



TERMS OF REFERENCE

CONSULTANCY FOR THE ELABORATION OF CABO VERDE UNDP, UNFPA AND UNICEF COUNTRY PROGRAMME 2018-2022

I. Background

The Joint Office of UNDP, UNFPA and UNICEF (JO) is in the process of developing strategies to inform programming for the next programming cycle, aimed to coincide with the Government of the Cabo Verde's own development schedule, 2017-2021, as well as the United Nation's Development Assistance Framework (UNDAF) scheduled for 2017-2021.

The current Common Country Programme Document (CCPD) was developed in the context of a singular organizational context - the Joint Office of UNDP, UNFPA and UNICEF (JO). Cabo Verde became the first pilot Joint Office of the Ex-Com agencies (UNDP, UNICEF, UNFPA and WFP) on 1 January 2006. This was a major step of UN reform towards the harmonization and simplification of UN activities in small countries, a common premise for the UN already existed since the early 1990s, but a call for further cost-effective and cohesive UN country programmes had led to the initiative to merge the organizations of these four agencies to one. Since 2010, WFP ended its operations in Cabo Verde. The JO is now comprising only 3 agencies – UNDP, UNICEF and UNFPA. The Joint Office model consists of a single UN office of the participating agencies, led by one representative who equally represents all the participating agencies and is also the UN Resident Coordinator. The JO has one organizational structure and a single programme (Common Country Programme Document – CCPD) encompassing the activities and mandates of the three participating agencies (UNDP, UNFP and UNICEF), and uses one set of business processes, rules and regulations under a “support agency” arrangement. It was decided that UNDP processes, systems and contracting arrangements would be adopted by the Joint Office.

The present CCPD 2012-2017 will end in December 2017 with the new CPD 2018-2022 scheduled to be developed in 2017. The new CPD is being designed to fully align with the strategy articulated in the new United Nations Development Assistance Framework (UNDAF) and the new UNDP, UNICEF and UNFPA strategic plans 2018-2022. The CPD is also being developed based on analysis and recommendations generated from the final evaluation of the current Common Country Programme Document (CCPD) 2012-2017 and from the UNDAF Evaluation.

Due the specificity of the Joint Office, the CPD elaboration process is particularly complex as it should capture the mandates of each agency, promote synergies and take advantage of the JO model. A roadmap was elaborated in order to ensure (i) a sound reflection on the programme components, consistent with national priorities, UNDAF and UNDP, UNICEF and UNFPA strategic framework, (ii) a broad consultation with national counterparts to agree on priorities and approaches, (iii) the detection of all support needs required to achieve a quality document, (iv) the production/submission of a first draft for submission to RO's together with all required documents (final CP evaluation, resource mobilization/partnership plan, human resource plan, costed evaluation plan, Programme Strategy), (v) the finalization of a CPD consolidating all reviews and feedbacks.

II. Purpose

The purpose of this consultancy is to support the Joint Office to elaborate and consolidate the next CPD and associated documents.

III. Major tasks to be accomplished

Under the direct supervision of the Deputy Representative and the overall guidance of the Representative, the international consultant will work closely with the programme team to conduct the following:

1. Undertake a desk review of JO, country documentation (e.g. current CCPD, evaluation of CCPD, strategic frameworks of the three agencies, draft CCA, outcomes of internal strategic moments of reflection exercises, gender reviews, National plan for Sustainable Development) and data analysis ;
Prepare, facilitate and participate in internal workshop/s and partner's consultations on overall strategic focus of the new country programme, specific strategies and potential country programme outcome and output, using results-based management and theory of change tools, including a prioritization workshop to conduct the problem analysis, formulate the Theory of Change (ToC) and the RRF.
2. Prepare a Country Strategy Note based on the above consultations, as well as desk review.
3. Prepare a first draft of the CPD, Theory of Change, and the Results and Resources Framework in line with the stipulated guidance and template, ensuring alignment with the UNDAF, the three Corporate Strategic Plan and the Government Strategic document (PEDS);
4. Incorporate discussions and comments from meetings with Government to produce a final draft CPD, with results framework.
5. Finalize the CPD draft after consultation and validation with key stakeholders after receiving final comments from UNDP, UNFPA and UNICEF programme units, senior management and Regional Bureaus .
6. Provide ongoing RMB capacity development support to the JO throughout the process.

The new CPD structure will follow the guidelines of the three agencies and will have at least:

1. **Programme Rationale:** a) what are the 3-4 critical development issues; b) What were the 2-3 major outcome-level results/changes to which UNDP, UNFPA and UNICEF made a significant contribution; c) Explain the opportunities open to UNDP, UNFPA and UNICEF to effect development change at scale to achieve the vision and outcome of the new SP;
2. **Programme Priorities and Partnership:** Contents a) What are the 2-3 programme priorities that UNDP will focus on; b) Set out briefly and clearly the key components of UNDP, UNFPA and UNICEF's proposed programme; c) how do these priorities align with, or mutually complement, regional and global efforts by UNDP, UNFPA and UNICEF to support national priorities; d) What are the main partnership (explain who we want to work with, on what and to what end);
3. **Programme and Risk Management:** contents a) how will local, national and international partners participate to ensure mutual accountability; b) a short analysis of the most significant political, financial, operational, programmatic risks and how programme and project design and management will ensure these risks are avoided and /or mitigated and managed; c) what early warning and risk management arrangement are in place to anticipate any significant change in circumstances (eg. Grievance mechanism); e) steps to ensure programme and project quality, effectiveness and efficiency is improved since the last cycle;

- 4. Monitoring and Evaluation Framework:** a) What globally available and/or nationally owned sources of data, analysis and evidence will be used to track UNDP, UNFPA and UNICEF contributions to national results? b) If there are issues with globally available or national data (availability, quality, periodicity of update, reliability), how will this be addressed? c) What traditional and innovative methods will be used to make monitoring and assurance more inclusive, and to obtain data at useful intervals? d) How will the cost of data collection, monitoring and assurance be met? e) What will be the role of SSTC in advancing UNDP, UNFPA and UNICEF's thought and leadership?

5. Resource Mobilization Strategy

6. Theory of Change/Programme Strategy Notes

IV. Methodology

The CPD exercise will be wide-ranging, consultative, and participatory, entailing a combination of comprehensive desk reviews, analysis and interviews/discussions. The consultant will work in closed cooperation with the JO programme team and in consultation with UNDP, UNFPA and UNICEF regional offices.

V. Key expected deliverables and deadlines

The entire process is expected to take 40 working days, over a maximum period of three months starting after the contract is signed. A tentative date for the Stakeholder Workshops will be set in the inception meeting. Interested consultants team should provide their requested fee rates when they submit their expressions of interest, in USD. Fee payments will be made upon acceptance and approval planned deliverables, based on the following payment schedule:

Deliverables/ Outputs	Estimated Duration to Complete	Target Due Dates *indicative	Review and Approvals Required (Indicate designation of person who will review output and confirm acceptance)
Deliverables			
1. Desk review of documentation and methodological preparation of strategic workshop	5 days (home based)	May 1st	DRR
2. JO strategic workshop facilitated and country strategy note prepared including draft RRF	5 days (in-country)	May 15 th	DRR
3. JO workshop facilitated to discuss and comment of RRF and strategy note, and finalization of draft note and RRF	5 days (in-country)	May 19 th	DRR
4. JO workshop(s) facilitated with national partners to discuss CPD strategic direction and compile RRF Draft CPD finalized and submitted for comments to JO	10 days (in-country) 5 days (home-based)	May 30 th June 7 th	DRR DRR
5. Draft CPD presented and discussed with national partners (via Videocon)	2 day (home-based, in country)	June 15 th	DRR
6. Finalization of draft CPD based on comments by JO and national partners	3 days (home-based)	June 20 th	DRR
7. Finalization of draft CPD based on comments from three Regional Offices	5 days (home-based)	July 15 ^h	DRR
Total	40 days (working days)		

VI. Management of the contract

The assignment will be supervised by the JO Deputy Resident Representative with support from the planning officer. The assignment will be carried out outside and in-country according to the table above.

The Deputy will convene a Technical group comprising of technical experts to enhance the quality of the deliverables. This group will review the all the products and provide detail comments related to the quality of methodology, evidence collected, analysis and reporting. The consultant is required to address all comments of the group completely and comprehensively.

The consultant will be expected to report to the Deputy regularly on progress being made on the contract. Periodic discussions will also be carried out during the consultancy period to monitor progress and constraints.

VII. General Conditions

- DSA and Travel costs shall be included in the total amount as lump sum contract.
- Office equipment & supplies will be provided by the JO of UNDP, UNFPA and UNICEF
- Travel costs specified above are part of the proposed budget and the consultant should be able to arrange her/his travel arrangements

VIII. Qualifications

Academic Qualifications:

- ✓ Advanced university degree (Master's degree or above) in social sciences, or other relevant disciplines;

Years of experience:

- ✓ At least 10 years of social or economic development experience
- ✓ At least 10 years of proven solid experience in programme design, development and planning, programme cycle management
- ✓ Substantive knowledge in UNDP and/or UNFPA and/or UNICEF practice areas.
- ✓ Substantive knowledge and practical experience of MDGs-based/SDGs-based planning.
- ✓ Prior documented experience drafting a UNDAF or UN Agency Country Programme Document.

Competencies:

- ✓ Proven excellent oral and written communication skills (with sample of writing report),
- ✓ Proven facilitation skills in the context of participatory strategic and operational planning exercises. Proven ability to deliver quality output including reports writing and making presentation under tight deadlines.

Languages:

- ✓ Spoken and written fluency in English, with excellent writing skills is required.
- ✓ Excellent working knowledge of spoken and written Portuguese is required

- **How to apply**

All applications should be submitted by email to: procurement.cv@cv.jo.un.org indicating the following reference “**CCPD 2018-2021 of UNDP, UNFPA and UNICEF Cabo Verde**” no later than **16th April 2017 23:59Hrs CPV time**. Incomplete applications will be excluded from further consideration.

Recommended Presentation of Proposal:

- Duly accomplished Letter of Confirmation of Interest and Availability using the template provided by UNDP;
- Personal CV and P11, indicating all experience from similar projects, as well as the contact details (email and telephone number) of the Candidates and at least three (3) professional references;
- Brief description of why the Candidate considers as the most suitable for the assignment, and a brief methodological proposal on how the assignment will be approached and completed. The methodological proposal should include at least: Statement of the research problem: the conceptual framework and Proposed timeframes (hour days)
- One sample of past publications in English, French, Portuguese or Spanish;
- Financial Proposal: the financial proposal must be expressed in the following pricing option: Lump Sum Amount - The lump sum amount must be “all-inclusive” (honorariums, living allowance¹, trips, health insurance, etc.); the price should be in USD indicates the all-inclusive fixed total contract price, supported by a breakdown of costs, as per template provided. If an Offeror is employed by an organization/company/institution, and he/she expects his/her employer to charge a management fee in the process of releasing him/her to UNDP under Reimbursable Loan Agreement (RLA), the Offeror must indicate at this point, and ensure that all such costs are duly incorporated in the financial proposal submitted to UNDP;

Criteria for Evaluation of Proposal:

Only those applications which are responsive and compliant will be evaluated. Offers will be evaluated according to the Combined Scoring method – where the educational background, experience on similar assignments and technical proposal for evaluation will be weighted at 70% and the price proposal will weigh as 30% of the total scoring. The applicant receiving the Highest Combined Score that has also accepted UNDP’s General Terms and Conditions will be awarded the contract.

IX. Criteria for Selection of the Best Offer

The proposals will be evaluated according to:

¹ **Living Conditions:** The Office is based Praia, the capital. Cabo Verde has social and political stability since independence, and there are no major security issues. The living conditions in Praia are good, as well as the access to health services. The level of tropical diseases is very low. There are currently no required vaccines at the entrance to Cabo Verde, unless one comes from West Africa. However, immunization against yellow fever, tetanus and polio, as well as hepatitis A, is recommended.

Portuguese is the official language of the country, but informal conversations are held in Crioulo caboverdiano. French is the official diplomatic language in Cabo Verde. The currency used is called: Escudo Caboverdiano (1 EUR = 110 CVE). The Cabo Verdean escudo is not changed in several countries. International credit cards (VISA) are accepted in some shops, hotels and restaurants. It is also possible to withdraw money with an international card in some banks/ATM.

Meals at restaurants near the UN Office cost between 2.5€ and 15€.

Criteria	Weight	Max. Point
<u>Technical</u>	70%	70
<i>Criteria A (Candidate profile):</i> (1) At least 10 years of social or economic development experience (2) At least 10 years of proven solid experience in programme design, development and planning, programme cycle management (3) Prior documented experience drafting a UNDAF or UN Agency Country Programme Document is required. (4) Proven facilitation skills in the context of participatory strategic and operational planning exercises. Proven ability to deliver quality output including reports writing and making presentation under tight deadlines.	25	25
<i>Criteria B (Candidate profile):</i> (1) Advanced university degree (Master's degree or above) in social sciences, or other relevant disciplines; (2) Excellent command of spoken and written English, with superior writing/drafting skills, is required. (3) Excellent working knowledge of spoken and written Portuguese is required (4) Proven excellent oral and written communication skills (quality of sample of writing report),	25	25
<i>Criteria C (Methodological Proposal)</i> (1) Relevance and appropriateness of methodology; (2) Evidence of substantive knowledge in UNDP and/or UNFPA and/or UNICEF practice areas. (3) Evidence of substantive knowledge and practical experience of MDGs-based/SDGs-based planning.	20	20
<u>Financial</u>	30%	30
<u>Total</u>	100%	100

UNDP applies a fair and transparent selection process that will consider the competencies/skills of the applicants as well as their financial proposals. Qualified women and members of social minorities are encouraged to apply.