

Terms of Reference

Country Programme Action Plan (CPAP) Mid-term Evaluation

Draft 0

Background and Programming Context

Since the dawn of democracy in 1994, South Africa has made significant strides in promoting democratic governance, economic growth and social development. It has established a solid foundation for democratic governance with one of the most progressive Constitutions in the world, and it has an active and highly dynamic civil society. Despite the laudable efforts, poverty and unemployment, HIV/AIDS pandemic, institutional and human resources capacity development, and social and physical infrastructural development continue to pose a major challenge to the country. In fact, the key challenge has been to reduce inequality in all forms of its manifestation. In order to achieve this goal: (i) Various innovative policies, strategies, and programs have been formulated by government and are under implementation; and (ii) New institutions have been set up while existing ones have been recalibrated and strengthened.

UNDP has developed its 2013 – 2017 Country Programme Document (CPD) and Country Programme Action Plan (CPAP) within the context of the key national development policy documents, including the National Development Plan: Vision for 2030; the Medium-Term Strategic Framework 2009-2014; and the New Growth Path; and also in response to the recommendations of the United Nations Joint Evaluation Report on the UN in South Africa, the Partnership Framework Agreement between UNDP and the Government of South Africa. Consultations with a broad range of stakeholders including government departments, research institutes, civil society and national non-governmental organisations have also informed the programme.

The UNDP country programme is also firmly anchored in the UN Strategic Cooperation Framework (SCF) 2013-2017 which is also responsive to the key national development policy documents. The SCF overarching aim is to consolidate the UN response to the national development priorities and outcomes through four main priority areas: (i) Inclusive growth and decent work; (ii) environmentally sustainable development; (iii) Enhancing human capabilities; and (iv) governance and participation.

UNDP South Africa is seeking for the services of a qualified and experienced service provider/consultant to assist with the mid-term evaluation of its 2013 – 2017 Country Programme Document and Country Programme Action Plan (CPAP). The purpose and scope of the evaluation have been outline in details below.

2. Purpose of the Evaluation

This evaluation is being undertaken to evaluate the efficiency and effectiveness of the implementation of our 2013 – 2017 Country Programme Document (CPD) and Country Programme Action Plan (CPAP) in South Africa. The country office is currently implementing the new programme which started from 2013 to end in 2017 which is due for mid-term evaluation. The findings, conclusions, good practices, lessons

learned, and recommendations of this evaluation will be used by UNDP to improve its development partnership support services to the Government of South Africa to achieve its national development aspirations. The financial and technical resources of this evaluation have been budgeted by the project.

3. Evaluation scope

The scope of the evaluation will include assessing the mid-term results of 4 programme components as outlined in our Country Programme Action Plan (CPAP):

i. Enhancing Inclusive Growth

Under this programme area, UNDP has been supporting the government of South Africa in its efforts to address triple challenge of poverty, inequality and unemployment, especially among youth, women and those living in rural areas. In collaboration with Government, UNDP is implementing four key areas to: (i) support policy dialogue on mechanisms to address the challenges highlighted above (ii) engage the private sector to enhance supplier development programme (SDP) and innovative programmes to help match skills including e-skills (ICT) with employment opportunities, particularly among youth and women, (iii) build capacity of Government officials in implementing rural development and land reform policies, and (iv) strengthen social protection mechanisms . This evaluation is envisaged to assess UNDP's contribution to Government's efforts on reducing poverty, inequality and enhancing inclusive growth.

ii. Climate Change and Greening South Africa income

The effects of climate change are posing major threats to the ecosystem and natural resources in South Africa, affecting various sectors and areas where the poor and most vulnerable often earn their livelihoods (i.e., fishing, agriculture, forestry and biodiversity). As a rapidly industrializing country with a rich endowment of natural resources, South Africa's energy use is derived almost entirely from fossil fuels. UNDP has been supporting the Government to achieve its national priorities to green the economy in two key areas (i) Promoting sustainable energy for all through policy advisory services on climate-resilient development strategies, institutional strengthening, and enhancing access to renewable energy technologies; and (ii) Enhancing biodiversity management through policy advisory services on protected area management and employment generation opportunities for improved livelihoods, with particular emphasis on women and youth. These efforts will contribute to stabilizing and reducing carbon emissions and adapting to climate change, thereby contributing to the overall goal of greening the South African economy. Under this programme area, various mid and end of project evaluations were conducted to assess their contribution to Government's efforts of achieving its national priorities to green the economy.

iii. Service delivery and Governance

The South Africa's public sector across all spheres of governance has been experiencing uneven public service delivery due to insufficient institutional capacities, and increasing corruption. To address this challenge, the government of South Africa has embarked on a comprehensive public sector reform. UNDP has been providing policy advisory services and targeted institutional interventions to strengthen government capacity to expand and improve equitable delivery of public

services, promote community participation, enhance oversight and accountability mechanisms of relevant institutions across national, provincial and municipal levels.

iv. South Africa's Regional and Global role

One of South Africa's national development outcomes is to create a better South Africa and contribute to a better Africa and a better world on a host of development issues. The achievement of this outcome will contribute to supporting South Africa's role in the regional and global arena to advocate for South-South cooperation, effective development cooperation and raising Africa's voice on development issues through expanding development exchanges, conducting sound analytical and policy work with a regional and global impact as well as organizing dialogues to inform the Post-2015 process among others as well as implement good practices on sustainable development, development in post-conflict and peace-building, in collaboration with government, respective research institutes, and UNDP Bureaus.

4. Objectives

Specifically this mid-term evaluation has the following objectives:

- (i) to analyse and evaluate the effectiveness of the results that the projects have been able to achieve against the objectives, targets and indicators stated in the project document;
- (ii) to assess the effectiveness of the work and processes undertaken in the projects as well as the performance of all the partners involved in the project implementation;
- (iii) to assess whether the programme is the appropriate solution to the identified problem(s);
- (iv) to determine the programme's relevance, and sustainability of results and benefits
- (v) to provide feedback and recommendations for subsequent decision making and necessary steps that need to be taken by the national stakeholders in order to ensure sustainability of the programme's outcomes/results;
- (vi) to reflect on how efficient the use of available resources has been;
- (vii) to document and provide feedback on lessons learned and best practices generated by the programme during their implementation;
- (viii) to identify unintended results that emerged during implementation (beyond what had initially been planned for);
- (ix) to identify other factors that contributed to the outcomes, if any; and
- (x) to identify key adaptations in response to unforeseen circumstances; and
- (xi) to ascertain whether UNDP's partnership strategy has been appropriate and effective.
- (xii) to assess sustainability of results and benefits

5. Evaluation questions

The following outcome evaluation questions have been defined to generate appropriate information about the effective implementation of the programmes and envisaged outcomes. The proposed questions would help to provide relevant information to make decisions, take action, and add to knowledge. These outcome evaluation questions include:

- Were inputs sufficient and used efficiently?
- Were stated outcomes or outputs achieved as planned?
- What progress toward the outcomes has been made?
- What factors have contributed to achieving or not achieving the intended outcomes?
- Are there unintended outputs or outcomes?
- To what extent has UNDP outputs and assistance contributed to national outcomes?
- Has the UNDP partnership strategy been appropriate and effective?
- What factors contributed to effectiveness or ineffectiveness?
- Are the interventions relevant, effective and can they sustained?

However, the evaluation team is expected to add and refine these questions in consultation with key stakeholders.

6. Methodology

An evaluation approach is indicated below, however, the evaluation team is responsible for revising the approach as necessary. Any changes should be in-line with international criteria and professional norms and standards (as adopted by the UN Evaluation Group). They must be also approved by UNDP before being applied by the evaluation team.

The evaluation must provide evidence-based information that is credible, reliable and useful. It must be easily understood by project partners and applicable to the remaining period of the project duration.

The methodology to be used by the evaluation team should be presented in the report in detail. It shall include information on:

- Documentation review (desk study) - the list of documents to be reviewed will be provided in advance by the Project Implementation Unit;
- Interviews will be held with the relevant organisations and individuals at minimum;
- Field visits;
- Questionnaires;
- Participatory techniques and other approaches for the collection and analysis of data.

The consultants should also provide **ratings** of Project achievements according to Project Review Criteria. Aspects of the Project to be rated are:

1	Implementation approach
2	Country ownership/drivers
3	Outcome/Achievement of objectives (meaning the extent to which the project's development objectives were achieved)
4	Stakeholder participation/public involvement
5	Sustainability
6	Replication approach
7	Cost-effectiveness
8	Contribution to human rights and gender equality
9	Monitoring and evaluation

The ratings to be used are:

HS	Highly Satisfactory
S	Satisfactory
MS	Marginally Satisfactory
MU	Marginally Unsatisfactory
U	Unsatisfactory
HU	Highly Unsatisfactory
NA	Not applicable

7. Evaluation products (deliverables)

The key evaluation products that the evaluation consultant is expected to produce should include:

- **Evaluation inception report** - An inception report will be prepared by the consultant before going into the full fledged evaluation exercise. It should detail the evaluator' understanding of what is to be evaluated and why, showing how each evaluation question will be answered by way of: proposed methods; proposed sources of data; and data collection procedures. The inception report should include a proposed schedule of tasks, activities and deliverables. The purpose of the inception report is to provide an opportunity to verify and share the same understanding about the evaluation and clarify any misunderstanding at the outset.
- **Draft evaluation report** - The programme unit and key stakeholders will review the draft evaluation report to ensure that the evaluation meets the required quality criteria.
- **Final evaluation report.**

- **Evaluation brief and other knowledge products** or participation in knowledge sharing events, if relevant.

8. Required competencies

The consultant selected should not have participated in the project preparation and/or implementation and should not have conflict of interest with project related activities. The evaluator shall have prior experience in evaluating similar projects. Former cooperation with UNDP is an advantage.

The selection of consultants will be aimed at maximising the overall “team” qualifications and competencies in the following areas:

- (i) At least Masters Degree, preferably in Development and Public Management, Public , Policy Analysis, or related fields in social science;
- (ii) Recent experience with result-based management evaluation methodologies;
- (iii) Experience applying participatory monitoring approaches;
- (iv) Experience applying SMART indicators and reconstructing or validating baseline scenarios;
- (v) Recent knowledge of the UNDP Monitoring and Evaluation Policy;
- (vi) Recent knowledge of UNDP’s results-based evaluation policies and procedures
- (vii) Demonstrable analytical skills;
- (viii) Work experience in relevant areas for at least 5 years;
- (ix) Experience with multilateral or bilateral supported capacity development projects;
- (x) Project evaluation experiences within United Nations system will be considered an asset;
- (xi) Excellent English communication skills (oral and written).

The consultant must be independent from both the policy-making process and the delivery and management of assistance. Therefore, a consultant who has had any direct involvement with the design or implementation of the project will not be considered. This may apply equally to evaluator who is associated with organisations, universities or entities that are, or have been, involved in the project policy-making process and/or delivery of the project. Any previous association with the project or other partners/stakeholders must be disclosed in the application.

If selected, failure to make the above disclosures will be considered just grounds for immediate contract termination, without recompense. In such circumstances, all notes, reports and other documentation produced by the evaluator will be retained by UNDP.

The evaluation will be conducted in accordance with the principles outlined in the UNEG ‘Ethical Guidelines for Evaluation:

- Independence
- Impartiality
- Transparency
- Disclosure
- Ethical
- Partnership
- Competencies and Capacities

- Credibility
- Utility

9. Evaluation ethics

The consultant must read to be familiar with the evaluation ethics and procedures of the UN System to safeguard the rights and confidentiality of information, for example: measures to ensure compliance with legal codes governing areas such as provisions to collect and report data, particularly permissions needed to interview or obtain information about children and young people; provisions to store and maintain security of collected information; and protocols to ensure anonymity and confidentiality.

10. Implementation arrangements

The principal responsibility for managing this evaluation lies with UNDP South Africa Country office. UNDP South Africa will contract the evaluator and ensure the timely provision of per diems and travel arrangements within the country for the consultant. UNDP will liaise with the consultant to set up stakeholder interviews, arrange field visits, coordinate with the Government, etc.

11. Timeframe, resources, logistical support and deadlines

The evaluation will be completed in a period of about 42 working days, from the date of commencement. The report shall be submitted to the UNDP South Africa Country Office.

Prior to approval of the final report, a draft version shall be circulated for comments to government counterparts, project team and UNDP South Africa. If any discrepancies have emerged between the findings of the evaluation team and the aforementioned parties, these should be explained in an annex attached to the final report.

Table 1: The activities and timeframe are broken down as follows:

Activity	Timeframe and responsible party
Desk review	7 days by National Consultant
Briefings for consultant	1 day by the UNDP procurement Unit
Field visits, interviews, questionnaires, de-briefings	20 days by the National Consultant
Preparation of first draft report	2 days by the National Consultant
Review of preliminary findings with project stakeholders through circulation of the draft report for comments, meetings and other types of	5 days UNDP South Africa Office and Government Counterparts

feedback mechanisms	
Incorporation of comments from project stakeholders and submission of second draft report	4 day by the National Consultant
Finalisation of the evaluation report (incorporating comments received on second draft)	2 days by the Team Leader and National Consultant
Stakeholder Validation Workshop of the evaluation report	1 day facilitated by the Team Leader

12. Format of Final Report:

The key product expected from this programme evaluation is a comprehensive analytical report in English that should, at least, include the following contents:

- Title and opening pages
 - Name of the evaluation intervention
 - Names and organizations of evaluators
 - Acknowledgements
- Table of contents
- List of acronyms and abbreviations
- Executive Summary
- Introduction
- Description of the intervention
- Evaluation scope and objectives
- Description of the evaluation methodology
 - Findings and conclusions
 - Programme Relevance
 - Programme Results: Progress towards Programme Outcome
 - Programme Efficiency and Effectiveness
 - Internal programme efficiency
 - Partnership strategy
 - Changes in context and outside of programme control
 - Sustainability of results
- Recommendations
- Lessons Learned (including good practices and lessons learned)

- Annexes: ToRs, field visits, people interviewed, documents reviewed, etc.

All interested applicants should submit: a recent CV; a brief outline of the evaluation approach and methodology; period of availability, a proposed budget for the assignment implementation to: www.undp.org.za. **Application deadline: October 2016.**