**Terms of Reference for the Midterm Review (MTR) OF UNDAF 2017 – 2021**

1. **Background and Context**

This United Nations Development Assistance Framework (UNDAF) outlines the strategic direction and results expected from cooperation between the Government of The Gambia (GoTG) and the UN Country Team (UNCT) for the period 2017-2021. The UNDAF represents a collective response of the UN system (resident and non-resident UN agencies) to the national development priorities as per the draft PAGE II 2017 – 2020 and National Development Plan 2018 - 2021. The UN in The Gambia is made up of 21 Agencies, 14 resident (namely UNDP, FAO, UNICEF, WHO, WFP, UNFPA, UNHCR, UNAIDS, UNIDO, UNODC, IOM, ITC, UNESCO, UNOPS) and 7 Non-resident (namely OHCHR, OCHA, UNCTAD, IFAD, ILO, UNWOMEN, UNHABITAT).

UNDAF 2017 – 2021 was developed through a participatory process involving stakeholders from Government, private sector, NGOs/CSOs and the UN. It drew on lessons learnt from UNDAF (2012 – 2016) cycle and the assessment of the comparative advantages of the UNCT. It also reflects The Gambia’s changing economic, social and environmental conditions established through common country analysis which for the first time included direct consultations with communities. UNDAF formulation process was guided by UNDAF guidelines and Standard Operating Procedures (SOPs) for Delivering as One (DaO – Gambia was a self-starter country). Its formulation started at the same time as the national development plan, although that of the NDP was later aborted following a change of government.

This UNDAF is focused on 3 strategic results areas (RAs) as follows:

- **Governance, Economic Management and Human Rights – RA 1**: supporting initiatives aimed at strengthening national institutions responsible for economic and financial management for the attainment of economic stability, inclusive and sustainable growth; reforms to guarantee people their human rights, access to basic social services, promote rule of law, accountability, equal access to justice, gender equality and democratic participation in decision-making.

- **Human Capital Development – RA 2**: supporting Education and health care services with a special focus on raising quality and accessibility; improving equitable access to water, sanitation and hygiene as well as social safety nets, child protection and HIV/AIDS care services with special focus on most vulnerable; and improving gender equality and promote youth access to reproductive health services.

- **Sustainable Agriculture, Natural Resources, Environment and Climate Change Management- RA 3**: supporting integrated Agricultural production and productivity as well as commercialization for inclusive growth and food security; Mainstream climate change in our environment, nutrition and disaster risk management policies to ensure food security.

These strategic priorities are supported by 10 outcomes that are further operationalised through outputs that are defined annually through Joint Work Planning. The UNDAF resources and technical support are devoted to the achievement of these outcomes and outputs across the 3 priorities. These are critical institutional and behavioural changes that were expected to help achieve national development goals and related SDGs. The GoTG and the UNCT are mutually accountable for the outcomes.

To coordinate the implementation of the UNDAF, UNCT established several structures including the UNDAF Steering Committee, comprising Ministers of key Government Ministries, UN-system agencies, Civil Society representative (TANGO) and bilateral and multilateral donors to provide overall direction and guidance at all stages of the UNDAF implementation process; UNDAF results groups for each of the three priority result areas co-chaired by the lead UN agency and the lead government ministry responsible for planning and implementation of programmes including monitoring and reporting on progress of activities under the result area. In addition to the above, the Programme Coordination Group (PCG) was established and tasked to technically support the UNCT and consistently ensure that agencies work programmes/plans are aligned to the UNDAF outcomes, coordinate annual reviews and the final review.
and oversee and arrange joint field visits and other data gathering activities to analyse UNDAF programmes and projects as required. PCG is made up of heads of agencies that lead the result groups.

2. Purpose and Objective of the Review
The purpose of the UNDAF Mid-Term Review is to carry out an assessment of the UNDAF components now that it has been implemented for 2.5 years. Based on the results of the review the United Nations Agencies in The Gambia and their national and other partners involved in the UNDAF implementation will use the MTR report to make necessary realignments and mid-course adjustments to the programme for achieving its goals.

The main objective of the MTR is therefore to assess the level of performance towards the achievement of the UNDAF outcomes. It also takes stock of the environment within which the UN is operating and assesses the effectiveness of UNDAF as a tool of support to the achievement of national priorities, sustainable Development Goals (SDGs) and enhanced coordination and harmonization among all UN agencies. The conclusions of the assessment aim to ensure a better alignment of UN assistance towards addressing national priorities and SDGs towards a 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. The results of the review will guide the implementation for the remaining period and the development of the next UNDAF cycle.

Specifically, the MTR will:

a. Assess the results achieved from the implementation of the UNDAF (2017 -2021) and its possible/likely programmatic impact, identify challenges and the way forward;
b. Examined the relevance, efficiency, effectiveness, and sustainability of strategies and interventions of the UNDAF (2017 -2021) on national development priorities;
c. Assess the adequacy of current UNDAF design and strategies for achieving the SDGs including assessing the extent to which UNDAF leverages infrastructure that underpins all the SDG;
d. Assess UNDAF responsiveness to emerging issues related with social protection, food security, environment, climate change and natural resources management, the Demographic Dividend, non-communicable diseases, Transitional Justice, Security Sector Reform, peace building, migration etc.;
e. Assess the suitability of the indicators, benchmarks and targets set in the UNDAF;
f. Assess the operational and coordination mechanism of the UNDAF with a view to identifying strengths and weaknesses and proposed measures to engender more effective coordination of UNDAF programmes;
g. Provides lessons and recommendation for improving performance in the remaining period of the current UNDAF and for the development of the next UNDAF; and
h. Proposes areas of repositioning and refocusing of the UNDAF within the Gambia’s current development context.

3. MTR Scope
The review will undertake a comprehensive assessment and examined the UN’s contribution to national development results across the country. Assess key results, specifically outcomes - anticipated and unanticipated, positive and negative, intentional and unintentional. The exercise will cover an assessment of the availability including financing gaps and utilization of resources for the UNDAF. The MTR has two main components: the analysis of development results and the strategic positioning of UNCT.

The assessment included 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 to the national policy and advocacy, upstream and downstream. The analysis of development results also identified challenges and strategies for future interventions.

4. Review Methodology
The review should be a programmatic and assess performance against the given programme framework. The overall approach should be participatory and orientated towards learning how to jointly enhance development results at the national level. The review exercise should also be gender and human rights responsive. The review will assess delivery of the UNDAF outcomes and broader contribution to The Gambia’s –National Development Plan (NDP) 2018 - 2021.
Given that the realisation of UNDAF outcomes involves several other partners, establishing a causal linkage between the development intervention and the observed result (attribution) may prove problematic. The review will therefore consider the contribution of the UN to the UNDAF Outcomes considering national strategies and actions designed to support the planned change.

The review will also assess UNDAF for the following:

i) **Relevance** - The extent to which the objectives of UNDAF are consistent with country needs and national priorities, the country’s international and regional commitments, including on human rights (core human rights treaties, including International Covenant on Civil and Political Rights, International Covenant on Economic, Social and Cultural Rights, International Convention on the Elimination of All Forms of Discrimination, Convention to Eliminate All Forms of Discrimination Against Women, Convention on the Rights of Persons with Disabilities, Convention on the Rights of Children etc.) and the recommendations of Human Rights mechanisms (including the treaty bodies, special procedures and UPR), sustainable development (mainly through the UN Agenda 2030), migration, food security, environment, climate change and natural resources and the needs of women and men of all ages, young people, boys and girls and most vulnerable groups in the country. To what extent was the UNDAF informed by substantive human rights and gender analyses that identified underlying causes and barriers to Human Rights and Gender Equality?

ii) **Effectiveness** - The extent to which the UN contributed to, or is likely to contribute to, the outcomes defined in the UNDAF and to the degree to which were the results were equitably distributed among the targeted groups. To what extent was a human rights-based approach and a gender mainstreaming strategy incorporated in the design and implementation of the UNDAF? Did the intervention contribute to empowerment of rights holders, especially women and young people, to claim and duty bearers to fulfil Human Rights and Gender Equality standards? The review should also note how the unintended results, if any, have affected national development positively or negatively and to what extent have they been foreseen and managed.

iii) **Efficiency** - The extent to which outcomes were achieved with the appropriate amount of resources and maintenance of minimum transaction cost (funds, expertise, time, administrative costs, etc.). The extent to which resource allocation considered or prioritised most marginalised groups including women and girls. To what extent were adequate resources provided for integrating Human Rights and Gender Equality in the UNDAF?

iv) **Sustainability** - The extent to which the benefits from a development intervention have continued, or are likely to continue, after it has been completed. In particular, if the transition from developing individual capacity in the short-term to creating institutional capacity in the long-term has been made. The range of requirements should be considered, including creation of technical expertise, financial independence and mechanisms through which rights-holders may participate in and assert the fulfilment of their rights. To what extent did the UNDAF contribute to developing an enabling environment (including capacities of rights holders and duty bearers) and institutional changes to advance Human Rights and Gender Equality issues?

During assessment, the reviewers should identify the various factors that explain performance. Where these factors have been identified as UNDAF outcomes in their own right, they should be considered as both results and enabling factors. The reviewers must include reference to:

i) **UN Coordination** - The extent to which UN Coordination created or encouraged synergies among agencies, optimal results and avoidance of duplication? The extent to which harmonisation measures at the operational level contribute to improved efficiency and results?

ii) **UN Programming Principles** - To what extent were the UNDAF programming principles (human rights-based approach, gender equality, environmental sustainability, results-based management, capacity development) considered and mainstreamed in the chain of results? Were any shortcomings due to a failure to take account of programming principles during implementation? Were adequate resources
allocated to enable the application and implementation of UNDAF programming principles and related results?

iii) How well did the UN use its partnerships (with civil society/private sector/local government/national assembly/national human rights institutions/gender equality advocates/international development partners) to improve performance? To what extent was the “active, free, and meaningful” participation of all stakeholders (in particular vulnerable groups including women and girls) ensured in the UNDAF process?

iv) Did the UN undertake appropriate risk analysis and take appropriate actions to ensure that results to which it contributed are not lost?

v) How well do the indicators of the current UNDAF depict the results and inform decision making process?

vi) Responsiveness - How adequately did the UN during planning and implementation of the UNDAF respond to changes in national priorities and to additional requests from national counterparts, as well as to shifts caused by major external factors and evolving country context (e.g. natural disasters, food security, elections, migration)?

vii) To what extent did the UNDAF Governance and Management Structures, processes and tools promote or challenge delivery? Could outcome groups be better defined and operationalised in future?

The UNDAF review should draw on a variety of data collection methods, including but not limited to:

- document review;
- semi-structured key stakeholder interviews;
- surveys;
- focus groups;
- outcome mapping; and,
- Observational visits.

These should be identified based upon availability, logistical constraints (travel, costs, time, etc.) and ethical considerations. Data should be systematically disaggregated by sex, age, geographical region, and to the extent possible, other contextually-relevant markers of equity. It is anticipated that the inception report will include a review matrix linking the data collection methods to the review criteria and questions. Analysis should combine qualitative and quantitative tools, triangulating information sources and findings where possible for validation purposes.

5. Management and Conduct of the Review

5.1 Review Management Structure
The Consultants are expected to work under the supervision of a dual-tiered review management structure.

1. Direct supervision will be provided by the UN Programme Coordination Group (PCG). For this purpose, the PCG will be expanded to include two representatives from the national counterparts (Director General, the Strategic Policy Delivery Directorate and the Director, Directorate of Development Planning). The group will be responsible for the day-to-day oversight and management of the review. The key roles of the PCG are:

- To prepare the terms of reference for the review in coordination with the UNCT;
- To lead the hiring of the team of consultants, reviewing proposals and approving the selection of the Consultant;
- To supervise and guide the Consultant in each step of the review process;
- To review, provide substantive comments on the inception report, including the work plan, analytical framework and methodology and submit to the UNCT for approval;
- To review and provide substantive feedback to the draft and final review reports, for quality assurance purposes;
- To ensure quality and independence of the review and to guarantee its alignment with Standards;
- To identify and ensure the participation of relevant stakeholders in coordination with the UNCT throughout the review process;
- To ensure the review findings and conclusions are relevant and recommendations are implementable; and,
To contribute to the dissemination of the review findings and follow-up on the management response.

2. The decision-making body for the UNDAF mid-term review will be the UNCT. As necessary, UNCT will receive and approve recommendations from PCG at each stage of the MTR process including inception report, draft/final review reports etc.

5.2 Team Composition and Responsibilities of Lead Consultant

This assignment is expected to be carried out by three (3) person consultancy team each focusing on one of the results areas (RAs) of the UNDAF with a view to completing the review assignment. In addition, one of the consultants will be selected as team leader. The Team leader, with extensive knowledge and experience in reviewing development plans across wide range of sectors – development result areas indicated above, will be responsible for the overall result and the two consultants.

The Team Leader will be responsible for collating and producing the inception, draft and final reports. S/he will lead and coordinate the work of the other team members and be responsible for the quality assurance of all deliverables. The Team Leader will also 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 in accordance to the deadline. Each consultant with fulfil all the requirements of the review with respect to his or her RA.

5.3 Consultant Profile

The consultants should have the following profile:

a. Minimum 5 years’ experience of conducting complex programme reviews, including at least one UNDAF review.

b. Academic qualification:
   - Advanced degree in International Development, Public Administration, Evaluation or related field - for RA 1 team leader.
   - Advanced degree in the social sciences (sociology, anthropology, development studies), Economics/Statistics or related fields relevant for the assignment – for RA 2.
   - Advanced degree in the natural sciences (agriculture, environment and climate change studies), Economics/Statistics or related fields relevant for the assignment – for RA 3.

c. Extensive experience of qualitative and quantitative data collection and analysis methods

d. A strong record in designing and leading reviews, using a wide range of approaches.

e. Process management and facilitation skills, including ability to negotiate with a wide range of stakeholders.

f. Strong understanding of the United Nations system and UNDAF programming processes and procedures.

g. Ability to assess the application of the five UN Programming Principles: human rights (the human rights-based approach to programming, human rights analysis and related mandates within the UN system), gender equality (especially gender analysis), environmental sustainability, results-based management, and capacity development.

h. Familiarity of national planning processes.

i. Strong management, communication, interview and writing skills.

j. Demonstrated ability to deliver quality results within strict deadlines.

k. Proficiency in English.

Each RA consultant shall cooperate with the lead consultant to be able to submit draft report in time to meet the milestone identified in the delivery schedule below, receive and incorporate comments arising from the review and present the final draft report for validation.

The reviewer must be free and clear of perceived conflicts of interest. To this end, interested consultants will not be considered if they were directly and substantively involved, as an employee or consultant, in the formulation of strategies and programming relating to the UNDAF under review.
6.0 Review Process and timeframe

The Consultants must prepare an inception report that operationalizes the design elements of the ToRs. The report should include the results of a desk review and a review matrix - a description of review methodology, data collection plan, additional data collection tools and analysis methods, key informants, review questions, performance criteria, issues to be studied, work plan and reporting requirements. The report should also include limitations and risks, team composition and distribution of tasks, resource requirements and logistic support. To facilitate the development of the inception report, a list of documents will be provided to the reviewer. PCG will review and provide substantive comments to the inception report and submit to the UNCT for approval.

The next stage will be the data collection and analysis process, which should be in close consultation with the Resident Coordinator’s Office who will ensure coordination with the PCG and the UNCT. Preliminary findings and draft report should be presented to the PCG, UNCT, government partners and other stakeholders. Feedback received should be considered when preparing the final draft report. The evaluators will produce an ‘audit trail’ indicating whether and how each comment received was addressed in revisions to the final report. Once the review report has been validated, UNCT will develop a management response to the review recommendations within 4 weeks after completion, including a timeframe and responsibilities for follow up. Lessons learned from the review will be extracted and disseminated to contribute to strategic planning, learning, advocacy and decision-making at all levels, including for the revision of the UNDAF priorities.

Deadlines below may require revision, dependent on the availability of data and informants.

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<tr>
<th>Key Deliverables</th>
<th>Payment schedule/amounts</th>
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<tr>
<td>Inception Report</td>
<td>10 work days</td>
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<tr>
<td>Includes detailed Review Work Plan, Review Matrix &amp; Tools</td>
<td>20% of total value of contract (upon approval of report)</td>
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<tr>
<td>Draft Review Report</td>
<td>15 work days</td>
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<td>To be assessed using the approved inception report as guide</td>
<td>30% of total value of contract (upon approval of report)</td>
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<td>Validation of the Review Report</td>
<td>1 work Day</td>
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<tr>
<td>Submission of Final Review Report plus essential annexes and including an Executive Summary (submitted in hard and soft copy).</td>
<td>4 work days</td>
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<td>50% of total value of contract (upon approval of report)</td>
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7.0 How to apply

Qualified and interested individuals are encouraged submit applications which should contain the following documents:

I. Technical Project Proposal, which would include at least:
- Statement of the UNDAF Result Area of interest
- Statement of the research problem
- Conceptual framework and research methodology
- Consultant’s profile
- Proposed timeframes (hour days)
- Names and contact details of reference persons.
- List of publications or analytical reports (if applicable)
- Any other additional information to support the application (optional).

II. Financial Proposal:
- Detailed budget breakdown.

Please send your application in a sealed envelope (technical and financial proposals should be sealed separately, but submitted in one envelope) to the following address:
## Annex I: UNDAF 2017 – 2021 Mid-term Review Delivery Schedule

<table>
<thead>
<tr>
<th>Phase</th>
<th>Activity</th>
<th>Responsible</th>
<th>Timeframe</th>
<th>Output</th>
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<tr>
<td></td>
<td>Draft ToR - RCO drafts the TOR in close consultation with the PCG. UNCT validates the final TOR.</td>
<td>RCO</td>
<td>01&lt;sup&gt;st&lt;/sup&gt;-30&lt;sup&gt;th&lt;/sup&gt; April 2019</td>
<td>Draft TOR developed</td>
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<tr>
<td>Planning</td>
<td>Identify National Counterparts - Suitable Government representatives informed and agreed to participate in PCG and UNCT for purpose of management of the review.</td>
<td>UNCT</td>
<td>01&lt;sup&gt;st&lt;/sup&gt;-30&lt;sup&gt;th&lt;/sup&gt; April 2019</td>
<td>National Counterparts identified and agreed</td>
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<tr>
<td></td>
<td>Select Consultant - PCG opens the bidding process for recruitment of Consultant based on the agreed TOR and according to UN procurement rules. PCG selects the Consultant against agreed selection criteria. Interviews may be conducted with candidates.</td>
<td>PCG</td>
<td>20&lt;sup&gt;th&lt;/sup&gt; May – 30&lt;sup&gt;th&lt;/sup&gt; June 2019</td>
<td>Consultants selected</td>
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<td></td>
<td>Contract Consultant - PCG prepares a contract with the Consultant according to the TOR. The contract outlines the responsibilities of the Consultant, duration, fees, travel, etc.</td>
<td>PCG</td>
<td>20&lt;sup&gt;th&lt;/sup&gt; May – 30&lt;sup&gt;th&lt;/sup&gt; June 2019</td>
<td>Consultants sign contract</td>
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<tr>
<td>Implementation</td>
<td>Brief Consultant - PCG provides access to all relevant documentation. All relevant stakeholders to facilitate access to all necessary information.</td>
<td>PCG</td>
<td>20&lt;sup&gt;th&lt;/sup&gt; May – 30&lt;sup&gt;th&lt;/sup&gt; June 2019</td>
<td>Consultants briefed</td>
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<td></td>
<td>Inception Report - Consultant to prepare and submit to the PCG an Inception Report that further refines the overall review scope, approach, design and timeframe, provides a detailed outline of the review methodology.</td>
<td>Consultant</td>
<td>1&lt;sup&gt;st&lt;/sup&gt; – 09&lt;sup&gt;th&lt;/sup&gt; July 2019</td>
<td>Inception report developed</td>
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<td></td>
<td>PCG provide Consultants feedback on Inception report</td>
<td>PCG</td>
<td>9&lt;sup&gt;th&lt;/sup&gt; – 12&lt;sup&gt;th&lt;/sup&gt; July 2019</td>
<td>Inception report revised</td>
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<td></td>
<td>Data Collection and Analysis - Consultant collects data deploying various data collection methods agreed upon in the Inception Report. Relevant stakeholders from UNCT and the different UN agencies to facilitate access to information and provide all necessary logistical/organisational support.</td>
<td>Consultant</td>
<td>12&lt;sup&gt;th&lt;/sup&gt; July – 2&lt;sup&gt;nd&lt;/sup&gt; August 2019</td>
<td>Data collection and analysis completed</td>
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1 The timeframe is only for guidance.
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<tr>
<th><strong>Review and Follow-up</strong></th>
<th><strong>Preliminary findings - Validation Workshop:</strong> Consultant delivers a presentation on the review preliminary findings to the PCG, the UNCT and its representatives, as well as additional stakeholders invited by the UNCT for immediate feedback.</th>
<th>Consultant</th>
<th>02nd – 08th August 2019</th>
<th>Preliminary findings of review shared with PCG</th>
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<tr>
<td><strong>Reporting</strong></td>
<td>Consultant produces a final report based on final feedback from the validation workshop.</td>
<td>Consultant</td>
<td>8th – 15th August 2019</td>
<td>Final report developed</td>
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<tr>
<td><strong>Disseminate review findings</strong></td>
<td>PCG disseminates report to internal and external stakeholders, ensuring access to vulnerable or marginalised groups. Report to be published on the UN Gambia websites.</td>
<td>PCG</td>
<td>19th August 2019</td>
<td>Findings of review shared with stakeholders</td>
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<tr>
<td><strong>Extract and Share Lessons Learned</strong></td>
<td>PCG to ensure lessons learned from review are extracted and disseminated to contribute to strategic planning, learning, advocacy and decision-making at all levels. Lessons should be applied in the Joint Work planning for UNDAF implementation in succeeding years and can also feed into knowledge management processes internally.</td>
<td>PCG</td>
<td>26th August 2019</td>
<td>Lessons learned extracted and shared</td>
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<td><strong>Develop Review Management Response</strong></td>
<td>UNCT issues a management response that outlines agreed upon actions as to how the review findings and recommendations will be addressed by the UNCT.</td>
<td>UNCT</td>
<td>9th September 2019</td>
<td>Review Management Response developed</td>
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<tr>
<td><strong>Follow up of Implementation of Management Response Actions (incorporation into new UNDAF Joint work plans)</strong></td>
<td>This step is beyond the completion of the mid-term review process and is normally done as part of annual planning and review processes by the UNCT and other UNDAF stakeholders. It is also a good practice for Audits to examine the extent to which management response actions were followed up.</td>
<td>UNCT</td>
<td>30th September 2019</td>
<td>Management Response Actions followed-up and implemented</td>
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**DURATION**
The duration of the assignment will be **30** working days to be completed over **60** days from the signing of the contract.

Send application marked “UNDAF MTR 2019” to: [bid.gm@undp.org](mailto:bid.gm@undp.org)

Submit Technical and Financial proposals in separate envelopes. Applicants who do not meet this requirement will not be considered.

Closing date for application is **7th June 2019**. Only short-listed applicants will be contacted.