



Terms of Reference
UNDAF 2016-2020 Mid-Term Review Evaluation
Eswatini

1. Background

The United Nations Development Assistance Framework (UNDAF 2016- 2020) is the fourth generation Programme of UN support to Eswatini. The UNDAF was developed according to the principles of UN Delivering as One (DaO), aimed at ensuring Government ownership, demonstrated through UNDAF's full alignment to Government priorities as defined in the Vision 2022, National Development Strategy (NDS) and Medium-Term Plan 2013- 2018 Government plan of Action and planning cycles, as well as internal coherence among UN agencies and programmes operating in Eswatini. The UNDAF contributes to the overall goal of Eswatini's Vision 202 of: *"reaching first world status and being a prosperous nation with a high quality of life by 2022 akin to developed countries, that aims to transform Eswatini from being a middle-income country into a fully developed country"*.

The UNDAF reflects the efforts of all UN agencies and key partners working in Eswatini. The design of the UNDAF was informed by several strategic discussions both within the UN and with stakeholders, to determine how the UN System is best suited to support the national development goals. Accordingly, the Government of Eswatini and the UN System are committed to working together in the spirit of partnership to implement the UNDAF, as a contribution to the achievement of national development goals and aspirations. Shaped by the five UNDG programming principles (a Human Rights-based approach, Gender equality, Environmental sustainability, Results-based management, and Capacity development) the UNDAF has a broad-based Results Framework, developed in collaboration with Government, Civil Society, donors and other partners. The UNDAF has three Strategic Results Areas referred to as Priority Areas and these are:

- Priority Area 1: Poverty and inequality reduction, inclusive growth and sustainable development
- Priority Area 2: Equitable and efficient delivery and access to social services
- Priority Area 3: Good Governance and Accountability

The UN Country Team (UNCT), under the leadership of the UN Resident Coordinator, is responsible for implementation of the UNDAF 2016-2020. Under the DaO "One Leader" approach the Resident Coordinator and the UNCT are responsible for oversight of the Strategic Results Groups, the Operations Management Team and the Country Communications Group. The National Steering Committee (NSC) oversees the Programme implementation and reporting and the One Budgetary Framework.



2. Purpose of the Mid-Term Review

The Government of Eswatini and the UN Country Team propose to undertake a mid-term Review (MTR) of the UNDAF in September/October 2018. The review will provide an overall assessment of progress and achievements made against planned results as well as assess and document challenges and lessons learnt over the past first two and a half years of the UNDAF cycle. The review will also focus on significant developments that have taken place in the programming environment which include the post 2015 agenda and the sustainable development goals that will impact on implementation of the UNDAF development agenda and realization of programme results. The review will in addition reflect on how the UN agencies and government through the Pillar result groups have supported UNDAF goals and identify areas requiring additional support either in programme management or new implementation strategies.

The expected outcome is consensus on findings of the review and agreement on the options suggested for reinforcing efficiencies and effectiveness of development results including deliberations on new and emerging challenges beyond the current UNDAF.

3. Objectives and scope of the Mid-Term Review

The Mid-Term Review (MTR) will assess the progress made against stated outputs as of January 2016 to date, as well as identify issues and recommend course corrections. It will also highlight issues and challenges affecting effective and efficient activity implementation towards the outputs and their contribution to project outcomes and impact and recommend whether results obtained thus far warrant an extension.

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

The UNDAF Mid-Term Review is a joint UN/ Government of Eswatini review that will be conducted in close collaboration with UN agencies, national and development partners. The main objective of the UNDAF Mid-Term Review is to assess the relevance, effectiveness, efficiency and sustainability of the programme, including the extent to which cross cutting issues, principles such as human rights and HRBA, gender equality, environmental sustainability; capacity development and results-based management and have been mainstreamed throughout the UNDAF. In addition, the review will assess the extent to which the programme has been responsive to address emerging issues. The MTR will determine effectiveness of the Delivering as One modality in supporting achievements of the programme in line with the national vision and medium term goals. The review will also assess the mechanisms put in place to enhance coordination and harmonization among all UN agencies and the government through the strategic result area groups.



4. Mid Term Review Criteria and Review Questions

The Mid Term Review will specifically focus on:

- Assessing achievements and progress made against planned results (2 ½ -year from 2016-2018 through the 2 biennial work-plans (2016-2017 and 2018-2019)), as well as assess challenges and lessons learnt over the past two and a half years of the UNDAF.
- Assessing how the emerging issues not reflected in the current UNDAF such as sustainable development goals (SDGs), urbanization, trafficking among others impact on outcomes and make recommendations and suggestions for future programming to realign UN assistance to these new priorities to achieve greater development impact.
- Reviewing effectiveness of the UNDAF results framework specifically the indicators, baselines and targets assessing how realistic/relevant and measurable they are and make recommendations for improvement.
- Reviewing coherence in delivery of the overall UN programme and recommend ways in which the strategic result area groups and technical groups (namely M&E technical working group, Operation and management technical (OMT) working group, Program Management Oversight Group PPSG, Resource mobilization group, Communications group, the National Steering Committee (NSC) and the UN Country Team (UNCT) among others may increase its effectiveness of programme delivery in the remaining period of the current cycle.
- Assess how effectively the current UNDAF is compatible with national development priorities (Vision 2022, Medium term program goals among others).
- Assess effectiveness towards attainment of results and reflect on how both the UN and Government of Eswatini have each contributed to the UNDAF results through the implementation of programmes and projects.
- Assess effectiveness of and advantage of the use of the Joint Programmes modality as a mechanism for fostering UN coherence and delivering as one such as the Joint UN Program on HIV/AIDS (JUTA)
- Document lessons learnt, challenges and future opportunities, and provide recommendations for improvements or adjustments in strategy, design and/or implementation arrangements.

The MTR will assess the UNDAF according to standard evaluation criteria, as elaborated below.

Relevance - responsiveness of implementation mechanisms to the rights and capabilities of the rights-holders and duty-bearers of the programme (including national institutions and policy framework).

- i. Analyze whether the interventions and approaches address the needs and demands of the beneficiaries in a disaggregated manner (for men and women in different age groups).
- ii. Assess the relevance of the tools / instruments / inputs applied including the technical inputs into the implementation of the UNDAF.



- iii. Assess the relevance and effect of technical assistance given.

Effectiveness - the extent to which programme results are being achieved iv. Review whether the UNDAF is on course to accomplish its outputs. In particular, the MTR evaluation should review:

- a. The UNDAF Pillar selection criteria, interventions carried out and its implementation progress so far
- b. Targeting strategy for the identification of beneficiaries.
- c. Any emerging effects of the UNDAF interventions on beneficiaries.
- v. Assess the UNDAF performance so far with particular reference to qualitative and quantitative achievements of outputs and targets as defined in the UNDAF project documents and work-plans
- vi. Based on the progress so far and ground situations, suggest/recommend any changes to the above

Efficiency - the extent to which the programme implementation mechanisms are delivered in the most cost effective ways.

- vii. Assess whether UNDAF resources/funds have been utilized as per the agreed work plan to achieve the projected targets.
- viii. Analyze the role of UNDAF Results Management and implementation structures and whether they are being optimally used for decision making and implementation of UNDAF interventions.
- ix. Assess the timeline and quality of the reporting followed
- x. Analyze the performance of the Monitoring and Evaluation mechanisms and M&E tools used.
- xi. Assess the efficiency of mechanism for transfer of funds to IPs including implementation rate.
- xii. Assess the qualitative and quantitative aspects of management and other inputs (such as equipment, technical assistance and budgetary inputs) provided for UNDAF implementation vis-à-vis achievement of outputs and targets.
- xiii. Identify factors and constraints (if any) which affect UNDAF implementation including technical, managerial, organizational, institutional and socio-economic policy issues in addition to other external factors unforeseen during the project design.

Sustainability - the extent to which the implementation mechanisms can be sustained over time
xiv. Assess preliminary indications of the degree to which UNDAF intervention results are likely to be sustainable beyond the current UNDAF taking into account new initiatives emerging under the UN reform agenda, the socio-economic situation and political situation and provide recommendations for strengthening sustainability.

- xv. Assess the sustainability UNDAF interventions in terms of their effect on the environment



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Assess design and focus - of the UNDAF, the quality of the formulation of results at different levels, i.e. the results chain: xvi. To what extent is the current UNDAF designed as a results-oriented, coherent and focused framework?

xvii. To what extent are the indicators and targets relevant, realistic and measurable? Are the indicators in line with the sustainable development goals (SDGs) and what changes need to be done? Are the baselines up to date -do they need adjusting?

Network /linkages xviii. Evaluate the level, degree and representation by the beneficiaries and stakeholders, (government and donor partners etc.) in the implementation of the UNDAF.

xix. Assess the alignment of UNDAF and other development partners and stakeholders' programs of support to the government of Eswatini, identifying linkages and opportunities for achievement of UNDAF objectives/targets;

xx. Examine the synergies and overlaps between the UN system and other development partners and stakeholders and propose strategies to enhance complementarities. xxi. Assess the UNDAF's knowledge management and communications strategies and identify opportunities for strengthening networking and linkages with stakeholders.

Lessons learnt/ Conclusions xxii. Analyze areas for improved programme planning, especially with respect to setting targets, relevance and capacity of institutions for delivery of the UNDAF results. xxiii. Identify significant lessons or conclusions which can be drawn from the UNDAF implementation in terms of effectiveness, efficiency, sustainability and networking.

5. Methods and process

The UNDAF MTR will be an externally facilitated, participatory, and interactive learning exercise, which should be completed within seven weeks. It will take place from September 2018 and will build on the previous UNDAF Pillar Reviews. The MTR will be jointly commissioned and managed by the UNCT (heads of agencies) and national government. The evaluation will also involve stakeholders such as UN staff, their counterparts in the government as well as Implementing Partners (IPs) and other development actors. Stakeholder participation is essential and will be sought from the beginning of the process through a series of meetings, calls and sending of letters and possibly through the organisation of UNDAF MTR Evaluation Workshops that will take place at inception, validation and at the end of the MTR process. The purpose of the workshops will be to inform stakeholders about the MTR evaluation; validate and refine findings, conclusions and recommendations of the evaluation.

The government and the UNCT will initiate the MTR evaluation process and will determine the scope of how the UNDAF can be evaluated in a reliable and credible manner given the time, required data and available resources.

Open and semi-structured interviews with some key stakeholders, a comprehensive review of documents (both from the government on national policies and strategies as well as from the UN agencies), a synthesis and analysis of data from regular programme monitoring as well as field visits will be used. Interviews with some beneficiaries and local partners using review and evaluation methodologies will be encouraged, as well as reviews or evaluations of agency



supported programmes will feed into the MTR. The MTR will be conducted as light as possible because it is anticipated that a detailed end line evaluation shall be conducted at the end of the UNDAF.

6. Management and organization

The UNDAF MTR Evaluation will be commissioned and overseen by the UNCT and the Government. The responsibility to provide oversight and direction to the UNDAF MTR process will rest with the National Steering Committee. The Steering Committee is co-chaired by the Principal Secretary, Ministry of Economic Planning and Development and the UN Resident Coordinator, with additional members being drawn from other Government Ministries including the Deputy Prime Minister's Office and a representative from civil society organizations.

An UNDAF MTR Evaluation reference group which will serve as the MTR Technical Committee comprised of about 12 members from various national and international stakeholders (including the UNCT and Government of Eswatini) will be established. The main task of the reference group will be to guide the evaluation process at the design, implementation and report stages. The UNDAF MTR Evaluation reference group will be appointed by the UNCT/RC. Its core function will be to backstop the work of the MTR consultancy team and also to facilitate the preparation of a substantive programme of consultations, discussions and interviews and it ensures quality control of the process. The UNDAF MTR Evaluation reference group will also participate in the UNDAF MTR Evaluation workshops. The UNDAF MTR Evaluation reference group will be chaired by the chairperson of the UN M&E group or a senior UN staff identified by the RC and co-chaired by a representative from the Government of Eswatini Ministry of Economic Planning and Development Poverty Monitoring unit.

The Resident Coordinator's Office will be responsible for the day-to-day support of the MTR consultancy team, maintaining a close liaison with the UNDAF MTR Evaluation reference group and ensure coordination among participating agencies throughout the duration of the UNDAF MTR process.

Availability of background documents will be ensured by the RCO. Likewise, facilitation for meetings setting and scheduling is to be provided by the RCO. Necessary technical expertise from UN agencies will be availed as appropriate. On the Government side, The Principal Secretary of the Ministry of Economic Planning and Development will coordinate the participation of key ministries in the MTR Technical Committee. The UN M&E Group will provide technical guidance to the UNDAF MTR process.

An external Consultancy Team composed of one Senior International Consultant and one National Consultant selected by the UNCT through a transparent and thorough selection process will conduct the MTR. The team will work closely with and report to the RCO Monitoring and Evaluation Analyst.



The Team will gather data through a multipronged strategy which will include conducting interviews with key partners/stakeholders; desk review and thematic group discussions. Where required may conduct field visits. The data will then be analysed to produce the UNDAF MTR report and provide recommendations on any necessary actions to adjust the current UNDAF. The Team will be working with thematic groups, the RC Office and other stakeholders to ensure the impartiality, consistency and coherence of the MTR.

The Resident coordinator's office will manage and provide all the logistical and administration support required during the MTR. These includes making appointments and schedules for interviews, workshops and meetings and providing transport to the field. All costs related to travel, workshops and transport to the field and attending meetings will be taken care of by RCO.

7. Time Frame

Proposed Time Frame is as follows:

Date	Activity	Responsibility
September	Desk Review and development of inception report (which included the detail evaluation design (Week 1 (3-7 September) - (5 days)	MTR Reference Committee/ and RCO to brief the evaluation team and provide initial guidance to the process. RCO to make all relevant documents available for home based desk review at commencement of consultancy.
	Week 2 – 3 (10 September- 21 September): - (10 days) in country – presentation of the evaluation design to the reference group, consultations, interviews and first draft report writing	Consultancy Team supported by the RCO. Schedule of meetings and logistics arranged by the RCO. At the request of the Team Leader Reference group to approve the evaluation design
September-October	Week 4-5 (24 September- 3 October): - (8 days) in country – Analysis of data, report writing – draft report presented to the Technical Committee and Outcome Working Groups/UNCT/RC/SRAs for comments incorporation of comments	Consultancy Team
	Week 5 (4 October): - (1 day) in country - presentation of the Stakeholders/ NSC/GOK/s second draft report to the Steering Committee via validation workshop	Stakeholders/ NSC/GOK/s RCO, Consultancy Team/, M&E Working Group/SRAs



<p>Week 5 (23 October): (1 day) UNCT/ DaO /NSC Steering Committee - home based -: Incorporation of comments and submission of final report to the RC.</p>	<p>UNCT/ NSC Steering Committee</p>
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8. Costs

The total cost for the MTR will be \$50,000. The international consultant will work for 25 days at \$600/day and the local consultant will work for 20 days at \$320/day. The international consultant will receive a return ticket and DSA for the 20 days in which he/she will be in country. The cost includes the professional consultancy fees for the international consultant, the local consultant, DSA for the international consultant, logistics costs for conducting the MTR evaluation and workshops and printing and dissemination of the MTR report. The budget will be sourced from equal contributions of the 7 UN agencies namely (UNDP, UNICEF, WFP, UNFPA, WHO, UNAIDS and FAO) which would be \$7142 per agency.

Composition and qualifications of the consultancy team Consultant’s

8.1 Composition of the consultancy team

The Consultancy Team will be composed of one Senior International Consultant, who will be assigned the responsibility of Team Leader, and one National Consultant. The duration of the consultancy is 25 working days as outlined in the time frame above. The international consultant will work for 25 days and the local consultant will work for 20 days. The Team should have proven record of experience in conducting complex evaluations.

8.2 Roles and responsibilities of the Consultancy Team

The team will undertake the following roles and responsibilities:

- Organizing the work and preparing an evaluation plan for the team;
- conducting briefing and debriefing; and facilitating productive working relationships among the team members
- Consulting with MTR evaluation Technical Committee and related partners to ensure the progress and the key evaluation questions are covered
- Assuring the draft and final reports are prepared in accordance with the Terms of Reference,
- Facilitating the meeting to present the main findings and recommendations of MTR evaluation, and discussing the proposed action plan to implement recommendations including changes in contents and direction of the programme.

8.2.1 Specific tasks of the team leader

The team leader will undertake the following tasks:



- Taking the lead in contacting the MTR Evaluation Technical Committee regarding MTR evaluation -related issues and ensure that the process is as participatory as possible
- Organising the team meetings, assigning specific roles to the national consultant and partake in the tasks with the national consultant and closely monitor the work
- Supervising data collection and analysis and partake in it
- Consolidating draft and final MTR evaluation reports, and a proposed action plan with the support provided by team members
- Completing the final MTR evaluation report, which incorporated comments of the Technical Committee and key stakeholders,
- Submitting the draft and final MTR evaluation report and a proposed action plan to MTR Technical Committee and the RCO, on schedule
- Presenting MTR evaluation results and facilitating the meeting Specific tasks of the team member

8.2.2 Specific tasks of the National consultant The

National consultant will:

- Follow the tasks assigned by the team leader meeting the MTR evaluation working timetable
- Work with the International consultant in data collection and analysis
- Providing written and verbal inputs to the Team Leader for the development of the MTR evaluation reports – drafts and final
- Participating in all meetings as per guidance provided by the Team Leader Collecting all comments on the MTR evaluation report and participating in the report revision process

8.3 Qualifications of The International Consultant

The senior international external evaluation consultant will:

- Be an internationally reputable M&E professional practitioner.
- Possess a Master's degree or higher-level degree in relevant fields- social sciences, development studies, international development among others
- Have at least 10 years of relevant experience – specifically in evaluating similar programmes
- Demonstrate knowledge of and ability to apply theoretical knowledge in the design, management and evaluation of complex multidisciplinary programmes involving the national government, county governments civil society and international organizations
- Have strong analytical and communication skills
- Have excellent writing skills in English
- Have a strong understanding of the development context in Eswatini and national development vision and strategies.

Demonstrate experience of having worked or evaluated UN programmes will be an added advantage.

8.4 Qualifications of The National Consultant:

The senior national external evaluation consultant will:



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- Be a Swazi citizen
- Possess a Master’s degree in relevant fields- social sciences, development studies, international development among others
- Have at least 10 years of relevant experience – specifically in evaluating similar programmes
- Demonstrate knowledge of and ability to apply theoretical knowledge in the design, management and evaluation of complex multidisciplinary programmes involving the national government, county governments civil society and international organizations
- Have strong analytical and communication skills
- Have excellent writing skills in English
- Have a strong understanding of the development context in Eswatini and national development vision and strategies.
- Demonstrate experience of having worked or evaluated UN programmes will be an added advantage

9. Deliverables

The team leader is responsible for the Deliverables, and payments will only be done on satisfactory submission of the deliverables.

- Inception report outlining the evaluation design- criteria, scope, key evaluation questions, methodology, data collection method and tools, time frame and respondents (2 weeks after signing of agreement). Pre- workshop meetings with the UNDAF Results Groups and the technical working groups- pre- workshop meeting reports
- First Draft MTR evaluation Report presented to the MTR evaluation Reference/technical committee
- Second draft MTR evaluation Report, amended to accommodate the comments Presentation to MTR evaluation reference group
- Presentation of the second draft to participants in the validation Workshop
- Final Report inclusive of the Action Plan for implementation of recommendations, addressing the comments received in the course of the Validation Workshop, submitted Final draft MTR evaluation report
- A final MTR evaluation report

Both the team leader and the national consultant who is a team member will be responsible for the deliverables through their complimentary roles.

10. Evaluation Criteria

The following criteria will be used to select consultants suitable for the assignment:

Criteria	Weight	Max. Point
	100%	100 points



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Possess a Master's degree in relevant fields- social sciences, development studies , international development among others	5%	5
Minimum 10 years of relevant experience – specifically in evaluating similar programmes	20%	20
Have a strong understanding of the development context in Eswatini and the national development vision and strategies.	20%	20
Demonstrate knowledge of and ability to apply theoretical knowledge in the design, management and evaluation of complex multidisciplinary programmes involving the national government, county governments civil society and international organizations	25%	25
Demonstrated ability and experience to analyse , document and communicate results from various multistakeholders stakeholders	25%	25
Demonstrated experience of having worked or evaluated UN programmes will be an added advantage	5%	5
Total(Maximum obtainable points)	100%	100

7. Submission of applications

Submission of applications

Interested and qualified Individual Consultants should submit their applications which should include the following;

- UNDP Personal; History form (P11) template provided;

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- Detailed curriculum vitae;
- IC Proposal form (Template provided).

Please quote “UNDAF Mid Term Review” on the subject line.

Qualified candidates are requested to email their applications to registry.sz@undp.org to reach us not later than Thursday, 7th July 2018 at 17:00 hrs