



## Terms of Reference

<b>Title:</b>	<b>Medium Term Review of the Country Programme Document 2016-2020 (CPD)</b>
<b>Country of Assignment:</b>	Swaziland
<b>Type of Contract:</b>	Individual National Contract
<b>Start Date:</b>	01 June 2018
<b>Duration:</b>	30 working days
<b>Expected Duration of Assignment:</b>	3 months
<b>Contact Person:</b>	Gugulethu Dlamini UNDP Programme Analyst
<b>BACKGROUND</b>	
<p>The Country Programme Document (CPD) is a five-year framework defining cooperation between the Government of the Kingdom of Swaziland and United Nations Development Programme (UNDP) covering the period 2016-2020. The programme is aligned to the National Development Strategy (NDS) 1997-2022, and the UNDAF 2016-2020, contributing to seven (7) outcomes under three (3) pillars: (a) poverty and inequality reduction, inclusive growth and sustainable development; (b) equitable and efficient delivery and access to social services; and (c) good governance and accountability. UNDP contributes to the first and third UNDAF priority areas through three mutually reinforcing and supporting outcomes of the Country Programme Document (CPD) 2016-2020, revolving around: (a) inclusive economic growth and sustainable development; (b) resilience and risk reduction, incorporating sustainable natural resource management; and (c) good governance, equity and citizen participation. As durable change in these areas also requires effective governance, the country programme also supports the promotion of accountability and transparency through citizen participation.</p> <p>The programme promotes an equitable and human rights-based approach to development, entrenched through increased voice and participation, particularly for women and youth. Additionally, it integrates gender equality and environmental sustainability. This has been ably supported through the policy services and the capacity development programming advanced through the country office Development Advisory Team (DAT).</p> <p>The CPD pillars and outcomes are outlined below:</p> <p><b>Outcome 1: Inclusive economic growth and sustainable development:</b> Under this outcome UNDP provides advisory and technical support services for improved macro-economic environment, strengthening national research and analysis capacities, as well as engagement on the generated knowledge. Advisory services promote economic diversification, including development of South-South and Triangular Cooperation (SSTC) programming, in various sectors. UNDP promotes collaboration through public-private partnerships, to develop innovative approaches for the use of sustainable production technologies working with women and the youth.</p> <p><b>Outcome 2: Environmental Sustainability and Resilience Building:</b> UNDP works at upstream and downstream levels to support the development of appropriate policy and implementation of frameworks at central and local government levels. Under the auspices of sustainable environment and climate change,</p>	

UNDP focuses on sustainable use of natural resources and climate adaptation, including conservation of biodiversity and national ecosystems. Through local-level piloting, there is development of new partnership mechanisms and capacities for community-led initiatives leading to job creation and sustainable livelihoods. At upstream level, UNDP supports the development of conducive legislative and policy frameworks as well as aid the mainstreaming of sustainable development, particularly land-use planning and reporting on international obligations. Synergies are promoted through promoting the establishment of micro and small enterprises on biodiversity management and eco-tourism.

**Outcome 3: Good governance, equity and citizen participation:** UNDP supports improved access to and use of quality public services by the poor, women-headed households, youth, persons living with a disability and those living with HIV and AIDS, and the elderly. UNDP focuses on: strengthening national anti-corruption efforts; harmonizing national laws with the Constitution and international standards; strengthening civil society advocacy and watchdog functions; and decentralization through strengthening public accountability of key institutions and promoting citizen participation in policy- and decision-making at central and regional levels. Additionally, UNDP supports the Government of Swaziland in achieving the following indicative outputs: 1) improved accountability and participation in key institutions and systems that deliver public service at national and local levels; 2) Parliament and related institution's capacity to develop legislation and policies in line with the National Constitution and International Instruments and Conventions the country is signatory to; 3) Civil Society strengthened to engage in constructive dialogue and advocacy for promotion of human rights, transparency, public accountability and other international agreements.

According to CPD 2016-2020 Evaluation Plan, the CPD performance supports the nationally prioritized activities. The review will also focus on key outcomes: (i) research agenda and knowledge management, (ii) public services and citizen voice and participation, and (iii) sustainable environment and resilience across the three (3) portfolios of the CPD. UNDP seeks the technical services of a consultant to conduct a mid-term review of the CPD 2016-2020 for the Swaziland country office (CO), in this regard.

## OBJECTIVES

The purpose of this outcome-level evaluation is to establish the CPD 2016-2020 performance. The assessment will review UNDP for policy reform and capacity building that will ensure sustainable development for the people of Swaziland.

Specific evaluation objectives are:

1. To determine the relevance of the programme under the three CPD pillars and whether the initial assumptions and transformational change remained relevant in the duration of the programme implementation;
2. To assess the effectiveness in terms of progress made towards agreed results and identify the factors that influenced achievement of results;
3. To assess the efficiency of programme/project management (including managerial arrangements, partnerships and co-ordination mechanisms);
4. To identify the unintended outcomes as well as sustainability of the results; and
5. To identify best practices and lessons learned for UNDP and partners and provide actionable recommendations for future projects.

## TASKS

The outcome evaluations will cover the period 2016-2017 and will involve the following activities:

1. Assess the effectiveness of the CPD 206-2020 programme strategy implementation.
2. Review the programme design, and assumptions made during programmes development process.

3. Assess whether the programmes results are on track along policy and capacity building, and cross cutting issues of gender and human rights have been addressed.
4. Assess whether the programmes implementation strategy has been optimum and recommend areas for improvement and learning.
5. Assess the synergy with other UN and Development Partners programs implemented under the CPD and suggest ways of creating effective collaboration in future undertaking.
6. Analyse the linkage of results to overall UNDAF/CPD results framework including the relevance of the indicators set.
7. Assess the coordination, partnership arrangements, institutional strengthening, beneficiary participation.
8. Review the transformational programming research and knowledge translation between policy and capacity development interventions.
9. Recommend areas of growth for policy impact and capacity development including injection of innovative programming.

### IMPACT OF RESULTS

The review is being undertaken at the mid-point of implementation and will pave the way for improved delivery for the remaining duration and propose amendments (if any) are required in design, implementation arrangements and/or institutional linkages in order to effectively and sustainably contribute to the livelihood improvement in the target areas.

### EVALUATION QUESTIONS AND CRITERIA

The evaluation should to the highest extent possible provide responses to the following research questions:

- Is the programme on track towards achieving the stated outputs?
- What progress has been made towards achievement of outcome results?
- What factors have contributed to achieving or not achieving intended outputs and outcomes?
- Has the UNDP partnership strategy been appropriate and effective?
- What factors contributed to effectiveness or ineffectiveness of programme implementation?

The appraisal will seek to address the following:

**Relevance:** review the consistency of activities and targets with national and local development programmes and national development challenges, and the need for intended beneficiaries. Review the CDP against the UNDAF framework and nation development priorities.

**Effectiveness:** assess the way the intended outcome targets were achieved thus far, measuring its effectiveness in meeting the intended targets and the extent possible - an assessment of cause and effect, and judging the extent to which observable changes be attributed to project activities.

**Efficiency:** assess how financial/resources (funds, expertise and time) were used to achieve results.

**Sustainability:** assess the extent to which the benefits of the results will continue beyond the support provided. This will include assessing the extent to which national capacity has been built and can be sustained.

### DELIVERABLES

#### Deliverables:

The assignment will crystallize to the following deliverables:

1. Inception Report detailing consultancy work-plan and proposed processes (It should detail the evaluators' understanding of what is being evaluated and why, showing how each evaluation question will be answered).
2. Draft Review Report for presentation in a validation meeting.
3. Validation workshop report.
4. Final endorsed report incorporating comments from stakeholders.

## REPORTING

The successful Consultant will report to the UNDP Program Analyst. The consultant is encouraged to maintain a dialogue with the national counterpart.

## QUALIFICATIONS

**Education:** Master's Degree or equivalent in Development studies, Monitoring and Evaluation, Social Sciences, Business Administration, Public Administration, Economics or related field.

### Experience:

- Previous experience in conducting learning events at various levels.
- Demonstrated knowledge of, and successful experience with: program evaluation; qualitative and quantitative research design and implementation; data analysis and synthesis of research results.
- Profound knowledge in evaluating development programmes and an understanding of similar assignments.
- At least 10 years extensive experience at the national or international level in providing management advisory services, hands-on experience in design, gender programming, monitoring and evaluation of humanitarian, development, recovery and resilience building programmes.
- Demonstrate knowledge of and ability to apply theoretical design, management and evaluation of complex multi-disciplinary programmes involving the national government, civil society organizations.
- Have a strong understanding of the development context in Swaziland and national development vision and strategies.
- Demonstrated experience of having worked or evaluated UN programmes will be an added advantage.
- Have excellent writing skills in English.

### Competencies:

- Ability to set and implement activities for timely results.
- Good facilitation, analytic and communication skills.
- Demonstrates integrity by modelling the UN's values and ethical standards.
- Displays cultural, gender, religion, race, nationality and age sensitivity and adaptability.
- Team building approach.

## SUBMISSION OF APPLICATIONS

Interested and qualified candidates may submit their application together with a letter of interest and pertinent documents on-line at <http://jobs.undp.org>, or to the [registry.sz@undp.org](mailto:registry.sz@undp.org) or physically handed to the UNDP offices (5<sup>th</sup> Floor, Lilunga Building, Somhlolo Street, Mbabane) on or before close of business, 15 May 2018 marked as follows: '**Medium Term Review of the CDP Outcomes**'.

### Additional Considerations

- Applications received after the closing date will not be considered.
- Only those candidates that are short-listed for interviews will be notified.
- Qualified female candidates are encouraged to apply.