

TERMS OF REFERENCE

UN DEVELOPMENT ASSISTANCE FRAMEWORK (UNDAF)  
MID-TERM REVIEW

UNITED NATIONS SYSTEM IN CABO VERDE

**1. Background**

In January 2006, in response to the Triennial Comprehensive Policy Review (TCPR) and ECOSOC the Executive Committee of the United Nations Development Group (UNDP, UNFPA, UNICEF and WFP) and the Government of Cabo Verde established a Joint Office<sup>1</sup> for the United Nations Funds and Programmes in Cabo Verde. The primary objectives were to achieve a more coherent Programme delivery at the country level and to achieve a significant reduction in the administrative and procedural costs of the organizations to their national partners.

In November 2006, the Government of Cabo Verde reiterated its commitment to pursue the reform efforts by moving from the Joint Office to “Delivering as One” pilot within the context of the High Level Panel (HLP) on UN System-Wide Coherence and the Spirit of the Paris Declaration. Since 2007, Cabo Verde has been piloting the concept of “Delivering as One” as proposed by the HLP and the TCPR 2007 recommendations.

As many of the elements of the “Delivering as One” were already present in the Joint Office, of the four Ex-Com Agencies, the process was agreed to focus on the programmatic aspect of the “Delivering as One”, making the “One Programme” the main goal to enlarge the UNCT to include all participating Agencies<sup>2</sup>, under a common development document based on new emerging national priorities.

In this regard, the “One Programme” 2008-2011 and its related budgetary framework aimed primarily at addressing the implications of the Graduation of Cabo Verde from the group of Least Developed Countries (LDC) and vulnerabilities related to this and to attain the Millennium Development Goals (MDGs) by 2015.

A new UNDAF cycle covering the period of 2012-2016 was approved in June 2012. The UNDAF in Cabo Verde comprises as well a (i) UNDAF Action Plan (UNDAP), replacing UN system agency specific Country Programme Action Plans (CPAPs) and a (ii) common Annual Work Plan.

Based on priority areas highlighted in the CCA, the eight MDGs and the Government priorities, the UN Country Team and its partners agreed on a common business plan, the UNDAF (2012-2016), which identifies the following four strategic areas or pillars for focused development cooperation by the UN, the Government and development partners over the five year period 2012-2016: (i) Inclusive growth and poverty reduction, (ii) Consolidation of institutions, democracy and citizenship, (iii) Reduction of disparities and promotion of equity, and (iv) Environmental sustainability and climate change adaptation.

Having reached half of the UNDAF implementation cycle, the Country Team has agreed, along with the government of Cabo Verde, the carrying out of a mid-term review exercise.

**2. Scope of the Mid-term review of the UNDAF:**

- Ensure UNDAF alignment with national priorities (DECRP III; national strategies and development plans, etc.), taking into consideration the current socio-economic and political context of Cabo Verde.
- Strengthen the relevance, pertinence and coherence of UNDAF result matrix - pillar’s outcomes, and activities (within and between pillars) in view of the current national context, priorities and challenges linked to the graduation process of Cabo Verde, the MDGs, the Post-2015 Development Agenda and the outcomes from the Second National Forum Transformation Agenda.

<sup>1</sup> Cape Verde became the first pilot joint office of the UNGD Executive Committee agencies (UNDP, UNFPA, UNICEF, and WFP) on 1 January 2006.

<sup>2</sup> The United Nations Country Team (UNCT) in Cabo Verde includes 19 Agencies, Funds and Programmes of which 5 are resident: UNDP, UNFPA and UNICEF, gathered under the “Joint Office”, as well as WHO and FAO. The remaining 14 Agencies are non-resident, hence led from their Regional Bureaus (WFP, UNODC, UNESCO, ITC, UNCTAD, ONU-SIDA, ONU-HABITAT, UNIDO, OIT, OIM, UNEP, ONU-WOMEN, UNV, and OHCHR).

- Identify main achievements, challenges, constraints, lessons learned and opportunities of the UNDAF implementation.
- Ensure the effectiveness and efficiency of the current UNDAF Monitoring & Evaluation (M&E) plan, including a review of indicators, baselines, risks and means of verifications.
- Revise UNDAF coordination mechanisms to ensure effective implementation of the UNDAF, with a particular focus on UN inter-agency cooperation and coherence, including the work of the UN results groups (pillar groups and theme groups), joint programmes and use of internal capacities (technical and financial).
- Improve UN coordination with the Government and implementing partners, looking at increased engagement and ownership.

### 3. Deliverables

- The proposed **methodology** to conduct the Mid-Term Review (MTR) exercise.
- **A draft MTR report document**, including (i) a half page vision statement on the strategic repositioning of the UN relation with Cabo Verde, aiming at defining the UN role and its partnership for the remaining UNDAF period (2014-2016) and beyond;(ii) a roadmap on benchmarks for the remaining of UNDAF cycle implementation and transition for the next UNDAF cycle 2017-2021 (UNDAF roll out); (iii) recommendations; and (iv) an implementation plan.
- **Present the draft MTR report** for UNCT validation.
- **Facilitate a workshop and present** the MTR review report to the UN, national and international stakeholders.
- **Present the draft MTR report for the approval** of the “Delivering as One” Steering Committee to validate and approved the MTR report.
- **A Final version of the UNDAF Mid-Term Review Report.**

### 4. Role and responsibilities in the management of the Mid-Term Review (MTR)

- The MTR will be conducted jointly by an international and a national consultant (the Review Team) selected by a panel of UNCT representatives. For the Professional Requirements and Job Description for the national consultant, please refer to Terms of Reference below.
- The Review Team will not act as representatives of any party and must remain independent and impartial.
- All stakeholders should be aware of the terms of reference of the MTR.
- The Review Team will be technically supported during the entire process by UN Agencies staff members from the regional level, with expertise in UN programming process, including MTR.
- The Review Team is responsible to conduct the MTR, present all deliverables in a timely manner and reports directly to the UN Resident Coordinator.
- The Review Team works under the direct supervision of the UN Resident Coordinator.
- The UN Resident Coordinator Office in collaboration with the M&E Cell will provide the necessary support to the Review Team during the entire MTR to ensure a smooth process.
- The Programme Management Team (PMT), including Government representatives will ensure the quality control for each MTR deliverable.



- The UN Country Team will validate the MTR report before been approved by the “Delivering as One” Steering Committee.

## 5. Methodology and Processes

The process of the MTR of the UNDAF will be light, participatory and forward looking.

- Desk reviews (background documents to be provided by UN Office in Cabo Verde).
- Regular follow-up meetings/debriefings with the UN Resident Coordinator (RC), RC Office, UNCT, UN Agencies ( both resident and non-resident Agencies) and UN working groups.
- Interviews with key stakeholders.
- Facilitation of workshops and meetings.

## 6. Estimated Working Days: 25

### Terms of Reference National Consultant for UNDAF Mid-Term Review Cabo Verde

Purpose	National Consultant for UNDAF Mid-Term Review Cabo Verde
Estimated duration	25 working days
Starting date required	30 June 2014
Location	Cabo Verde

**Duties of the National Consultant:** The National Consultant will collaborate with and assist the International Consultant in the Mid Term Review of UNDAF Cabo Verde; on the basis of the Terms of Reference she/he will carry the following duties:

Duties	Duration (working days)	Location	Results/Mean of verification
<b>Desk Review &amp; Methodology (3 days)</b>			
Analysis and assessment of background documents	3	Cabo Verde	Desk Review
Presentation of the methodology to conduct the Mid-term review			Methodology
<b>Field Mission/Interviews and Consultations (5 days)</b>			
Debriefing with UN Resident Coordinator	5	Cabo Verde	Preliminary findings
Consultations with RC Office, UN Agencies, Programme Management Team and UN working groups			
Consultations with national and international partners			
<b>Preliminary Report (3 days)</b>			
Elaboration of a draft MTR report document	4	Cabo Verde	Draft MTR report document
<b>Consultation and consolidation (6 days)</b>			
Presentation of the draft MTR report to the UN working groups and UNCT for internal validation	6	Cabo Verde	Reviewed MTR draft report in line with comments from UNCT/UN working groups and UN national and international partners
Presentation of the draft MTR report to Government, national and international partners.			
<b>Final Report (1 days)</b>			
Presentation of the final MTR report to the “Delivering as One Steering Committee” for approval	2	Cabo Verde	Final Report
<b>Total working days</b>	<b>20 days</b>		



**Competencies:**

- Proven strong facilitation skills;
- Proven successful facilitation experience in similar settings;
- Proven ability to lead and manage diverse teams to achieve demonstrable results;
- Ability to consolidate and synthesize substantive comments and views of multiple stakeholders in a balanced and concise manner;
- Strong ability to prepare and deliver clear and concise presentations;
- Excellent drafting skills;
- Strong analytical and information management skills;
- Excellent interpersonal skills and ability to empathize with the various organizational mandates and cultures of the UN system.

**Required Skills and Experience:**

- Relevant educational background with an advanced university degree (masters and above) in economics, international relations, development studies, social sciences or related field.
- Over 10 years of relevant work experience conducting similar studies and assessments related reviews of strategic development plans in Cabo Verde.
- Deep knowledge of Cabo Verde's context dynamics, including national development priorities
- Deep knowledge of Cabo Verde's institutional framework and development stakeholders, familiarity with UN organizations is an asset.
- Ample understanding of the following approaches: Human Rights- Based Approach, Gender Equality, Participatory processes, and Results Based Management;
- Ability in compiling data and strong understanding of its quantitative and qualitative analysis within a logical framework;
- Ability to build and sustain effective partnerships with UN Agencies and main constituents, advocate effectively, communicate sensitively across different constituencies.
- Strong knowledge of oral/written French/English is essential.

**Criteria for Selection of the Best Offer:**

The criteria for selecting candidates will be based on: Combined Scoring method of which 70% curricula and 30% financial proposal.

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Interested candidates should send their application dossier in a closed envelope at the following address:

*Edifício das Nações Unidas  
Av. OUA – Largo das Nações Unidas  
Meio de Achada Santo Antonio – Cidade da Praia*


Or by e-mail to [procurement.cv@cv.io.un.org](mailto:procurement.cv@cv.io.un.org)

The Application dossier must include (i) a *Curriculum Vitae* and (ii) a financial proposal for the tasks described above, with the following reference: “*UNDAF Mid-Term Review Cabo Verde*”, no later than **24 June 2014, 15H00** local time.

Incomplete application dossiers will be excluded.

Interested consultants with questions regarding this assignment should send them to [nicolas.martin@one.un.org](mailto:nicolas.martin@one.un.org)/[sandra.martin@cv.io.un.org](mailto:sandra.martin@cv.io.un.org)

**Approval:**

This TOR is approved by:   
Signature  
Name and Designation  
Date of Signing 10/06/2014