Verde. The currency used is called: Escudo Caboverdiano (1 EUR = 110 CVE). The Cabo Verdean escudo is not changed in several countries. International credit cards (VISA) are accepted in some shops, hotels and restaurants. It is also possible to withdraw money with an international card in some banks/ATM. Meals at restaurants near the UN Office cost between 2.5€ and 15€.

ANNEXES

ANNEX B. EVALUATION MATRIX

1.26 EVALUATION MATRIX

1.27	Relevant	1.30	Key	1.34	Specific	1.37	Data	1.40	Data collection	1.42	Indicators/	1.45	Methods for Data Analysis
1.28	evaluation	1.31	Questions	1.35	Sub-	1.38	Source	1.41	Methods/Tools	1.43	Success		
1.29	criteria	1.32		1.36	Questions					1.44	Standard		
		1.33				1.39							
1.46		1.47		1.48		1.49		1.50		1.51		1.52	
1.53		1.54		1.55		1.56		1.57		1.58		1.59	

ANNEX C: LIST OF DOCUMENTS TO BE CONSULTED (not exhaustive – to be completed)

1. Common Country Programme Document - CCPD 2012-2016
2. United Nation Development Assistance Framework for Cabo Verde - UNDAF 2012-2016 (+1 year Extension)
3. One UN Annual Report (2012, 2013, 2014, 2015) - <http://un.cv/documentos.php>
4. Country Annual Report (2012, 2013, 2014, 2015) from UNDP, UNFPA and UNICEF
5. Documento de Estratégia de Crescimento e Redução da Pobreza – DECRPIII
6. UNDP Strategic Plan 2014-2017
7. UNFPA Strategic Plan 2014-2017
8. UNICEF Strategic Plan 2014-2017
9. UNDAF Annual Workplan (2012, 2013, 2014, 2015) <http://un.cv/documentos.php>
10. CCPD Evaluation Plan
11. Project Evaluation Reports (NAPA, Consolidation of Protected Areas)
12. Relatório de Progresso dos Objectivos de Desenvolvimento do Milenio
13. Human Development Report
14. Plano Nacional de Desenvolvimento Sanitário
15. Plano Nacional para a igualdade de Genero
16. Project documents

ANNEX D: LIST OF KEY PARTNERS, INCLUDING THE IMPLEMENTING AGENCIES AND PARTNERS

Comissão Nacional dos Direitos Humanos e Cidadania (CNDHC)

Comissão Nacional de Eleições (CNE)

Direção Geral da Administração do Processo Eleitoral (DGAPE)

Instituto Nacional de Estatística (INE)

Ministério da Juventude, Emprego e Desenvolvimento dos Recursos Humanos - MJEDRH

Direção Geral do Planeamento Orçamento e Gestão

Direção Geral da Juventude, Direção Geral da Solidariedade Social

Instituto Cabo-verdiano da Criança e do Adolescente - ICCA

Instituto do Emprego e Formação Profissional (IEFP)

Ministério da Saúde (MS)

Direção Geral do Planeamento Orçamento e Gestão

Direção Nacional da Saúde

Comissão De Combate ao SIDA (CCS-SIDA)

VERDEFAM

Instituto Cabo-verdiano da Igualdade e Equidade de Género - ICIEG

Ministério do Ambiente, Habitação e Ordenamento do Território (MAHOT)

Direção Geral do Planeamento Orçamento e Gestão

Direção Geral do Desenvolvimento e Administração Local (DGDAL)

Direção Nacional do Ambiente

Instituto Nacional de Ordenamento do Território

Instituto Nacional de Meteorologia e Geofísica (INMG)

Ministério da Educação e Desporto (MED)

Direção Geral do Planeamento Orçamento e Gestão

Direção Nacional da Educação

Gabinete do Primeiro Ministro - Centro de Políticas Estratégicas (CPE)

Tribunal de Contas

Parlamento de Cabo Verde

Câmara Municipal da Ribeira Brava
Ministério do Desenvolvimento Rural
Instituto Nacional de Investigação Agrária

ANNEX E: LIST OF PROJECTS AND BUDGET

Related Atlas Project nº	Related Atlas Output nº	Fund	Project Name
65571	81987	04000 - TRAC UNDP	SUIVI ET MISE EN OEUVRE CONVENTIONS INTERNATIONALES DH
		30000 - 11929 - DRT	
	82410	89001 - RR UNICEF	
91236	96589	30000 - 11929 - DRT	BDRE -
		30071 - GOV	BDRE -
65647	82050	04000 - TRAC UNDP	ANALYSES PROSPECTIVES
		30000 - DRT PNUD	
		89302 - DRT UNFPA	
	82051	89001 - RR UNICEF	
		89003 - RR UNFPA	
65430	81935	04000 - TRAC UNDP	MUNICIPALITES ET DEVELOPPEMENT LOCAL
		30000 - DRT PNUD	
78797	88893	30079 - European Commission	Project Management (PMU)
	88894	30079 - European Commission	Visibility Communication Proj
	90427	30079 - European Commission	ProPALOP-TL SAI - CABO VERDE
	90777	30079 - European Commission	ProPALOP-TL SAI - TIMOR LESTE
58142	72091	55021 - IBSA Facility	Dessalinisatio L'eau S.Nicolau
58318	87149	62040 - CIDA	ADAPT AUX CHANGEMTS CLIMATIQUE
65442	81945	04000 - TRAC UNDP	Disaster Risk Reduction
		89127 - OR UNICEF	
		89001 - RR UNICEF	
		89003 - RR UNFPA	
	81946	04000 - TRAC UNDP	Low Emission Climate Resilient

		30071 - C SHARING	
		30000 - DRT UNDP	
	93176	04120 - Trac 3 UNDP	Support emergency coord. Fogo
		30000 - Cost Sharing	
58319	72402	62000 - GEF	PIMS 4176 Consolidation of Cape verde Protected Areas
90563	96274	04000 - TRAC UNDP	Mainstreaming biodiversity
		30071	
		62000 - GEF	
61625	78150	62000 - GEF	Third National Communication
88659	95216	04000 - TRAC UNDP	CV Efficiency Energetic
		62000 - GEF	
65432	81936	89001 - RR UNICEF	Renforcement Qualité Service Santé de l'Enfant
		89142 - OR UNICEF	
		89131 - OR UNICEF	
		89148 - OR UNFPA	
	81937	89001 - RR UNICEF	Renforcement réponse multisectorielle au VIH/SIDA
		89003 - RR UNFPA	
		89301 - DRT UNFPA	
		89302 - DRT UNFPA	
	81962	4000	Décentralisation Services SR de Qualité
		89001 - RR UNICEF	
		89302 -	
		89003 - RR UNFPA	
62393	79874	89001 - RR UNICEF	Renforcement de la qualité du secteur de l'éducation
		89003 - RR UNFPA	
		89125 - OR UNICEF	
		89129 - OR UNICEF	
		89131 - OR UNICEF	
65400	81918	89001 - RR UNICEF	Renforcement des systèmes de protection de l'enfant

		89131 - OR UNICEF	
	81943	89001 - RR UNICEF	Renforcement du secteur de la Santé
		89001 - RR UNICEF	
		89131 - DRT UNICEF	
		89302 - DRT UNFPA	
	82604	30000 - DRT PNUD	Renf Institutionnel Jeunesse
		89003 - RR UNFPA	
		89131 - OR UNICEF	
69933	84201	04000 - TRAC UNDP	Gender Mainstreaming
		89001 - RR UNICEF	
		89003 - RR UNFPA	
		89003 - RR UNFPA	
		89302 - DRT UNFPA	
65808	82164	89001 - RR UNICEF	RENFORCEMENT DU SYSTEME NATIONAL. STATISTIQUE
		89003 - RR UNFPA	
		89302 - DRT UNFPA	
73136	86104	30000 - DRT PNUD	Programme Social de Transfert
	87830	89130 - OR UNICEF	
79160	89241	30000 - CS - LUX	Progr Appui Stratégie Nat. Emploi
		30000 - DRT PNUD	
65851	82195	04000 - TRAC UNDP	Support to Program Execution
		30000 - Cost Sharing	
		89001 - RR UNICEF	
		89003 - RR UNFPA	
		89111 - OR UNICEF	

ANNEX F. PHASES AND ACTIVITIES OF THE EVALUATION

1.60 Phase	1.61 Key activity
1.62	<ul style="list-style-type: none"> • Drafting of the Terms of Reference in consultation with the Regional Office of UNDP, UNFPA and UNICEF; • Approval of ToR; • Constitution of the evaluation reference group; • Compilation of initial list of background information and documentation; • Preparation of the preliminary stakeholder’s map; • Selection and hiring of the Evaluation Team.
1.63	
1.64	
1.65	
1.66 Preparation phase	
1.67	<ul style="list-style-type: none"> • Conducting a desk review of all relevant documents (global and country specific) concerning the Common Country Programme 2012-2016; • Preparing the final mapping of stakeholders relevant to the evaluation; • Finalizing the list of evaluation questions outlined in the Terms of Reference; • Establishing the strategy, methods and instruments for data collection and analysis; • Drafting a concrete work plan including the functions, responsibilities and dates due for the field phase. <p>At the end of the design phase, the evaluation team will produce an inception</p>
1.68	
1.69 Design Phase	
	1.71 report, displaying the results of the above-listed steps and tasks (as defined above)
1.72	<ul style="list-style-type: none"> • Collection and analysis of data required in order to answer the evaluation questions; • Analysis of the results with a view to formulate the preliminary findings and recommendations of the evaluation;
1.73	
1.74	
1.75 Field Phase	1.76 At the end of the field phase, the evaluation team will provide the CO with a debriefing presentation of the preliminary results of the evaluation, with a view to validating preliminary findings and testing tentative conclusions and/or recommendations.
1.77	1.83 Continuation of the analytical work and preparation of a first draft of
1.78	1.84 the final evaluation report;
1.79	<ul style="list-style-type: none"> • The Evaluation Team incorporates comments made by the reference group and consolidates the first draft of the evaluation report; • The Evaluation Team prepares a second draft of the final evaluation report; • Evaluation manager carries out an Evaluation Quality Assessment; • Comments of reference group; • Validation workshop with national stakeholders; • Suggestions are incorporated by the Evaluation Team and the final evaluation report is prepared; • Perform the EQA with inputs from regional M&E advisers.
1.80	
1.81	
1.82 Synthesis Phase	

- 1.85
- 1.86 **Dissemination,**
- 1.87 **management**
- 1.88 **response,**
- 1.88 **dissemination**
- 1.89 **and**
- 1.89 **follow-up**
- 1.89 **phase**
- 1.90 Sharing the report with stakeholders in country, as well as in the Regional Offices and in headquarters;
- Coordinating the preparation of the management response including the recommendations from UNDP, UNFPA and UNICEF RO and HQ, and other interested partners;
 - Publishing the final evaluation report, according to Un procedures and the management response, on the country office web site;
- .91