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**DETAILED TERMS OF REFERENCE**

**FOR**

**International Consultancy for Team Leader to undertake the Mid Term Review of**

**UNDP SEYCHELLES COUNTRY PROGRAMME 2012-2016**

# Project Summary Table

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| PROJECT TITLE | Country Programme Document (CPD) 2012-2016 |
| COUNTRY | Seychelles |
| REGION | Africa |
| FOCAL AREAS | 1. MDGs and Poverty Reduction 2. Democratic Governance 3. Environment and Sustainable Development |
| DUTY STATION | Seychelles |
| EXPECTED DURARTION OF ASSIGNMENT | 15 Working days over 2.5 months |

# Background

The UNDP Country Programme Document (CPD) 2012-2016 was approved by the Executive Board in September 2011. It defines three outcomes, which represent the anticipated development change to be achieved after a five-year period, at the end of 2016. Seychelles did not adopt the CPAP and opted for preparation of Project Documents with Annual Work Plans derived from the CPD outcomes. The Project Documents is the main programming monitoring instruments, detailing outcomes, outputs, with measurable annual targets, baselines and indicators. The CPD has three programme components and three outcomes. The three programme components are: i) MDGs and Poverty Reduction; ii) Democratic Governance and iii) Environment and Sustainable Development.

Since the inception of the Country Programme, UNDP has conducted annual assessments of results through the ROAR (Results Oriented Annual Reports) against established CPD targets. Furthermore, several of the outputs (Projects) under the CPD underwent mid-term evaluations and one output conducted a terminal evaluation in 2013 (Governance). As a result of the review processes and in conjunction with national counterparts, annual targets and indicators at output level were revised and adjusted taking into account evolving national development priorities and context. December 2014 marked 3 years of implementation of the CPD - and the mid-point of the Country Programme now provides an opportunity to undertake a comprehensive review of UNDP contribution to development effectiveness.

**3. Purpose of the Review**

Consistent with UNDP policy guidance all outcomes to which UNDP is contributing through aligned activities and planned outputs must be monitored. The mid-term review is an opportunity to monitor the strategic course, relevance and effectiveness of the implementation of the country programme. The exercise allows UNDP to engage key stakeholders to discuss achievements, lessons learned and adjustments required in response to an evolving development landscape and changing national priorities. The exercise will allow UNDP to make any changes to the strategic direction of the country programme, as well as the allocation of resources, ensuring it is aligned to national priorities and responsive to national demand. It will also be used as a tool to guide programmatic planning

1. **Objective and Scope**

**Objective**

The objective of the mid-term review is to comprehensively assess the progress in achieving the results of the country programme, its relevance, efficiency and effectiveness of strategies in the light of the development priorities of Seychelles. Specifically the review will assess

1. The relevance and strategic positioning of UNDP support to Seychelles on Poverty Reduction and MDGs; Democratic Governance and Environment and Sustainable Development
2. The frameworks and strategies that UNDP has devised for its support on Poverty Reduction and MDGs; Democratic Governance and Environment and Sustainable Development, including partnership strategies, and whether they are well conceived for achieving the planned objectives.
3. The progress made towards achieving the 3 outcomes, through specific projects and advisory services, and including contributing factors and constraints.
4. The progress to date under these outcomes and what can be derived in terms of lessons learned for future UNDP support to Poverty Reduction and MDGs; Democratic Governance and Environment and Sustainable Development and Propose areas of re-positioning and re-focusing of the CPD within the current Seychelles’s development context, and in light of UNDP’s new strategic plan

**Scope**

The review will be conducted between from mid-April to 30th June 2015 with a view to enhancing current programmes while providing strategic direction and inputs to the next UNDP programme and UNDAF cycle schedule to start in 2015.

The review will undertake a comprehensive analysis 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.

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# Questions Guiding the Review

The review seeks to answer the following questions, focused around the evaluation criteria of relevance, effectiveness, efficiency, sustainability, strategic positioning and relevance and in the promotion of UN values.

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

* To what extent are the objectives of the programme still valid;
* Is the programme consistent with the national goals and the attainment of its objectives;
* Has the project been appropriately responsive to political, legal, economic, institutional, etc., changes in the country;
* To what extent is UNDP’s engagement in Poverty Reduction and MDGs; Democratic Governance; Environment and Sustainable support a reflection of strategic considerations, including UNDP’s role in the particular development context in Seychelles and its comparative advantage vis-a-vis other partners;
* To what extent has UNDP’s selected method of delivery been appropriate to the development context;
* Has UNDP been influential in national debates on Poverty Reduction and MDGs; Democratic Governance; Environment and Sustainable Development issues and has it influenced national policies or legal reforms;
* To what extent have UN reforms influenced the relevance of UNDP support to Seychelles especially in these 3 sectors;

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

To what extent has the CPD is being able to deliver against its outcomes and planned results;

* In which areas does the project have the greatest achievements- Why and what have been the supporting factors and how can the project build on or expand these achievements;
* In which areas does the project have the least achievements- What have been the constraining factors and why? How can they be overcome;
* What, if any, alternative strategies would have been more effective in achieving the project’s objectives;
* Has the project made strategic use of coordination and collaboration with other national institutions and with other donors in the country/region to increase its effectiveness and impact;
* 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 been structured and how has the surrounding structure in which the CPD 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 can the effectiveness of support to the CPD be strengthened going forward?

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

* Has the implementation strategy and execution been efficient and cost effective;
* Has there been an economical use of financial and human resources;
* Have resources (funds, human resources, time, expertise, etc.) been allocated strategically to achieve outcomes;
* What/How is the quality of expertise provided to the partner government institutions?
* Have resources been used efficiently and as planned;
* Have activities supporting the strategy been cost-effective? If not, why?? In general, do the results achieved justify the costs and could the same results be attained with fewer resources;
* Were the results delivered in a reasonable proportion to the operational and other costs;
* Have project funds and activities been delivered in a timely manner;
* How has the steering or advisory committee contributed to the success of the project;
* Does programme/project governance facilitate good results and efficient delivery? Is there a clear understanding of the roles and responsibilities by all parties involved;
* Are the monitoring and evaluation systems in place helping to ensure effective and efficient programme/project management?

### Sustainability

* Will the outputs delivered so far by the programme be sustained by national capacities? If not why;
* Has the programme/outputs generated the buy- in and credibility needed for sustained impact;
* Do the UNDP interventions have well designed and well planned exit strategies;
* What could be done to strengthen exit strategies and sustainability;
* What changes if any should be made in the current partnership (s) in order to promote long term sustainability?

**Strategic relevance and responsiveness:**

* 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;
* 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;
* Has the partnership strategies been appropriate and effective;
* To what extent has UNDP coordinated its operational activities with other development partners and stakeholders;
* Are there current or potential overlaps with existing partners’ programme;
* Where resource mobilisation efforts made to meet programme requirements
* How have partnerships affected the progress towards achieving the outputs and outcomes?

**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.

1. **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 but not limited to a combination of comprehensive desk reviews, interview, focus groups and field visits as appropriate.. While interviews are a key instrument, all analysis must be based on observed facts to ensure that the review is sound and objective. On the basis of the foregoing, the consultants will elaborate on the method and approach in a manner commensurate with the assignment at hand and reflect this in the inception report; which will subsequently be approved in consultation with key stakeholders.

* **Validation Mechanism**: 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 tolls, the validation of data will be sought through regular exchanges with the UNDP CO programme staff as well as with Implementing Partners. A validation seminar is planned to be conducted with national partners before the actual completion of the MTR;
* **Stakeholder 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.

1. **Management and Conduct of the MTR**

UNDP CO and UNDP in Seychelles will help the team for liaison, coordination and any other kind of support to conduct and complete the review. The UNDP Programme Manager for Seychelles will be the focal person for the review exercise. In order to ensure a smooth review process and involvement of relevant stakeholders, the UNDP Seychelles will provide the necessary support including:

* Compilation of documents and background materials for the review team
* Stakeholder mapping of the main partners
* List of Atlas projects
* Preliminary Itinerary of field visit/meetings and appointments
* Preliminary list of stakeholders to be consulted during the MTR
* 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 units for other logistical support along the process.

The **MTR Reference Team** will be set up **by** **UNDP** 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 subsequent draft reports, among others.

The Reference Group will comprise of representatives from

* + Ministry of Environment, Energy and Climate Change (MEECC)
  + Ministry of Finance , Trade and Blue Economy (MoFTBE)
  + Ministry of Foreign Affairs and Transport (MoFAT)
  + UNDP Country Office
  + Ministry of Social Affairs, Youth and Community Development (MoSAYCD)
  + Agency for Social Protection
  + National Statistics Bureau
  + UNDP/GEF/GOS Programme Coordinating Unit
  + UNRC Focal Point (Seychelles)
  + UN Agencies (WHO representative)
  + Representative from CEPS (Citizens Engagement Platform of Seychelles (CEPS)
  + Representative of European Union in Seychelles
  + Ministry of Natural Resources

1. **MTR Process**

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

1. **Design phase**

* Document and desk review (review of all relevant documents (project documents and reports regarding the CPD 2012 -2016);
* Stakeholder mapping (a mapping of stakeholders relevant to the CPD. The mapping exercise will include government and civil society stakeholders and will indicate the relationships between different sets of stakeholders) ;
* Analysis of the Results and Resources Framework (Result Resource Matrix and 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 and the **Timeline** to complete the MTR.

1. **Field phase**

After the design phase, the evaluation team will undertake an in-country mission of **12 working days** 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.

1. **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 and 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 in country at 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 validation seminar, taking into account comments made by the participants.

1. **MTR Team Composition- Team Leader**

The team will be composed from 2 consultants- the Team Leader and the Team Specialist (national). 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.

The 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 recommendations and any changes to the current CPD and as well as lessons learned for future programming.

1. **Qualifications and competencies 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;
* SIDS experience and familiarity with the region and the country is a bonus;

1. **Duration of contract**

Duration of contract is set at 20 working days for the Team Leader spread over 2.5 months. Workdays will be distributed between the date of contract signature and final approval. 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 UN DSA rate applicable.

1. **Payment Schedule**

* 20% payable upon submission of proposed methodology/work plan and Inception Report (20 April)
* 40% upon submission of First Draft MTR Report (15th May 2015)
* 40% upon satisfactory completion of assignment and endorsement of MTR by UNDP CO no later than 20th June 2015

1. **Proposed Workplan and Indicative Timeline**

It is planned that the MTR starts in mid-April 2015, and shall expire on the satisfactory completion of the services of the services described above by 30th June 2015.

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:

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| TIMELINE | ACTIVITY |
| March 15th 2015- 30th March 2015 | Recruitment (Advert on UN Jobs website) |
| March 26TH 2015– April 01st 2015 | Finalization and Selection of Candidates |
| April 10th 2015- April 15th 2015 | Contract Signature and Desk Review |
| April 20th – May 10th 2015 | In country Mission (including Inception W/shop and presentation of findings) |
| May 15th 2015- 25th May 2015 | Submission of Draft report and comments from stakeholders |
| May 25th2015- June 20th 2015 | Final Submission of Report |

# Application process

Applicants are requested to apply online <http://jobs.undp.org>. Individual consultants are invited to submit applications & below requirements.

**1.** Duly accomplished **Letter of Confirmation of Interest and Availability** using the template provided by UNDP;

2. **Personal CV and P11 (both)**, indicating all past experience from similar projects, as well as the contact details (email and telephone number) of the Candidate and at least three (3) professional references. C**andidates not submitting P11 will not be considered.**

3. **Brief description** of why the individual considers him/herself as the most suitable for the assignment, and a methodology, **if applicable**, on how they will approach and complete the assignment;

4. **Financial Proposal** supported by a breakdown of costs, as per template provided.

All Applicants will be requested to submit a price offer indicating their proposed daily fee rate for the assignment, based against the above stipulated evaluation schedule. Following UNDP procurement rules, both technical competence (70%) and the consultant daily fee rate (30%) will be taken into account in the selection process. Qualified women and members of social minorities are strongly encouraged to apply.

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| **Educational Qualifications**  Higher Degree in Economics, Social or Political Sciences or related fields | **Content Knowledge**  Must have experience in MDGs, Environment and Developmental aspects of the country. SIDS experience a plus | **Evaluation Experience**  Must have prior evaluation experience with UN or similar agencies | **Background**  Public Management experience background is preferred with demonstrated ability to work in a diverse environment | **Report writing Skills**  Report writing skills | **Proficiency in English.**  Fluency in English is required.  French or Creole would be an Advantage | Total |
| 15 MARKS | 30 MARKS | 25 MARKS | 20 MARKS | 5 MARKS | 5 MARKS | 100 MARKS |

DEADLINE FOR APPLICATIONS IS 30th March 2015.

**This TOR is approved by**: [*indicate name of Approving Manager*]

Signature Roland Alcindor

Name and Designation  PROGRAMME MANAGER

Date of Signing 10 March 2015