

Mid-Term Review (MTR)
United Nations Development Assistance Framework (UNDAF)
The Gambia

Terms of Reference (TOR)

1. Background

The United Nations Development Assistance Framework (UNDAF) 2012 -2016 is a key element of the UN Reform and the joint response of the UN Country Team (UNCT) to the national development priorities in the line with the Programme for Accelerated Growth and Employment (PAGE, 2012 -2015) and Vision 2020 of the Country as well as the Millennium Development Goals (MDGs). This UNDAF outlines the strategic direction and results expected from cooperation between the Government of The Gambia (GoTG) and the United Nations System (UNS) for the period 2012 -2016. The UNCT members signed the UNDAF (2012 -2016) with the Government of The Gambia in 2011. Implementation of UN supported activities related to the UNDAF are being implemented by the United Nations (UN), Government institutions, civil society including NGOs, and other development partners since 2012.

As stipulated in the Monitoring and Evaluation Calendar of the UNDAF (2012 -2016), a Mid-Term Review of UNDAF should be undertaken in 2014. In close cooperation with all stakeholders it has been decided to use the mid-term review to assess programme results, review programme strategies and provide forward looking recommendations that aim to improve the effectiveness of the UNDAF. The Mid-term Review will mainly focus on the framework of the UNDAF Results Matrix. This framework for the five-year period (2012 -2016) has three main strategic priorities which are; 1. Poverty Reduction and Social Protection; 2. Basic Social Services and 3. Governance and Human Rights. It has 8 outcomes with 23 outputs.

2. Purpose

The purpose of the UNDAF Mid-Term Review is to enable meaningful and high quality assessment of the UNDAF components. The United Nations Agencies in The Gambia and its national and other partners involved in the UNDAF implementation will use the MTR to make necessary realignments and mid-course adjustments to the programme for achieving its goals.

3. Objectives

The main objective of the MTR is to assess the level of performance towards achieving the UNDAF outputs and outcomes. It will also take stock of the environment within which the UN is operating and assess the effectiveness of UNDAF as a tool of support to the achievement of national priorities and enhanced coordination and harmonization among all UN agencies. The conclusions of the assessment will ensure a better alignment of UN assistance towards addressing national priorities and achieve greater development impact. Results from the assessment will also help determine how emerging issues which are not

reflected in the current UNDAF might be incorporated during the rest of the current or next UNDAF cycle. This review would therefore be a stepping stone towards the final evaluation, which will in its turn serve as an analytical tool in preparation for the next UNDAF cycle. The MTR would entail an assessment of the current UNDAF after two and a half years of programme implementation by seeking:

- To assess the results achieved from the implementation of the UNDAF (2012 -2016) and its programmatic impact and identify the way forward,
- To examine the relevance, efficiency, effectiveness and sustainability of strategies and interventions of the UNDAF (2012 -2016),
- To propose areas of re-positioning and re-focusing of the UNDAF within the Gambia's current development context,
- To assess UNDAF responsiveness to emerging issues such as social protection, DRR, the Demographic Dividend, non-communicable diseases, etc.
- To assess the suitability of the indicators, benchmarks and targets set in the UNDAF,
- To assess the operational and coordination mechanism of the UNDAF with a view to identifying strengths and weaknesses and proposing measures to engender more effective coordination of UNDAF programmes,
- Provide lessons and recommendation for improving performance in the remaining period of the current UNDAF and for the development of the next UNDAF.

3. Scope

The review will undertake a comprehensive assessment of the UNDAF programme portfolio during the period under review, specially examining UN 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 the exercise will cover an assessment the availability and utilization of resources for the UNDAF. The MTR has two main components: the analysis of development results and the strategic positioning of UNCT. 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 UNDAF in terms of key interventions; progress in achieving outcomes for the ongoing UNDAF, factors

influencing results; achievement progress and contribution of UNDAF in the national policy and advocacy, upstream and downstream. The analysis of development results will identify challenges and strategies for future interventions. The following criteria will be applied for 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
- Sustainability of the results achieved so far to which UNDAF has contributed.

Strategic Positioning:

The review will assess the strategic positioning of the UNCT from the perspective of the organization/DAO and UNDAF from the prospective of the development priorities in the country. The core criteria related to the analysis of strategic positioning of UNDAF 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 UNDAF 2012 -2016

1. The key results achieved (outputs and outcomes) from the intervention of UNDAF till June 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 outcomes and outputs of the UNDAF are relevant and contributing towards national development blueprint (PAGE), National Vision 2020 and MDGs.
2. Is there appropriate balance between upstream and downstream interventions?
3. Review of strategies and outputs as mentioned in the UNDAF and their contribution to the UNDAF outcomes.
4. Review output and outcome indicators and targets set to establish their relevance and adequacy?
5. What are the critical gaps in the UNDAF programming?

Effectiveness: The extent to which the UNDAF has delivered towards its intended outcomes.

- To what extent has the UNDAF been 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 UNDAF been managed from an operational perspective? How successful has the recruitment process of staff, consultants, etc been for the UNDAF?
- Which aspects of the UNDAF 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 UNDAF be strengthened in the future?

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?

Sustainability:

- Will the outputs and outcomes delivered through UNDAF be sustained after end of the project duration?
- Will there be adequate funding available to sustain the future?

Questions for Strategic Positioning:

Strategic relevance:

- How effectively has the UNCT and all other committees been structured?
- Have the structures established worked effectively? If not, how could these be improved in the future?
- Identify bottlenecks and operational issues in the implementation.
- What approaches have been used to increase the UNDAF's relevance in the country?

Responsiveness:

- To what extent has UNCT anticipated and responded to significant changes in the national development context or current emerging issues?
- What are the missed opportunities in UNDAF programming?
- What changes to any of the UNDAF components and processes need to be introduced in 2015 and 2016?
- What are the major recommendations for shaping the next UNDAF?

Partnerships and coordination:

- To what extent has UNCT leveraged partnerships within the UN system, government, regional/international organizations, bilateral and multilateral development partners, civil society and the private sector?
- To what extent has UNCT coordinated its operational activities within UN system and other development partners and stakeholders to avoid duplication?
- To what extent has the UNCT addressed the UN work as one?
- What were the strengths, weakness, opportunities and threats in the planning and operationalisation of the Delivery as One frameworks and plans? What lessons should the UNS and Government draw from that experience to guide future operations?

Promotion of UN values:

- To what extent has UNDAF supported national efforts in the achievement of national development priorities and the MDGs?
- To what extent has the UNDAF programme addressed cross-cutting issues, such as social and gender equity, as well as the needs of vulnerable and disadvantaged groups?

4. Methodology and approach

It is expected that the MTR will use an appropriate range of data collection and analytical methods to come up with findings, conclusions and recommendations related to the questions mentioned above. The review exercise will be wide-ranging, consultative and participatory, entailing a combination of comprehensive desk reviews, interviews, 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 UNCT, PCG and M&E working group. A

validation workshop will be conducted with national stakeholders before the finalization 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 UNDAF direct and indirect partners. These stakeholders may include representatives from 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:

The M&E working group will mainly serve as liaison, it will coordinate the exercise and work closely with the consultancy team for the successful conduct of the MTR. UNCT and PCG will provide the consultants with any additional support they would need for the successful completion of the MTR.

In order to ensure a smooth review process and involvement of relevant stakeholders, the M&E working group will provide the following support to the MTR team:

- Provide relevant documents and materials for the review team
- Undertake stakeholder mapping of the main partners
- Liaise within UN agencies as well as with Implementing Partners and other stakeholders during the review on matters relating to the MTR
- Support consultant on field visit planning for field consultation.

Logistical support to the MTR team would be provided by the RCO/UNDP.

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 on the draft report, among others issues.

The composition of the MTR Reference Group

- Office of the President (OP).
- Three Government Pillar Heads.
- Three UN Pillar heads.
- M&E Working Group of the UN.
- One Civil Society representative.
- Any other relevant stakeholders.

6. MTR process

The review will unfold in three phases, each of which will include several steps.

a) Design phase

- Document and desk review (review of all relevant documents regarding the UNDAF 2012 - 2016)
- Stakeholders mapping (a mapping of stakeholders relevant to the UNDAF. 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 (UNDAF Result Matrix with M&E Calendar).
- Finalization of methodology and approach of the review
- Finalization of the list of evaluation questions.
- Development of data collection and analysis strategy as well as concrete work plan for the field data collection phase

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

b) Field phase

After the design phase, the consultants will undertake an in-country mission to collect and analyze data required in order to answer the final MTR questions consolidated during the design phase. At the end of the field visits, the MTR team will provide the UNCT with a 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 visits and prepare a first draft of the MTR report, taking into account comments made by the UNCT 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 an In-country validation workshop, which should be attended by the key stakeholders including the UN, government representative, civil society organization, development partners, etc. The MTR report will be finalized shortly after the seminar, taking into account comments made by the participants of the validation workshop.

7. MTR Team Composition and Required Competencies :

The MTR team will be composed an international consultant and three national consultants who are specialists in the following sectors- 1. Poverty and Social Protection, 2. Basic Social Service and 3. Governance and Human Rights.

a) Team Leader (International):

The International Consultant has overall responsibility for the MTR as Team Leader and will be responsible for producing the 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 UNDAF thematic areas: Poverty and Social Protection, Basic Social Service and Governance and Human Rights. The Team Leader will provide guidance, technical support and oversight to the MTR process, especially in ensuring adherence to agreed 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 UNDAF.

Qualification and competency required for Team Leader (International)

- 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 & Social Protection; Basic Social Service; and Governance and Human Rights is required.
- Significant knowledge and extensive experience of complex MTRs/evaluations (UNDAF) in the field of development aid for UN agencies and/or other international organizations, particularly in developing countries.
- Strong analytical and research skills with sufficient understanding of survey design, quantitative/qualitative methods and data analysis.
- Familiarity with UN MTR/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 Gambia are strongly preferred.

b) Team Specialists (National): S/he will be a consultant who can provide support to the Team Leader and provide expertise on any one of poverty reduction issue or basic social service sectors; or governance and human rights issues for the review. S/he as a national will guide the lead consultant in contextualizing the review findings. 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, draft reports and the final MTR report as may be assigned by the lead consultant.

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 any expertise on any one of Poverty Reduction and Social Protection; Basic Social Service sectors; and Governance and Human Rights sector is required.
- Significant knowledge and extensive experience of complex MTRs/evaluations in the field of development aid for UN agencies (UNDAF) and/or other international organizations in developing countries.
- Strong analytical and research skills with sufficient understanding of survey design, quantitative/qualitative methods and data analysis.
- Familiarity with UN MTR/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 UNDAF 2012 - 2016 Mid-Term Review will be the following:

1. Inception report with the content mentioned in the annex 2a (to be submitted within a week of signing the MTR contract).
2. 1st and 2nd draft (after in-cooperating comments of reference groups) MTR reports of UNDAF 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 UNDAF 2012 - 2016 after incorporation of comments during the validation.

9. Milestones for payment.

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

- Upon contract signed: 15%
- Upon satisfactory submission of the inception report: 20%
- Upon satisfactory completion of the second draft report: 50%
- Upon satisfactory completion of the final MTR report: 15%

UNDP will pay the consultancy fees as agreed with the consultants. Daily Subsistence Allowance (DSA) will be paid per nights spent at the place of the mission, following the UN DSA Standard rates for the country. Travel costs will be settled separately from the consultancy fees.

10. Work plan and indicative timeline

It is planned that the MTR starts by August 18, 2014 and continues for a maximum period of 40 days, but no later than September 30, 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:

SN	Activities	Timeline	Responsible party
1	Recruitment and contract of the consultants	12 th August 2014	UNDP and Consultant
2	Commencement of the consultancy work	18 th August 2014	Consultants
3.	Annotated outline of the report	20 th August 2014	Consultants
4..	Design and submission of inception report.	25 th August 2014	Consultants
5	Submission of draft Report	12 th September 2014	Consultants
6	Validation Process – Circulation of report for comments and validation workshop	22 th September 2014	PCG/M&E group/Consultants
7.	In-cooperating the comments and submission of final UNDAF MTR report	26th September 2014	Consultants

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

- Programme for Accelerated Growth and Employment (PAGE) 2012 – 2015
- UNDAF 2012-2016
- Country Programme Documents 2012 -2016
- CPAP 2012 – 2016 Documents for all UN agencies
- UNDAF M&E Calendar
- Annual Progress Report of all agencies
- Integrated Household Survey Report
- Demographic Health Survey Report
- 2013 Population and Housing Census Reports
- UNDAF Annual Reports
- List of implementing partners and project intervention areas
- UN High Level Report on Delivering as One

Annex 2: Outlines for Inception and Final reports

a) Outline of Inception Report for UNDAF MTR

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: UNDAF strategic response and programme

- UNDAF Strategic Response

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 Final UNDAF MTR Report*

Title page

Table of Contents

Acknowledgements

- Identify those who contributed to the MTR

List of abbreviations and acronyms

Executive summary

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

Introduction

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

Scope and Objectives of MTR

- Evaluation Scope
- Objective
- Criteria
- Questions

MTR Method 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.
- Identify emerging development challenges that require intervention through the UNDAF.
- Explain suggested changes to UNDAF result matrix and annex to the report the details of these suggested changes in the UNDAF both in terms of the baseline indicators and the set targets.

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 documents reviewed
- Results Framework
- Short biographies of the evaluators and team composition
- Code of conduct signed by evaluators.