

Terms of Reference

Evaluation of UNHCR livelihood interventions in Urban Senegal

Key Information at glance about the evaluation	
Title of the evaluation:	Evaluation of UNHCR livelihoods interventions in urban Senegal
Type of Evaluation :	Decentralised
Time frame:	April-August 2019
Evaluation Commissioned by:	UNHCR Evaluation Service (ES)
Contact Information:	hqevaser@unhcr.org
Date	12 March 2019

1. Introduction

1. UNHCR's Senegal operation has been implementing livelihood interventions since 2008 to promote self-reliance among the refugee population to which the Government of Senegal has granted asylum. Following recommendations from a 2016 audit, the UNHCR Office in Senegal has requested an evaluation of the urban livelihoods programme. The evaluation will gather evidence on resilience, well-being, and self-reliance of refugees targeted through UNHCR interventions from 2016-2018, and will seek to inform future UNHCR livelihood programming, as well as refugee outreach and targeting in urban settings. In the last 10 years or more, the livelihood interventions in the urban zone are usually axed towards individually managed income generating activities – small trade, craftsmanship, etc., some group activities, and trainings on business skills. The evaluation is timely, as it will feed into the Multi-Year Multi-Partner protection and solutions strategy (2018-2020)¹, as well as UNHCR's Global Strategy for Refugee Livelihoods and Economic Inclusion (2019-2023)². The evaluation will provide strategic recommendations for the country operation on partnerships and private sector engagement, advocacy for economic inclusion and access to decent work.
2. UNHCR has experienced considerable advances in the development of new international frameworks such as the Comprehensive Refugee Response Framework (CRRF)³ and the Global Compact on Refugees (GCR)⁴ - which highlight the need for taking on a whole-of-society approach and engaging a wide-range of stakeholders to support refugees towards self-reliance. Based on the Grand Bargain, UNHCR has committed to the New Way of Working and is piloting the Multi-Year Multi partner protection and Solutions Strategy⁵ aimed at reducing dependency on aid through a durable solutions and resilience approach. This Terms of Reference (ToR) lays out the purpose and scope of the evaluation. It will serve to guide the evaluation team and inform key stakeholders about the process, objectives, and intended results.
3. The evaluation is scheduled to run from April to August 2019, and will be implemented by a team of two externally recruited individual consultants. The evaluation will be co-managed by a focal person in UNHCR's Regional Office in Senegal and UNHCR's Evaluation Service in Geneva. UNHCR's Livelihoods and Economic Inclusion Unit (LEI) will provide technical support and feedback on deliverables. The evaluation will consist of an inception phase, a data collection phase, and a reporting phase. The inception phase is anticipated to take approximately one month, during which the methodology and Key Evaluation Questions (KEQs) are refined and finalised. Specific dates and timing of the field mission will be finalised during the inception phase, and in close consultation with the Senegal Regional Office.

¹ Also see UNHCR Senegal 2018 planning summary, online, available at:

<http://reporting.unhcr.org/sites/default/files/pdfsummaries/GA2018-SenegalRegionalOffice-eng.pdf>

² Also see UNHCR concept note, online available at: <https://www.unhcr.org/5bc07ca94.pdf>

³ The CRRF was developed to inform the preparation of a Global Compact on Refugees, and was established during the New York Declaration (2016) where member states agreed on a number of commitments to protect refugees and asylum seekers. Also see: <https://www.unhcr.org/584687b57.pdf> for more information.

⁴ Final draft of the GCR, online, available at: <https://www.unhcr.org/5b3295167.pdf>

⁵ Also see: <http://reporting.unhcr.org/node/15535> and <https://www.refworld.org/pdfid/583714a44.pdf>

2. Background and Subject of the Evaluation

4. Senegal is characterized by its socio-political stability, generosity and hospitality to foreigners in general and refugees in particular. The refugee population in Senegal decreased from 1,927 to 745 following the recent verification exercise conducted in July 2018. According to current UNHCR statistics, there are 745 refugees and 1,710 asylum seekers in urban areas in Senegal, mainly concentrated in the capital and its suburbs but also in the cities of Thiès and St Louis, where living conditions are difficult given the high cost of life. Refugees generally live in harmony with local populations, albeit in a difficult economic context. Youth unemployment is estimated at 18%⁶, while the high cost of living combined with competition on the local job market, and a general lack of access to capital - further increases protection risks for refugees, who have limited access to basic services such as healthcare and education. UNHCR continues to support refugee resilience by promoting economic integration through vocational training activities, facilitation of access to microfinance services (FDEA), and entrepreneurship training (GERME). Through these efforts, UNHCR has managed to reach approximately 350 refugee households since 2008. One of the key strategies adopted by UNHCR is the reinforcement of coordination with government at the national and local level. UNHCR works closely with the Ministry of Employment and Vocational Training, through a tripartite partnership with CNRRPD, ANPEJ, and SAED), as well as partnerships with other UN agencies (UNCDF), donors (JICA), and its local implementing partner OFADEC – in order to enhance the development of business skills (urban) and production capacity (rural) of refugees. These efforts notwithstanding, UNHCR seeks to strengthen its livelihoods programming and outreach to persons of concern, by adopting a whole-of-society and market-systems approach, incorporating strategic partnerships with the private sector, and building on existing partnerships with government, donors, local communities, and implementing partners to promote refugee resilience and economic inclusion.
5. The forthcoming economic inclusion strategy for 2019-2023 recognizes economic inclusion as a key component for enhancing protection and solutions outcomes for persons of concern. It entails access to labour markets, finance, entrepreneurship and economic opportunities. Economic inclusion contributes to the self-reliance and resilience of refugees, empowering them to meet their needs in a safe, sustainable and dignified manner; avoids aid-dependency and negative coping mechanisms; contributes to host economies; and prepares refugees for their future. The strategy is premised on the notion that inclusion into a market-system is best achieved by creating an enabling environment - through a wide range of support services including finance, training, access to education, as well as regulations governing rights and security. Working effectively to pursue protection and solutions in a more comprehensive way, and to support the inclusion of internally displaced, refugees and stateless people in national and local services, and in the societies and economies of their host countries, will require learning lessons from implementation on the ground. These lessons should inform UNHCR's livelihoods approach in Senegal, as well as ensure UNHCR livelihood programmes are supported in both practically applying and seeing the impact of these new ways of working in their specific contexts. To help inform this learning process, the regional Office in Senegal, through the UNHCR Evaluation Service in Geneva is commissioning an evaluation that looks at the results and challenges in livelihoods programming in Senegal.

3. Purpose and Objectives of the Evaluation

6. The evaluation will serve a dual purpose of strengthening learning and accountability. Findings from the evaluation will be used to inform future livelihoods programming, by providing an in-depth understanding of resilience indicators among targeted (urban) refugees, as well as an understanding of challenges in livelihood programming, and socioeconomic conditions of targeted persons of concern in urban areas. The evaluation should improve UNHCR's capacity to target vulnerable households, as well as tailor livelihood activities to the needs of persons of concern, by contextualising opportunities and bottlenecks for economic inclusion – that take into consideration legal factors, market functions, and partnership opportunities. The evaluation will explore mechanisms for improved partnerships and coordination with government, private sector, and civil society, and will shed light on best practices for enhancing economic inclusion and integration of persons of concern in national programmes. By triangulating evidence through a mixed-method approach, the evaluation will ensure a broad range of stakeholder perspectives are considered.
7. The primary audience for this evaluation are UNHCR's Regional office in Senegal, the Livelihoods and Economic Inclusion Unit within the Division of Resilience and Solutions, and UNHCR's Evaluation

⁶ Agence Nationale de la Statistique et de la Démographie (ANSD):
<http://www.ansd.sn/ressources/rapports/Rapport%20Final%20EDS%202017.pdf>

Service. UNHCR's partners – including government and humanitarian and development actors will serve as a secondary audience.

4. Evaluation Approach

4.1 Scope

8. The evaluation scope – relating to population, timeframe and locations– is as follows:

- **Timeframe** to be covered in the evaluation: retrospectively, the evaluation will focus on results achieved in livelihoods interventions over the last two years 2017-2018.
- **Population location and details:** Primary data collection will involve fieldwork in numerous urban settlements among asylum seekers and refugees living in and around Dakar, Thies, and St.Louis. Primary data collection will also gather information from UNHCR programme staff, implementing partners, as well as relevant government institutions, and civil society and community-based organizations. Exact location for data collection, particularly where this concerns refugee and asylum seekers will be finalised during inception.

4.2 Key Evaluation Questions (KEQ)

9. The evaluation will address the following questions, which will be further refined during inception. The analysis needed to answer these questions is likely to affect other possible subsidiary issues.

KEQ 1: To what extent, and under which conditions, have UNHCR supported livelihoods interventions in Senegal led to enhanced economic inclusion, resilience and self-reliance of refugees and persons of concern in urban settings?

- Under what conditions (operational and contextual) are UNHCR-funded livelihood operations more or less effective in creating an enabling environment for economic inclusion, resilience, and self-reliance for refugees, and how can UNHCR better adopt a market-systems approach to its programming?
- How does UNHCR's livelihood programming affect refugee access to basic services, and how do these results reflect on broader protection objectives?
- Are current UNHCR-funded livelihood operations demand-driven, and what opportunities in the local labour market have been underutilised?
- How did the UNHCR country operation utilise livelihood monitoring systems to measure outcome and impact on refugee economic inclusion, resilience, and self-reliance, and how can the UNHCR country operation more accurately monitor results of its livelihoods interventions?
- What are the key socioeconomic household indicators of persons of concern that UNHCR could use to determine vulnerability and targeting for livelihoods programming?

KEQ 2: How can UNHCR better position its approach to and role in refugee livelihoods and economic inclusion vis-à-vis those of other stakeholders, and how can it strengthen its partnership and coordination efforts with the private sector, government, civil-society, and development actors?

- What role(s) does UNHCR assume when engaging in livelihoods interventions at the national and local level, and how can the organization capitalize on these efforts in order to promote economic and financial inclusion?
- What factors and conditions should be taken into account to determine UNHCR's strategic role in promoting the economic inclusion of persons of concern?
- How can UNHCR ensure its support for livelihoods interventions also benefits local and host communities?
- How can UNHCR strategically build the capacity of operational and government partners in order to strengthen national and local ownership of systems that potentially promote economic inclusion?
- What private sector partnerships can UNHCR explore to promote greater access to finance and job opportunities for persons of concern?

KEQ 3: To what extent does the current livelihoods strategy in Senegal align itself to the objectives of the Global Compact for Refugees, the global strategy for refugee livelihoods and economic inclusion, and the Multi-Year Multi-Partner strategy, and how can UNHCR use these as a vehicle to advance economic inclusion, employability, and self-reliance for persons of concern?

- What aspects of the current approach to livelihoods programming are aligned with the GCR, global strategy for refugee livelihoods and economic inclusion, and the MYMP?
- How can UNHCR ensure results in livelihoods interventions better reflect objectives set out in the GCR, the global strategy for refugee livelihoods and economic inclusion, and the MYMP, and which objectives should be prioritised for Senegal?
- What aspects of the livelihoods programme in Senegal should be reviewed in order to meet the (prioritised) objectives in the GCR, the global strategy for refugee livelihoods and economic inclusion, and the MYMP?

4.3 Approach and Methodology

10. UNHCR encourages the use of a mixed-methods approach that is participatory and innovative in its design. The evaluations should comprise the following: 1) desk review and content analysis of relevant background as well as programmatic data and documents; 2) focus group discussions and in-depth interviews with UNHCR staff, implementing and operational partners, national host governments; and 3) field data collection involving a mixed methods approach. This could include Key Informant Interviews, Focus Group Discussions, Paired Interviews, Participatory Appraisals, Outcome Mapping, Problem Ranking, Vulnerability Ranking, Self-reliance index scoring, and/or Rapid Surveys with targeted persons of concern in UNHCR-funded livelihoods programming⁷.

11. Methodologies that incorporate capacity building of UNHCR and partners in evaluation and take an appreciative inquiry approach are highly desired. The methodology - including details on the data collection and analytical approaches used to answer the evaluation questions - will be developed by the evaluation team in the inception phase and presented in an evaluation matrix.

12. The evaluation methodology is expected to:

- a) Reflect an age, gender and diversity (AGD) perspective in all primary data collection activities conducted as part of the evaluation, particularly with refugees.
- b) Use a mixed method approach incorporating qualitative and quantitative data collection and analysis tools, including analysis of monitoring data - if available.
- c) Refer to and use internationally agreed evaluation criteria such as those proposed by the OECD DAC and adapted by ALNAP for use in humanitarian⁸.
- d) Consult and use relevant sectoral standards and livelihoods-specific analytical frameworks.
- e) Be based on an analysis of (i) the logic and associated strategy underlying the interventions being evaluated, and (ii) key actors and stakeholders.
- f) Collect and exploit a wide range of data sources (e.g. mission reports, coordination group meetings, strategy narrative, budget and performance reports / indicators) to demonstrate the impartiality of the analysis; minimize bias and ensure the credibility of evaluation findings and conclusions.
- g) Be explicitly designed to answer key evaluation questions - taking into account the constraints of evaluation, budget and time.

13. The evaluation team is responsible for collecting, analysing and triangulating data - for example, through the types, sources and modality of analysis - to demonstrate the impartiality of the analysis, minimise bias and ensure the credibility of evaluation findings and conclusions.

4.4 Quality Assurance of the Evaluation

14. The evaluation consultants must sign the UNHCR Code of Conduct, complete the UNHCR initial protection training module and respect UNHCR's confidentiality requirements.

15. In accordance with established standards for evaluation in the United Nations system and the United Nations Ethical Guidelines for Evaluations, evaluation at UNHCR is based on the interconnected

⁷ The final list of data collection methods will be determined during inception.

⁸ See for example: Cosgrave and Buchanan-Smith (2017) [Guide de l'Evaluation de l'Action Humanitaire](#) (London: ALNAP) and Beck, T. (2006) [Evaluating Humanitarian Action using the OECD-DAC Criteria](#) (London: ALNAP)

principles of independence, impartiality, credibility and utility, in practice inter alia call to: protect sources and data; systematically seeking informed consent; respect for dignity and diversity; minimising the risks, harms and constraints for those who are or are involved in the evaluation while not compromising the integrity of the exercise.

16. The evaluation should also be in line with the pilot evaluation quality assurance (EQA) guidelines, which clarify the expected quality requirements for UNHCR's evaluation processes and products.
17. The Evaluation Manager will share and provide guidance on the EQA at the beginning of the evaluation. Adherence to the EQA will be overseen by the Evaluation Manager with the support from UNHCR's Evaluation Service as required.

5. Organization and Management of the Evaluation

18. UNHCR Senegal will identify a staff member who will assume the role of Evaluation Manager. He / she will be responsible for: i) managing the day-to-day aspects of the evaluation process; ii) acting as principal interlocutor with the evaluation team; iii) provide evaluators with the required data and facilitate communication with relevant stakeholders; iv) review of intermediate results and final reports to ensure quality - with the support of the UNHCR Evaluation Service. Furthermore, UNHCR evaluation service will provide technical support on methodological aspects of the evaluation, as well as overall quality assurance of the evaluation.
19. The evaluation team will include at the minimum; one senior team leader and one team member, although the inclusion of more team members is permitted (e.g. a data analyst). Consultants are encouraged to apply as a team or as individuals. All applicant contracts will be managed individually. The Team Leader is expected to manage all aspects of data collection, data cleaning and analysis, as well as reporting and quality assurance at each step of evaluation. The team is expected to produce written products of high standards, informed by evidence and triangulated data and analysis, copy-edited, and free from errors.
20. The working languages of this evaluation and its deliverables is French and English⁹.

5.1 Expected Deliverables and Evaluation Timeline

21. The evaluation is expected to last from April to August 2019, and will be managed following the timeline tabled below, the deliverables have further been summarized in the bullet points below:
 - Inception report, including: an evaluation matrix, detailed methodology, and refined KEQs
 - Preliminary findings, including data analysis plan.
 - 1st draft report, including: draft recommendations
 - Final Report, including: Executive summary, incorporated feedback from 1st draft, and recommendations

Table 1: Evaluation deliverables, payment schedule, and timelines

	Activity	Deliverables and payment schedule	Indicative timeline	Minimum # of estimated calendar days
	Evaluation ToR finalised and call for proposals issued	ToR and call for applications	March 2019	n/a
	Selection process (applications evaluated, and contract issued)	Contract signed	March-April 2019	n/a
1	Inception phase including: - Initial desk review and key informant interviews.	Scoping mission completed	April	30

⁹ The final evaluation report will be submitted in French but should include an executive summary in English.

	<ul style="list-style-type: none"> - EQA review on the draft Inception Report Circulation for comments and finalisation	Final inception report including methodology, evaluation matrix, and KEQs <i>Payment 20%</i>		
2	Data Collection and presentation of preliminary findings including: <ul style="list-style-type: none"> - Data analysis plan - Workshop on preliminary findings - Feedback on preliminary findings 	Data Collection, preliminary findings (key thematic areas), and data analysis plan <i>Payment 30%</i>	May	30
3	1st draft report including: <ul style="list-style-type: none"> - Analysis and write up - Recommendations and conclusions - Stakeholder feedback 	Draft report including recommendations <i>Payment 20%</i>	June	30
4	EQA review of draft report, circulation for comments	Consolidated comments	July	30
5	Final report including: <ul style="list-style-type: none"> - Executive summary - Recommendations 	Final report including executive summary and recommendations <i>Payment 30%</i>	August	30

6. Profile of the evaluation team

The functional requirements for individual consultants - who should be willing and able to travel to Senegal / Dakar and be able to work in French - are as follows:

Team Leader of the evaluation team

- University degree (in the fields of economics, social sciences, microfinance, agriculture and food security) plus 10 to 12 years of relevant professional experience or a graduate degree plus a minimum from 5 to 10 years of relevant professional experience in livelihood areas.
- Minimum of 5 years' experience in program evaluation in the areas of economics, microfinance, socio-economic analysis and livelihoods interventions analysis in a humanitarian and development context.
- In-depth knowledge of livelihood literature, relevant analytical frameworks and programming approaches and standards.
- Evidence of previous experience at the lead (preferred) or participant as a senior member of the team in the evaluation.
- Institutional knowledge of UNHCR's mandate and functioning.
- Proven experience and in-depth knowledge of various methods of data collection and analysis and techniques used in evaluation and operational research (e.g. participatory assessments, FGDs, outcome mapping, problem ranking, vulnerability ranking, self-reliance index scoring, as well as an understanding of survey design)
- Technical expertise in relevant sectoral areas, including Entrepreneurship, Education and Technical and Vocational Training (ETVT), Monetary Interventions (CBI), job placement, microfinance.
- In-depth experience in conducting evaluation requiring a complex level of analysis in a clear and convincing way, including using graphs, schematic visualizations.
- Proficiency in French and English.

Member(s) of the evaluation team

- University degree (in the fields of economics, social sciences, microfinance, agriculture and food security) plus 5 to 7 years of relevant professional experience or a graduate degree plus a minimum 3 to 5 years of relevant professional experience in livelihood areas.
- Proven experience (minimum 5 years) to support the collection and analysis of data for evaluation purposes (preferable) or studies and operational research on issues of economy, social protection and livelihoods.
- Good knowledge of livelihood literature, relevant analytical frameworks and programming approaches and standards.
- In-depth knowledge of various methods of data collection and analysis and techniques used in evaluation and operational research.
- Proven expertise in facilitating participatory workshops involving different groups and participants.
- Technical expertise in relevant sectoral areas, including Entrepreneurship, Education and Technical and Vocational Training (ETVT), Monetary Interventions (CBI), job placement, microfinance.
- Proficiency in French and English.

7. Guidelines for Submitting Proposals

1. Individuals can submit applications for either position or jointly as a team (the Team Leader and Team Member(s) together). Even in case of joint applications, the contracting modality will be individual contracting.
2. In the application, the candidates must specify if they are applying as the Team Leader or Team Member; and in case of joint applications the Team Leader and Team Member roles must be clearly specified.
3. Interested applicants are also required to submit a motivation letter (maximum 2 pages), which includes:
 - *Details of how they meet the 'Essential Skills and Experience' outlined in the TOR, including description of past professional experience and evidence of their capacity to lead this evaluation synthesis;*
 - *A summary of the envisioned approach to the evaluation.*
4. Interested applicants should submit two copies of their CVs: one in P11 format, and one in a personalised format of their choice.
5. Interested applicants should submit a recent sample of relevant work, publications, or research with regards to evaluations, assessments, preferably in the context of refugee response, asylum seekers, displaced populations, migration, and/or other related topics
6. Interested applicants should submit contact details for three references.

8. Selection and Contracting

7. Proposals will be assessed on the quality and relevance of consultant qualifications. Short-listed applicants may be requested to participate in a telephone interview, or supply additional references and/or samples of work.
8. Following agreement on fees and charges, the independent consultants will enter into a standard contract with the Evaluation Service stipulating terms and conditions regarding payment and travel.
9. The consultancy is expected to be completed within **5-months** from the date of signing the contract. UNHCR will pay an agreed lump-sum amount according to the deliverable schedule indicated in table 1.

9. How to Apply

10. Interested applicants should specify their last name and first name in the subject of their email, followed by the title of the evaluation “[**LAST NAME, first Name**], **UNHCR livelihoods evaluation SENEGAL**”. Applications should be submitted to hgevaser@unhcr.org. Deadline for the submission is **1 April 2019, 8:00 a.m. CET**). Only complete applications and shortlisted candidates will be contacted.