



UNITED NATIONS • NAÇÕES UNIDAS

MOÇAMBIQUE

TERMS OF REFERENCE

UNDAF MOZAMBIQUE STRATEGIC REFLECTION AND MID TERM REVIEW

The United Nations Development Assistance Framework for Mozambique (UNDAF) 2012 – 2015 is the expression of the UN in Mozambique to support the Government in its final stretch towards the MDG timeframe of 2015. It is the second UNDAF developed under the UN Delivering as One (DaO) pilot in Mozambique but the first one applying One UN programme and One Management Structure. The framework combines the efforts of the 22 UN agencies active in the country to provide focused, effective and efficient support to the Government of Mozambique. Guided by human rights instruments, the MDGs and the internationally agreed Development Goals (IADG), the UNDAF 2012-2015 strives for “Reduced poverty and disparities to improve the lives of the most vulnerable people in Mozambique by 2015” as its overall goal in support of national priorities outlined in the Government’s National Action Plan for Poverty Reduction, the PARP 2011-2014, as well as national sector policies.

This overarching goal is informed by three guiding principles that ensure that UN interventions in support of the government: i) culturally responsive, gender sensitive and human rights based approaches focusing particularly on women and children; ii) interweaving of HIV and AIDS issues throughout all UNDAF result areas; and iii) are substantiated by the promotion of evidence based policies and strategies for equitable and sustainable development.

The UNDAF results are organized around three focus areas:

- *The Economic area* aims at tackling the economic disparities through a concentration on the rural poor, especially women and youth, improving their productive capacities, income and livelihoods, and reducing vulnerability to natural disasters.
- *The Social area* aims at reducing inequality of access to services for vulnerable groups, especially women and children. Adopting the human rights based approach, the UN’s activities focus on improving the capacity of duty bearers to provide services, and on empowering rights holders, especially vulnerable people, to access and use social services for improved health, education, water and sanitation and social protection.
- Within the *Governance area*, the UN concentrates, first, on deepening democracy and increasing public accountability through both strengthening the democratic and justice institutions of government and strengthening the capacity of vulnerable populations through civil society organizations and the private sector to participate effectively in policy formulation

and protect their rights. Second, the UN focuses on improving governance at the local level, both strengthening government local institutions and ensuring better engagement and participation by local populations in their own development. The UNDAF is complemented by an UNDAF Action Plan (UNDAP) which operationalizes the UNDAF and explains how the UNDAF is to be implemented. The UNDAF action plan forms the basis for UN programming in the 2012 – 2015 cycle and constitutes the *One programme* .

The deepening and cementing of the UN Delivering as One reform are an integral part of the UNDAF management plan. Building on the original pillars of the One programme, One budgetary framework, One leader, One office and Common Services, and One Communication strategy remains central to the reform, the UNCT has since 2012 agreed to advance the reform agenda to focus on the three 'Rs' Relevance, Results delivery and Resource utilization. A key delivery of this reform is a new joint organizational structure, Development Results Groups (DRGs) and Joint Teams (JTs), which clusters programme staff across all agencies of the UN around outcomes and focus areas of the UNDAF under the leadership of one head of agency. The purpose has been to optimize the use of UN's technical resources, strengthen UN's programme portfolio, relevance and effectiveness.

Having reached the mid-point of the UNDAF, though not a mandatory requirement, the UNCT has decided that a midterm review, in form of a light, informative and forward-looking Strategic Reflection should be conducted. The Strategic Reflection, which emphasizes substantive relevance in relation to alignment with national priorities and emerging issues, and effectiveness in terms of optimizing joint delivery, intends to inform both prioritizations during the remaining UNDAF implementation period while also contributing to inform the strategic directions for the next UNDAF.

Objectives of the Strategic Reflection

The Strategic reflection exercise will serve three main objectives:

- a) To assess the overall relevance of the current UNDAF versus national priorities and emerging issues and from that basis identify priorities in programme implementation for the remaining time
- b) To provide an overview of key progress, opportunities and challenges in UNDAF implementation, with a focus on optimizing of effectiveness of results through joint delivery
- c) To provide a basis for the strategic direction in the design of the next UNDAF

The overall purposes respond to the key questions –

- Are we doing the right things?
and
- Are we doing things right?

Results Expected:

1. A review of the strategic focus and **relevance** of the UNDAF in relation to the evolving national context and priorities.
2. A summary overview of the **effectiveness** of UNDAF progress made versus expected key results with a focus on effectiveness in joint delivery
3. **Recommendations** for i) immediate consideration on how to improve and optimize relevance of the UNDAF and effectiveness of delivery, and ii) planning for the next UNDAF, scheduled to commence in 2016.

Scope of the Consultancy

In this context, the following tasks will be carried out by the consultancy team

Major duties and responsibilities

1. Preparation and development of a detailed inception report and workplan
2. Rapid desk review of context, of UNDAF 2012-2015 and of relevant documents and studies, surveys and evaluations to gather a synopsis of changes and situational changes affecting overall development in the country
3. Analysis of relevance of programme and strategic directions to the situational context
4. Assessment of effectiveness of UNDAF progress versus expected UNDAF outcomes, identifying key opportunities and challenges
5. Assessment of effectiveness of UNDAF joint delivery structures to achieve results
6. Individual and group interviews, as deemed necessary in approved workplan to validate recommendations and analysis
7. Submit draft report to the UNCT
8. Facilitation of a UN Strategic Reflection workshop to discuss the draft and recommendations and way forward
9. Synthesize main conclusions and recommendations in the final report

Methodology and overview of activities

It is envisioned that the Strategic Reflection exercise will use a mix of document/desk reviews and stakeholder consultations. Interviews/focus group discussions are to be held with UNCT members, Chairs of DRGs and JTs, sub-group conveners, the UN M&E Reference group and selected programme specialists. Consultations are also expected to take place with a selected number of national Government counterparts. A detailed list of interviewees will be developed and discussed together with the Strategic Reflection Team.

The following activities are expected:

1. Present and discuss an Inception Report and workplan with the Strategic Reflection Team via the Resident Co-coordinator's office. This report should include, but not be limited to:
 - Interpretation of the Terms of Reference
 - Detailed Work Plan Schedule
 - Detailed Methodology

2. **Result 1: Context/relevance – *Are we doing the right things?***
 - Desk review of key recent documents outlining the national context, and changes since the inception of the 2012 – 2015 UNDAF
 - Review of UNDAF expected strategic results and progress, through document review and key informant interviews
 - Analysis of relevance of strategic focus in light of current contextual realities.

Key questions:

- Is the UNDAF adequately aligned to current government priorities?
- Is the UN effectively responding to the national development context?
- Is the UN maximizing its comparative advantages taking into account the national development context?
- Has the UN recognized and effectively responded to urgent and emerging priorities which were not originally in the UNDAF?
- Is there a potential for positive impact from UN action in human rights and development by 2015?
- What should key priorities for action be, to amplify UN impact?

3. **Result 2: Effectiveness of UNDAF delivery – *Are we doing this right?***

Departing from the, UNDAF and UNDAP of the UN Mozambique, SoPs for the Delivering as One Reform and relative, mandatory requirements of the UN Quadrennial Comprehensive Policy Review (QCPR) and the management and operational structures agreed between the Government of Mozambique and the UN in the UNDAF/UNDAP, the consultants will conduct through desk reviews interviews:

- A review progress made versus expected UNDAF outcomes
- An analysis of key opportunities and challenges in UNDAF progress towards results
- An analysis of opportunities in optimizing of effectiveness of results through joint delivery structures
- An analysis of effectiveness in terms of organizational alignment with national government structures

Key questions:

- What progress has been seen made towards UNDAF Outcomes?

- What are the main factors that have contributed to the progress or non-progress in relation to results?
- In which ways can the agreed DRG /JT and other common WG structures be used for optimization of UN's result delivery under the current UNDAF? Which are the key impediments for effectiveness in delivery?
- How can the UN Mozambique increase effectiveness through these structures for, a strengthened joint policy positioning and an enhanced response to multisectoral issues?
- Are we coordinating well with government planning and structures? '
- How can this alignment be optimized?

4. **Result 3: Recommendations and way forward**

Deliverables

1. An inception report with a suggested workplan and detailed methodology
2. A draft review report on relevance, UNDAF implementation progress and effectiveness of joint delivery
3. Facilitation of a Strategic Reflection workshop
4. A final report based on recommendations from the workshop

The key deliverable will be the final report (maximum of 25 pages excluding annexes) for dissemination to the UNCT, relevant stakeholders and the Government of Mozambique.

The final report should include:

- An Executive Summary
- An Introduction
- A Reflection on the main findings which considers: (a) the results of the review, and (b) the main points of attention and action listed at the workshop conducted with Heads of UN Agencies, during the UNCT retreat in May 2014;
- A Conclusion
- Recommendations identifying issues and opportunities to consider in preparing for the next UNDAF
- Relevant annexes including a list of documents reviewed, list of interviewees etc.

Reporting, duration of work and duty station

The consultancy team will be guided by the UNCT Strategic Reflection team. The daily supervision will be conducted by the RCO Coordination Specialist. The consultancy is expected to take place over approximately 30 working days during the period 5 May 2014 to 4 June 2014.

The duty station will be Maputo, Mozambique, with the possibility of occasional visits outside of the capital.

Consultancy requirements and application procedure

The assignment will be carried out by a team of two (2) consultants. The Team Leader will be in charge of the satisfactory completion of the assignment. The Team Member will work under the guidance of the Team Leader and focus mainly on the review of the economic and social components of the UNDAF. Nevertheless, activities and tasks are expected to be performed in a coordinated way and reports and outputs mentioned in these ToRs are all joint reports prepared by the Team of consultants.

The Team Leader will have the following profile:

I. Academic Qualifications:

- Advanced university degree (PhD, masters and equivalent) in development studies, economics, international relations, or related field.

II. Years of experience:

- 10 years of relevant international professional experience, including previous substantive involvement in evaluations and/or reviews and strategic planning exercises in a leadership position.

III. Competencies:

- Excellent knowledge of the UN system and UN common country programming, UNDAF processes and Millennium Development Goals.
- Relevant experience and knowledge of the UN Reform and Delivering as One agenda. Specific experience of the so called pilot countries is considered a strong asset.
- Specialized experience and/or methodological/technical knowledge, including some specific data collection and analytical skills, particularly in the following areas: Results Based Management (RBM) principles; logic modelling/logical framework analysis; quantitative and qualitative data collection and analysis; participatory approaches; organizational effectiveness.
- Experience must primarily relate to management of complex national level M&E frameworks and/or strategic plans involving multiple stakeholders;
- Ample understanding of the Human Rights-Based Approach, Gender and Participatory processes
- Excellent written and spoken English. Portuguese is a strong asset.
- Excellent knowledge of the region. Experience in Mozambique is an asset.
- Excellent report writing skills as well as communication, facilitation and interviewing skills.

- Substantive background in the Governance area, namely in democratic processes, justice, civil society, participation, human rights, media. Experience in social and/or economic areas are strong assets.

The Team Member will have the following profile:

I. Academic Qualifications:

- Advanced university degree (PhD, masters and equivalent) in development studies, economics, social sciences, or related field.

II. Years of experience:

- 5 years of relevant national or international professional experience, including previous substantive involvement in evaluations and/or reviews and strategic planning exercises.

III. Competencies:

- Excellent knowledge of the development context in Mozambique and strong understanding of the UN system and UN common country programming processes, the UNDAF processes and the status of the Millennium Development Goals.
- Specialized experience and/or methodological/technical knowledge, including some specific data collection and analytical skills, particularly in the following areas: Results Based Management (RBM) principles; logic modelling/logical framework analysis; quantitative and qualitative data collection and analysis; participatory approaches.
- Excellent written and spoken Portuguese and very good communication skills in English.
- Excellent report writing skills as well as organizational, communication and interviewing skills.
- Substantive background in the Economic (i.e. food security, employment, environment and climate change) and Social (i.e. water and sanitation, social protection, health, nutrition, HIV/AIDS and education) areas.

Instructions for applicants

Responses to this request for proposal should comprise the following separate components:

1. Technical proposal. The proposal shall include:
 - a letter of interest, explaining why you consider you and your national counterparts suitable for the assignment
 - Personal CVs and UN P11 forms highlighting past experiences in similar projects and work references
 - A brief description of a suggested methodological approach to the assignment

2. Financial proposal

The applicant is requested to submit suggestion of costs per output. The following table describes the assignment timeline:

Activities	Output	Timeline
Briefing meeting	Inception report and workplan	June 9, 2014
Desk review (documents list) with data analysis	Draft report	June 27, 2014
Workshop	Draft report reviewed and commented	July 4, 2014
Closing meeting	Final report	July 9, 2014

Incomplete submissions will not be considered. Please note that only consulting teams are eligible to apply.

Selection criteria

Cumulative analysis

The assessment of the proposals for each position will be made using a combined methodology (technical offer and financial offer). The award of the contract will be made to the proposals evaluated and determined as:

- Responsive/compliant/acceptable, and
- Having received the highest score out of a pre-determined set of weighted technical and financial criteria specific to the solicitation.

* Technical Criteria weight- 70%

* Financial Criteria weight- 30%

The Team Leader will be assessed against the following criteria:

Criteria	Weight	Max. Point
I. Technical	70%	100 points total
1.1. Eligibility Criteria		(20 points in total)
<i>Advanced university degree (PhD, masters and equivalent) in development studies, economics, international relations, or related field.</i>		4 points
<i>10 Years of Relevant Experience in management of complex national level M&E frameworks and/or strategic plans involving multiple stakeholders and ample understanding of the Human Rights Based Approach, Gender and Participatory processes, including in a leadership position.</i>		5 points
<i>Excellent knowledge of the UN system and UN common country programming, UNDAF processes and Millennium Development Goals, including relevant experience and knowledge of the UN Reform and Delivering as One agenda. Specific experience of the so called pilot countries is considered a strong asset.</i>		5 points
<i>Excellent written and spoken English. Portuguese is a strong asset. Experience in the region. Experience in Mozambique is an asset.</i>		3 points
<i>Experience in managing, evaluating Governance sector programmes</i>		3 points
1.2. Technical Evaluation Criteria		(50 points in total)

<i>The technical proposal shows a good understanding of the ToRs and required work. It clearly defines the steps to be undertaken to achieve each output and a clear chronogram of the activities.</i>		20 points
<i>The technical proposal identifies individuals/focus groups to be interviewed and explains the methodology that will be used to organize and facilitate the workshop.</i>		15 points
<i>The technical proposal shows excellent understanding of Mozambique context and challenges.</i>		15 points
1.3. Interview		(30 points in total)
Financial	30%	

The Team Member skills and proposal will be assessed against the following criteria:

Criteria	Weight	Max. Point
1. Technical	70%	100 points total
1.1. Eligibility Criteria		(20 points in total)
<i>Advanced university degree (PhD, masters and equivalent) in development studies, economics, social sciences, or related field.</i>		4 points
<i>5 years of relevant national or international professional experience, including previous substantive involvement in evaluations and/or reviews and strategic planning exercises (data collection and analysis, Results-Based Management (RBM) principles; logic modelling/logical framework analysis; quantitative and qualitative data collection and analysis; participatory approaches.</i>		5 points
<i>Excellent knowledge of the development context in Mozambique and strong understanding of the UN system and UN common country programming processes, the UNDAF processes and the status of the Millennium Development Goals.</i>		5 points
<i>Excellent written and spoken Portuguese and very good communication skills in English</i>		3 points
<i>Experience in managing, evaluating Economic and Social sector Programmes</i>		3 points
1.2. Technical Evaluation Criteria		(50 points in total)
<i>The technical proposal shows a good understanding of the ToRs and required work. It clearly defines the steps to be undertaken to achieve each output and a clear chronogram of the activities.</i>		20 points
<i>The technical proposal identifies individuals/focus groups to be interviewed in the relevant areas (economic and social) and explains the methodology that will be used to assess the relevance and effectiveness of UN intervention in the Economic and Social areas.</i>		15 points
<i>The technical proposal shows excellent understanding of Mozambique context and challenges.</i>		15 points
1.3. Interview		(30 points in total)
Financial	30%	

Annex

List of relevant documents

Government specific

1. PARPA III – Action Plan for the Reduction of Absolute Poverty ;
2. Plano Quinquenal 2010-2015
3. PESS Saude 2014-2019

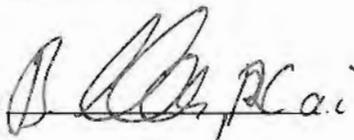
Complete list to be developed

United Nations specific

1. UNDAF 2012-2015,
2. UNDAF 2012-2015
3. Operational Plan of the UN System in Mozambique

4. Common Budgetary Framework (cumulative)
 5. UNDAF fund allocation
 6. UNDAF management plan
 7. All Joint Programmes Project Documents
 8. The ONE UN Fund Annual Progress Reports
 9. UNDAF Annual Reports and matrices
 10. UNICEF situational analysis and mid-term review 2013
 11. WHO programme review
 12. SOP for Delivering as One Countries (UNDG 2013)
 13. QCPR 2013
 14. Resident Coordinator's Annual Report 2012, 2013
 14. Report on the national consultations on the Post 2015 agenda
 15. Report from the staff survey on perceptions and experiences of DRGs and JTs
 16. Report from DRG expanded meeting 2013
- Complete list to be developed based on agency input***

Signature and Approval of ToR:

Name and title 

Date: 21 / 1 / 4 / 2014