

Terms of Reference

UNDP CO The Gambia Country Programme Action Plan (CPAP) 2012 – 2016 Midterm Review

1. Background

UNDP has signed the Country Programme Action Plan (CPAP) 2012 -2016 with the Government of The Gambia in 2011 and is being implemented through two major government implementing partners, Ministry of Finance and Economic Affairs (MOFEA) and Ministry of Trade, Industry and Employment (MOTIE) since 2012. The CPAP has been development in partnership between the government, NGOs, other stakeholders and UNDP. The CPAP is a legal agreement between the Government of the Gambia and UNDP to execute the Country Programme Document (CPD) approved by the Executive Board of UNDP. The CPAP is a five year framework defining mutual cooperation between the Government of The Gambia and UNDP, covering the period 2012-2016. The CPAP defines the goals and broad outline of strategies and activities that the Government of The Gambia and UNDP jointly subscribe to.

As stipulated in the Evaluation Plan 2012 -2016 of the CPD and UNDAF calendar of The Gambia, a Mid-Term Review of CPD/CPAP 2012 -2016 would be administered in 2014. In close cooperation with all stakeholders it has been decided to use the mid-term review to assess programme results, review the strategies and provide forward looking recommendations that aim to improve the effectiveness of the CPD/CPAP. The Mid-term Review will focus on one programme document based on CPD and CPAP 2012 -2016 for the implementation of the programme. This one programme document for the five years period (2012 -2016) has one key goal 'Promoting & Sustaining Inclusive Development in the Gambia' with two major two outcomes – 1) capacities of institutions responsible for economic management and governance for inclusive growth and evidence based policy formulation and implementation enhanced; and 2) Sustainable livelihoods security enhanced for the disadvantaged groups through the promotion of income diversification opportunities and better management of environmental resources. It will be conducted with fund of the United Nations Development Programme (UNDP) in The Gambia.

2. Objectives

The mid-term review of the CPD and CPAP 2012 -2016 is a mandatory action of UNDP CO to

- assess the progress of the implementation of the CPD and CPAP 2012 -2016 and its programmatic impact,
- examine the relevance, efficiency and effectiveness of strategies and interventions for CPD and CPAP 2012 -2016 , and
- propose areas of re-positioning and re-focusing of the CPAP within the current Gambia's development context, and in light of the UNDP's new Strategic Plan.

3. Scope

The review will undertake a comprehensive review of the UNDP programme portfolio and activities during the period under review specially examining UNDP's contribution to national development results across the country. It will assess key results, specifically outcomes-anticipated and unanticipated, positive and negative, intentional and unintentional and will cover UNDP assistance funded from both core and non-core resources. The MTR has two main components: the analysis of development results and the strategic positioning of UNDP. For each component, the MTR will present its findings and assessment according to the set criteria provided below

Development Results:

This includes an assessment of development results achieved and the contribution of the UNDP in terms of key interventions; progress in achieving outcomes for the ongoing CPAP, factors influencing results; achievement progress and contribution of UNDP in policy and advocacy, upstream and downstream. The analysis of development results will identify challenges and strategic for future interventions. The following criteria will be applied for the assessing development results:

- Relevance of outputs and outcomes;
- Efficiency of the intervention in terms of use of human and financial resources
- Effectiveness of interventions in terms of achieving stated outcomes

Strategic Positioning:

The review will assess the strategic positioning of the UNDP both from the perspective of the organization and the development priorities in the country. The core criteria related to the analysis of strategic positioning of UNDP will include:

- Strategic relevance
- Responsiveness
- Partnerships and coordination
- Promotion of UN values

4. MTR Questions for development results:

Results: Major Outputs and Outcomes of the CPD/CPAP 2012 -2016

1. The key results achieved (outputs and outcomes) from the intervention of CPD/CPAP till May 2014.
2. Key challenges and risk factors for not achieving the outputs and outcomes.

Relevance: The extent to which the programme designed and implemented were suited to national priorities and realities:

1. Whether the goal, outcomes and outputs of the CPAP relevant and contributing towards national strategy (PAGE) and UNDAF outcomes.
2. Review of strategies and key activities for each output as mentioned in the CPAP and their contribution to the CPAP outcomes and goal
3. Review CPAP output and outcome indicators and target set are relevant and enough?
5. Identify operational issues and bottlenecks in the implementation.

Effectiveness: the extent to which the project has achieved its intended outcomes and planned results.

- To what extent has the CPD/CPAP is being able to deliver against its outcomes and planned results?
 - How many and which of the intended results have or have not been delivering as planned?
 - What/How is the quality of expertise provided to the partner government institutions?
 - What concrete successes in policy formulation, advice and coordination have been achieved, where applicable?
 - How useful has the knowledge and skills transfer proven to be so far?
- How effectively has the CPD/CPAP been structured? How has the surrounding structure in which the CPD/CPAP operates affected its delivery?
- How well have the two coordinating structures established effective relationships with other implementing partners as well as with the Office of the President? How could these be improved going forward?
- How effectively has the CPD/CPAP been managed from an operational perspective? How successful has the recruitment process of staff, consultants etc been for the CPD/CPAP?
- Which aspects of the CPD/CPAP have been most effective so far? Which ones are least effective?
- What key challenges have hampered the delivery of intended results?
- How can the effectiveness of support to the CPD/CPAP be strengthened going forward?

Efficiency: measurement of the outputs in relation to the inputs.

- Were the results delivered in a reasonable proportion to the operational and other costs? Could a different type of intervention lead to similar results at a lower cost? How?
- Were the funds utilized as planned? If not, why?

Questions for Strategic Positioning:

Strategic relevance:

- To what extent has UNDP leveraged national development strategies with its programmes and strategy?
- What approaches have been used to increase its relevance in the country?
- Is there appropriate balance between upstream and downstream interventions?
- What are critical gaps in UNDP programming?

Responsiveness:

- To what extent has UNDP anticipated and responded to significant changes in the national development contest?
- What are the missed opportunities in UNDP programming?

Partnerships and coordination:

- To what extent has UNDP leveraged partnerships within the UN system, government, regional/international development partners, civil society and the private sector?
- To what extent has UNDP coordinated its operational activities with other development partners and stakeholders?

Promotion of UN values:

- To what extent has UNDP supported national efforts in the achievement of MDGs?
- To what extent have the UNDP programme addressed the issues of social and gender equity, as well as the needs of vulnerable and disadvantaged groups?

The questions will be refined and finalized after consultation with the consultants and reference group.

4. Methodology and approach

It is expected that MTR will use an appropriate range of data collection and analysis methods to come up with findings, conclusions and recommendations for the questions mentioned above. The review exercise will be wide-ranging, consultative and participatory, entailing a combination of comprehensive desk reviews, interview, analyses and validation.

Data collection:

The MTR will use a multiple-method approach including document reviews, group and individual interviews, focus groups and field visits as appropriate.

Validation mechanisms:

The team will use a variety of methods to ensure the validity of the data collected. In addition to systematic triangulation of data sources and data collection methods and tools, the validation of data will be sought through regular exchanges with the UNDP CO programme staff as well as with Implementing Partners. A validation workshop is planned to be conducted with national partners before the actual completion of the MTR.

Stakeholders' participation:

The MTR will adopt an inclusive and participatory approach, involving a broad range of partners and stakeholders. A stakeholders mapping will be performed in order to identify both UNDP's direct and indirect partners. These stakeholders may include representatives from the government, civil-society organizations, the private sector, UN organizations, other multilateral and bilateral organizations, and most importantly, the beneficiaries of the programme.

5. Management and conduct of MTR:

UNDP CO Senior Advisory Team (SAT) will help the team for liaison, coordination and any other kind of support to conduct and complete the review. Programme Specialist will be the focal person for the review exercise.

In order to ensure a smooth review process and involvement of relevant stakeholders, Monitoring and Evaluation Analyst will support the MTR.

He will support the review team in following:

- Compilation of documents and background materials for the review team
- Stakeholder mapping of the main partners
- List of Atlas projects
- Preliminary agenda of the field phase
- Linking and liaising within UNDP CO as well as with Implementing Partners and other stakeholders

The MTR team will be facilitated by operation and programme unit for other logistical support along the process.

The MTR Reference Group will be set up in order to ensure objectivity as well as technical soundness of the process. Specific tasks of the Reference Group will be to review and provide guidance to the MTR process, including the evaluation questions, Inception Report, facilitate access to information, comments to draft reports, among others.

The composition of the Reference Group

- Office of the President (OP)
- Ministry of Finance and Economic Affairs (MOFEA)
- Ministry of Trade, Industry and Employment (MOTIE)
- UNDP (Rep., Deputy Rep.)
- Poverty and MDGs Specialist, UNDP
- Governance and Human Rights Specialist, UNDP

- Programme Analyst, Energy and Environment, UNDP
- Programme Analyst, Gender, UNDP
- UNDAF data and monitoring group of the Gambia.
- M&E Analyst, UNDP
- Any other relevant stakeholders.

6. MTR process

The review will unfold in three phases, each of them including several steps.

a) Design phase

- Document and desk review (review of all relevant documents regarding the CPD and CPAP 2012 -2016)
- Stakeholder mapping (a mapping of stakeholders relevant to the CPD and CPAP. The mapping exercise will include government and civil society stakeholders and will indicate the relationships between different sets of stakeholders)
- Analysis of the program logic (Result Resource Matrix and One programme document with M&E plan.
- Finalization of the list of evaluation questions.
- Development of data collection and analysis strategy as well as concrete work plan for the field phase

At the end of this phase, the review team will produce an Inception report, displaying the results of the above mentioned steps and tasks.

b) Field phase

After the design phase, the evaluation team will undertake about three-week in-country mission to collect and analyze the data required in order to answer the final evaluation questions, consolidated during the design phase. At the end of the Field phase, the Review team will provide the UNDP CO with debriefing presentation on the preliminary results of the review, with a view to validating preliminary findings and testing tentative conclusions and/or recommendations.

c) Synthesis phase

During this phase, the evaluation team will continue the analytical work initiated during the field phase and prepare a first draft of the MTR report, taking into account comments made by the UNDP CO at the debriefing meeting. The first draft of the report will be submitted to the Reference Group for comments in writing. Based on the comments from the Reference Group, the second draft of the report will be prepared. The second draft will be presented at the In-country validation seminar, which should be attended by the key programme stakeholders, including Implementing Partners, and UNDP staff. The final report will be drafted shortly after the seminar, taking into account comments made by the participants.

7. MTR Team Composition and Required Competencies :

The team will be composed from 2 consultants.

- a) **Team Leader:** Overall responsibility of the Team Leader will be to produce inception, draft and final reports. S/he will lead and coordinate the work of the MTR team and be responsible for the quality assurance of all deliverables. The Team Leader should have a good knowledge and experience in one or more of the UNDP thematic areas especially poverty and MDGs, Governance and Human Rights, and energy environment for the MTR exercise. The Team Leader provides guidance, technical support and oversight to the MTR team members throughout the period, especially in ensuring agreed upon methodologies, field-research and writing of assigned sections of the report before the deadline. The Team Leader will also ensure a compilation of recommended changes to the current CPAP.

Qualification and competency required for Team Leader

- An advanced degree in social sciences, political science, economics and related fields.
- Knowledge and expertise on development aspect of the country especially on poverty reduction & MDGs; and energy and environment.
- Significant knowledge and extensive experience of complex evaluations in the field of development aid for UN agencies (Preferably UNDP) and/or other international organizations
- Strong analytical and research skills with sufficient understanding of survey design, quantitative/qualitative methods and data analysis.
- Familiarity with UN (preferably UNDP) evaluation guidelines and processes is a plus.
- Excellent written and spoken English. Writing skills that include an attention to detail as well as a grasp of conceptual frameworks
- Outstanding interpersonal skills, teamwork, and competency to operate in a multi-cultural and diverse environment
- Public sector management experience and familiarity with the region and the country are strongly preferred.

- b) **Team Specialists (International/national):** S/he will be local consultant who will provide support the Team Leader and provide expertise in specific subject area of the evaluation either poverty and MDGs or governance and human rights; and gender/ gender based violence issues. S/he will take part in the data collection and analysis work during the design and field work phase. S/he will be responsible for drafting key parts of the Inception report and of final MTR report, covering relevant part of the report.

Qualification and competency required for Team Specialist

- An advanced degree in social sciences, political science, economics and related fields
- Knowledge and expertise on development aspect of the country especially on Government and Human Rights and Gender.
- Significant knowledge and extensive experience of complex evaluations in the field of development aid for UN agencies (Preferably UNDP) and/or other international organizations

- Strong analytical and research skills with sufficient understanding of survey design, quantitative/qualitative methods and data analysis.
- Familiarity with UN (preferably UNDP) evaluation guidelines and processes is a plus.
- Excellent written and spoken English. Writing skills that include an attention to detail as well as a grasp of conceptual frameworks
- Outstanding interpersonal skills, teamwork, and competency to operate in a multi-cultural and diverse environment
- Public sector management experience and familiarity with the region and the country are strongly preferred.

The work of the MTR team will be guided by the Norms and Standards established by the United Nations Evaluation Group. Team members will be requested to sign the Code of Conduct prior to engaging in the review exercise.

8. Review Products (deliverables):

Expected outputs of the Gambia CPAP 2012 -2016 Mid-Term Review will be following:

1. Inception report with the content mentioned in the annex 2a
2. 1st draft (after in-cooperating comments of reference groups) MTR report of CPD/CPAP 2012 – 2016 with the content mentioned in the annex 2b
3. Presentation of summary of the Mid-Term Review report for Validation
4. Final Report of Mid-Term Review of CPD/CPAP 2012 -2016 after incorporation of comments during the validation.

9. Duration of contract

Repartition of workdays among the team of experts will be the following:

- 23 workdays for the Team Leader
- 18 workdays for Team Specialist

Workdays will be distributed between the date of contract signature.

UNDP will pay the consultancy fees per working day. Daily Subsistence Allowance (DSA) will be paid per nights spent at the place of the mission following UNDP DSA Standard rates for inside country. Travel costs will be settled separately from the consultancy fees.

Payment of fees will be based on the delivery of outputs, as follows:

- 15% payable 5 days after signing of contract and arrival in the Gambia
- 15% upon submission of acceptable inception report on 8th July 2014
- 50% upon submission of acceptable drat report on 29th July 2014
- 20% upon satisfactory completion of assignment by 8th August 2014

10. Work plan and indicative timeline

It is planned that the MTR starts on 31st June, 2014, and shall expire on the satisfactory completion of the services of the services described above, 15th August 2014. The following schedule of activities is only illustrative, and a final timeline will need to be refined and presented by the Team Leader to the Reference Group:

Deadline	Activity
End March 2014	Preparation of TOR
4 th week of April 2014	Consultation and Finalization of TOR
1 st week of May 2014	Advertisement
4 th week of June 2014	Finalization of recruitment
31 st June 2014	Contract Start
July 8 th , 2014	Submission and presentation of the inception report
July 23 th , 2014	Presentation of preliminary findings
July 31 st , 2014	Submission of draft report for validation
August 1 st 2014	Validation workshop, presentation of the draft report
August 4 th , 2014	Submission of the final report

Annex 1. List of documents to be provided to selected consultants

- Programme for Accelerated Growth and Employment (PAGE) 2012 – 2015
- UNDP new Strategic Plan 2013 - 2017
- UNDAF 2012-2016
- Common Country Assessment 2011
- Country Programme Document 2012 -2016
- CPAP 2012 – 2016 Document
- One Programme Document 2012 - 2016
- CPAP M&E Plan
- Annual Work Plans 2012, 2013 and 2014
- Quarterly reports
- Annual Progress Report
- ROAR report 2012 and 2013
- Field trip reports
- Integrated Household Survey
- Demographic Health Survey
- Population Census, 2013
- UNDAF Annual Reports
- List of implementing partners and project intervention areas

Annex 2: Outlines for Inception and Final reports

a) Outline of Inception Report

Title page

- Name of project, programme or subject being evaluated
- Name of the organization(s) to which the report is submitted
- Names and affiliations of the evaluators
- Date

Chapter 1: Introduction

- Purpose and scope of the MTR
- Purpose of the Inception report

Chapter 2: Country context

- Development challenges and national strategies
- The role of external assistance

Chapter 3: UNDP strategic response and programme

- UNDP Strategic Response
- UNDP response through the country programme

Chapter 4: MTR methodology and approach

- Evaluation criteria and related questions
- Methods for data collection and analysis
- Selection of sample stakeholders
- Limitations and risks

Chapter 5: MTR process

- Process overview
- Team composition and distribution of tasks
- Resource requirement and logistical support
- Detailed work plan

b) Outline of MTR Report

Title page

Table of Contents

Acknowledgements

- Identify those who contributed to the evaluation

List of abbreviations and acronyms

Executive summary

- Summarize essential information on the subject being evaluated, the purpose of the evaluation and methods applied, the major findings and conclusions, and recommendations in priority order

Introduction

- Summarize the purpose of the evaluation, the key issues addressed and the methodology employed to conduct the evaluation
- Describe the aims and strategies of the programme/ project/intervention
- Describe how the information contained in the report.

Evaluation Scope and Objectives

- Evaluation Scope
- Objective
- Criteria
- Questions

Evaluation Methods and Data Analysis Tools

- Data Sources
- Sample and sampling frame
- Data collection procedures
- Major limitation of the methodology
- Procedure of data analysis
- Data gaps.

Findings and Conclusions

- State findings clearly based on the evidence derived from the information collected. Provide critical assessment of performance (including factors affecting performance), and the results achieved.
- List facilitating and constraining factors

- In the conclusions, include a discussion of the reasons for successes and failures, especially the constraining and enabling factors
- Explain suggested changes to CPAP and annex to the report the details of these suggested changes in the CPAP (in track change)

Lessons learned

- Based on the evaluation findings and drawing from the evaluator(s)' overall experience in other contexts, provide lessons learned that may be applicable in other situations as well. Include both positive and negative lessons.

Recommendations

- Base recommendations on the conclusions and lessons learned, and discuss their anticipated implications
- List proposals for action to be taken (short- and long-term) by the person(s), unit or organization responsible for follow-up in priority order
- Provide suggested time lines and cost estimates (where relevant) for implementation

Annexes

- TOR
- List of individuals or groups interviewed or consulted
- List of supporting document reviewed
- Result Framework
- Short biographies of the evaluators and team composition
- Code of conduct signed by evaluators.