



UNITED NATIONS

**OFFICE OF THE RESIDENT COORDINATOR
NAMIBIA**

**TERMS OF REFERENCE: MID-TERM REVIEW OF UNITED
NATIONS DEVELOPMENT FRAMEWORK (UNPAF)**

1. Background

The Namibian UNPAF

The United Nations Development Partnership Framework (UNPAF), covering the period 2014-2018, is a vehicle for strategic partnership and resource planning which drives the programmes through which the UN Country Team (UNCT) supports Namibia in national development priorities. The UNPAF provides the overarching framework for the work of the United Nations in Namibia and was designed in 2013 to be in line of the Fourth National Development Plan (NDP 4), the Vision 2030 road map and other national priorities. Through the UNPAF, the UN System seeks to focus upon: supporting the development of capacities of national institutions; fostering multidisciplinary approaches to development; strengthening knowledge generation and management; promoting standards, norms and accountability mechanisms; and providing high quality technical expertise and policy advice under the four pillars. The UNPAF is reviewed annually to assess key achievements for the year and contributions of each UN agency against each outcome detailed in the document.

The year 2014 marked the first year of the UNPAF 2014-2018 cycle. While the UN's development interventions have focused to a large extent on supporting the development capacities of national institutions, there have also been significant achievements in other parts of the country and at the national policy level.

The current UNPAF for the UN system in Namibia for the period 2014-2018 concentrates on Institutional Environment, Education and Skills, Health, and Reducing Extreme Poverty which are addressed by the following twelve outcomes.

- **Outcome 1:** Policies and legislative frameworks to ensure transparency, accountability and effective oversight of the management of public affairs are in place and are being implemented.
- **Outcome 2:** The Government and partners are promoting and protecting human rights effectively.
- **Outcome 3:** Functional monitoring and evaluation and statistical analysis systems are in place to monitor and report on progress.
- **Outcome 4:** Namibia complies with most of her international treaties' accession/ ratification, monitoring and reporting obligations.
- **Outcome 5:** Namibia is implementing policies and programmes that improve learning outcomes at all levels.
- **Outcome 6:** Namibia has accountable and well-coordinated multi-sectoral mechanisms to reduce the burden of priority diseases and conditions, address social, economic and environmental determinants of health and improve health outcomes.
- **Outcome 7:** Namibia has a strengthened health system that delivers quality, accessible, affordable, integrated and equitable health care.

- **Outcome 8:** Namibia is implementing effectively and in a coordinated manner, policies and strategies to reduce poverty and vulnerability which are informed by evidence on the causes of poverty and vulnerability.
- **Outcome 9:** National Gender Plan of Action and Gender-Based Violence Plans of Action are being implemented effectively.
- **Outcome 10:** The national social protection system is strengthened and expanded to poor and vulnerable households and individuals.
- **Outcome 11:** Namibia has reviewed, and is implementing, policies and strategies which ensure that severely poor and vulnerable households have access to and are utilizing productive resources and services for food and nutrition security and sustainable income generation.
- **Outcome 12:** Institutional frameworks and policies needed to implement the Environmental Management Act (2007), National Climate Change Policy (2011) and international conventions are in place and are being implemented effectively.

In view of the implementation of the UNPAF in early 2014, the UN Country Team must have the right skills and capacities to organize and plan its support to Government.

Development Context - Local

Namibia, an upper middle income country (MIC) faces a plethora of interrelated development challenges similar to those faced by least developed countries (LDCs), but also has tremendous potential for growth and development. This potential is bolstered by the country's political stability, strong economic performance and macroeconomic stability, strategic geographic positioning, natural resource endowments, high level of infrastructural development, and established development cooperation and trade with partners in the region and globally.

The national long-term development goal outlined in the Vision 2030 document is founded on the following six key pillars:

- 1) Education;
- 2) Science and technology;
- 3) Health and development;
- 4) Sustainable agriculture;
- 5) Peace and social justice; and
- 6) Gender equality.

The vision aims to transform Namibia into a healthy and food-secure nation in which all diseases are under secure control, and people enjoy a good quality of life with access to quality social services. The vision also seeks to create a diversified, open market economy, with a resource-based industrial sector and commercial agriculture, and the promotion of competitiveness in the export sector. Ultimately, the Government, through the Vision 2030, aims to reduce income inequalities, access to and control over productive resources, and access to basic social services that currently exist. The Vision is operationalized through successive five-year National Development Plans (NDPs).

The current government has also declared “War on Poverty” seeking to achieve the goals on poverty eradication by 2025.

Development Context – International

December 2015 marked the end date for the MDGs. The UN Summit at the General Assembly in September, saw world leaders agree upon the new development agenda for the post-2015 era. An integrated set of six essential elements is provided to help frame and reinforce the sustainable development agenda and ensure that the ambition and vision expressed by Member States communicate and is delivered at the country level:

- (a) Dignity: to end poverty and fight inequality;
- (b) People: to ensure healthy lives, knowledge and the inclusion of women and children;
- (c) Prosperity: to grow a strong, inclusive and transformative economy;
- (d) Planet: to protect our ecosystems for all societies and our children;
- (e) Justice: to promote safe and peaceful societies and strong institutions; and
- (f) Partnership: to catalyze global solidarity for sustainable development.

Contributing to the six elements, are the 17 proposed Sustainable Development Goals (SDGs) and 169 Indicators put forward by an open working group of the General Assembly. The SG’s report did not alter these, and they have subsequently been put forward in their original form and agreed upon during the inter-governmental negotiations¹.

While the international community deliberated and reached consensus on the new development agenda, the United Nations system is also working towards ensuring that it is “Fit for Purpose” to deliver on the post-2015 sustainable development agenda. By being ‘Fit for Purpose’, it must be relevant, innovative, agile, inclusive, coordinated and results-oriented. It must be guided by universal human rights and international norms, integrate the United Nations normative frameworks with its operational activities and be responsive to the differentiated needs of countries. It must provide specialized advice when requested, and be equally adept at ensuring an integrated approach, working across disciplines with relevant skill sets to better support Member States in addressing complex multi-sectoral challenges. The system must forge effective partnerships to leverage the expertise, capacities and resources of external partners².

2. Purpose of the UNPAF MTR

The overall purpose of the UNPAF MTR is to review the implementation of the UNPAF and assess its continued relevance in light of the many changes in the local and international context.

The first stage of the MTR is therefore to conduct a review of current context, taking into account both changes locally and those at a global level linked to the emerging agenda for the

¹ For details on the 17 goals and the corresponding 169 indicators - <https://sustainabledevelopment.un.org/sdgsproposal>).

² Further information can be accessed through <http://post2015.unssc.org/>

post-2015 era in terms of the Sustainable Development Goals and the UN ‘Fit for Purpose’ agenda. The second stage will assess the relevance of the UNPAF to the current context, taking into account the emerging national and global development priorities. At this stage it is imperative that an internal capacity assessment of the whole UN systems is conducted in order to see whether the envisage support would have been provided with the available capacity. The final stage will be the forward looking recommendations, including any proposed adjustments to the UNPAF design and architecture based on the local and global contexts, and progress on its indicators.

The MTR will be conducted in close partnership with the Government and other national counterparts and will serve as a major input for the remainder of the UNPAF cycle, providing the UNCT with tangible evidence on the progress made and the gaps that exist.

3. Scope of work

3.1 Substantive components of the MTR

The Mid-Term review will comprise the following components.

1. Context Analysis: Taking into account the rapidly changing national context and development priorities as well as the emerging sustainable development agenda and the SDGs. (approximately 10-15 pages)
2. Relevance of the current UNPAF towards current and emerging national and global development priorities (approximately 10-15 pages)
 - Assess progress made using UNPAF results and indicators framework
 - What have been the major achievements and lessons learnt since the UNPAF commenced in 2014?
 - Identify UN contributions, gaps and/or opportunities for further progress, to the country’s development priorities as identified in the UNPAF results and indicators framework.
 - Is the current UN assistance (UNPAF 2014-2018) still relevant and appropriate to the national priorities, and emerging global development agenda?
 - Has the UN recognized and effectively responded to urgent and emerging priorities which were not originally in the UNPAF?

3. The capacity assessment will provide an overall assessment and analysis of existing human resource capacities within the UN System and compare it against what is needed for the successful implementation of the UNPAF (2014-2018). The capacity of individual UN agencies to effectively implement those components of the UNPAF pillars assigned to them will need to be examined as well.

The assessment will propose strategies for ensuring appropriate human resource capacity is in place for effective support to long-term development needs of Namibia by focusing on answering the following 3 central questions:

- To what degree does the UN System in Namibia have the human resource capacity to deliver against the results outlined in the UNPAF Results Framework and the UNPAF Action Plan?
 - What is the nature and extent of the skills and competency gaps (if any) that may impede delivering against the joint results outlined in the UNPAF document, Results Framework and Action Plan?
 - Do the individual agencies possess the requisite skill sets to implement UNPAF as well as deliver the related outcomes under their respective Country Programmes drawn from UNPAF?
 - How can senior management (UNCT and the respective agencies) jointly address identified gaps in skills and competencies in the short to medium term?
4. Forward looking recommendations for adjustments to UNPAF design and architecture, identify entry points to increase UN relevance to deliver on the national priorities and new global sustainable development agenda;
 - To what extent is the design of the UNPAF and its coordination and implementation architecture relevant to the rapidly evolving international and national development context? Are revisions required to ensure that the UN in Namibia is “Fit for Purpose”?
 - Is the vertical and horizontal logic of the UNPAF Action Plans valid?
 - Is there a good fit between available resources (\$, people, time) and expected results/systems?
 - How would the available gaps be addressed to ensure full realization of expected results
 - How do joint programmes affect the delivery of UNPAF results? To what extent is DaO being implemented?
 5. Sustainability: Does the UNPAF programme have the capacity to sustain its operations in terms of financial and programmatic implementation?
 - How strong and sustainable are systems put in place through national systems to continue delivering quality services to the Namibian population?

- What lessons related to sustainability can we draw from the execution of the programme?
6. Scalability/Replicability: What components of the UNPAF show greater likelihood for scalability and why? How likely is the programme or its components to be scaled or replicated by relevant ministries in government?

3.2 Suggested methodology for preparing the MTR

The UN Resident Coordinator’s Office will oversee the UNPAF MTR, in close collaboration with the UN Country Team, UNPAF M&E Group and National counterparts.

In preparing the report, the Service Provider is expected to draw upon all available materials to conduct the analysis. The context analysis should include for example, but not be limited to, a review of key Government documents, state party reports/observations, UNDAF (2015) end cycle evaluation, UNCT self-assessment on SOPs, and sector-specific bottleneck analysis.

The Service Provider’s source of data is not expected to be primary data collected through a formalized survey, although consultations (KIs and/or FDGs) with key stakeholders and partners, including UN colleagues, Government Counterparts, Development Partners and Civil Society representatives will need to be held. The incorporation of a partner’s perceptions study and a UN capacity assessment will be an asset.

The Service Provider will be supported by one UN colleague or international consultant with experience working in similar development contexts, i.e. especially in MIC countries, with a strong commitment towards strengthening democratic governance and rule of law. The international colleague will also be able to bring access to the latest information from UN HQ in terms of the post-2015 development agenda, and ‘Fit for Purpose’ reforms. Tentative plans are for the international colleague to provide a combination of remote and in-country support, with the in-country support ideally taking place during Phase 2.

4. Deliverables

PHASE	CONTENT	DELIVERABLES	ESTIMATED TIMEFRAME
PHASE 1	1. 1 Discussions with UN Country Team and key Government Counterparts 1.2 Desk review of all data sources 1.3 Based on 1 and 2, develop an inception report that includes an overview of findings so far, together with a proposed methodology for collection of additional information	<ul style="list-style-type: none"> · DRAFT INCEPTION REPORT · FINAL INCEPTION REPORT 	3 weeks

PHASE 2	2.1 Consultations with key stakeholders at all levels 2.2 Field visits (as required) 2.3 Working meetings with UN colleagues as required	PRESENTATION OF INITIAL FINDINGS	6 weeks
PHASE 3	3.1 Prepare and submit first draft report to UN Resident Coordinator's Office 3.2 Based on feedback received from the UN via the RCO. Prepare and submit second draft report for review by UNCT and Government. 3.3 Based on feedback received from UNCT and Government, Finalize Report	<ul style="list-style-type: none"> · DRAFT FINAL REPORT · PRESENTATION OF FINDINGS · FINAL REPORT 	5 weeks

5. Implementation arrangements and provision of monitoring and progress controls

The principal responsibility for overseeing the MTR lies with the RCO.

6. Selection of Service-Provider

Selection will be based on an open and competitive bidding process. Interested applicants with the capacity to execute the scope of work described above should submit a detailed and realistic proposal including methodology and work plan along with rationale as to why it would be the best to carry out the scope of work. The information provided in the scope of work is not prescriptive and the UN remains open to interested bidders elaborating and presenting what they consider to be the most appropriate methodological approach and work plan to achieving the desired end results. However, the decision as to the final methodology to be followed in the Report will rest with the UN.

The consultancy is scheduled to begin in May 01, 2016.

7. Required qualifications of Service-Provider

The research institute/team should comprise of experts with high levels of technical, sectoral and policy expertise; rigorous research and report writing skills; and the capacity to conduct an independent and quality analysis. Specific requirements are:

Analytical/theoretical capability

- Excellent understanding of the local context, and in particular the new and emerging policy directions;

- A deep understanding of development, its drivers and trends in Namibia;
- A sound understanding of the United Nations system and its modalities of working;
- Familiarity with the global development agenda in terms of the MDGs, SDG's, and the post-2015 development agenda;
- Prior experience conducting strategic policy reviews etc.; and
- Proven ability to produce reports and high quality academic publications in English.

Technical expertise

- Demonstrated ability to undertake similar assignments with adequate human resources. The research team should bring extensive experience in research and policy analysis, with the lead researcher(s) having a PhD in a relevant field and bringing at least 10 years work experience. Research Assistants should have an academic degree in a relevant field and experience;
- Comprehensive background in research and strategic analysis;
- High degree of professionalism and able to adhere to agreed timelines and deliverables;
- Good ICT infrastructure and support; and
- Extensive operational contacts with government institutions, development partners and civil society partners.

8). Technical evaluation criteria

Overall technical evaluation criteria:

Summary of Technical Proposal	Total Points
<u>Section 1:</u> Expertise of organisation	250
<u>Section 2:</u> Proposed methodology, work plan and approach(es)	200
<u>Section 3:</u> Resource team/panel capacity	250
Total	700

Details of evaluation criteria and marking scheme:

Section 1: Competence/expertise of the organisation:

No	Criteria	Points
1.1	Previous experience in undertaking research and strategic analysis across multiple development sectors	150
1.2	Quality of relevant sample materials related to development submitted, such as research studies, evaluations, policy briefs, etc.	50

1.3	Previous clients and partners	50
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Section 2: Proposed methodology, work plan and approach (es)

No	Criteria	Points
2.1	Methodology and approach	100
2.2	Realistic work plan	50
2.3	Defined tasks to carry out the scope of works and relevance to the Terms of Reference	50

Section 3: Resource team/panel capacity

No	Criteria	Points
3.1	Previous experience of resource panel	100
3.2	Sufficient human resources, with cross-sectoral composition, to undertake scope of work and deliverables	100
3.3	Relevant qualifications	50

Annex A

Company Name: _____

1. Contents of the Financial Proposal

The financial proposal should satisfy the following:

The calculation of fees should indicate the Total Cost for an **“all-inclusive”** cost in Namibian Dollars (NAD) for the following breakdowns, as per the TOR:

Cost Item	Item Cost (NAD)
1). Cost for Phase 1	
2). Cost for Phase 2	
3). Cost for Phase 3	
Grant Total – <u>“All Inclusive”</u> (Namibian Dollars)	

- b) Any and all incidental Out of Pocket Expenses (OPE) must be included in the overall “all-inclusive” fees submitted to the UN.
- c) The fees proposed must be a total “fixed price” quotation indicating the overall total amount in Namibian Dollars. The total fees as quoted by your firm to the UN for the purpose of the present RFP shall be firm and final.
- d) All prices quoted must be exclusive of all taxes, since the UN is exempt from taxes as detailed in clause 18 of the General Conditions of Contract (Annexure III).
- e) No amount other than the proposed total “all inclusive price” fees shall be paid by the UN for the provision of the **UNPAF Mid Term Review** which is the subject of the present RFP.
- f) The costs of preparing a proposal and of negotiating a contract are not reimbursable by the UN.