

**TERMS OF REFERENCE**



**MID-TERM REVIEW OF THE  
GoG/UNFPA 7<sup>TH</sup> COUNTRY PROGRAMME  
OF GHANA**

**2020**

## **1. BACKGROUND AND CONTEXT**

The Mid-Term Evaluation or Review (MTR) is considered as an important step of the programming cycle and is conducted by the Government and UNFPA. In applying the Results Based Management (RBM) that constitutes one of the guiding principles of the Strategic Direction of UNFPA, the Country Office will conduct a mid-term evaluation after two and a half years of the implementation of the 7th UNFPA Programme of Assistance to Ghana (2018-2022). The mid-term evaluation/review exercise will examine the status of programme performance and generate conclusions and recommendations that would contribute to the improvement of the effectiveness and efficiency of the implementation of the Country Programme. It will also examine the relevance, suitability and appropriateness of the initial objectives and strategies set at the programme design stage.

The 7th Country Programme (CP7) of UNFPA in Ghana began its cycle in 2018 and will end in December 2022. The start date of CP7 was influenced by an agreement between the Government of Ghana and the UNCT to extend the UNDAF for one year to align with the national planning cycle, Ghana Medium Term Development Plan (2018-2021), and allows for an UNDAF/UNSDCF process that continues with Delivering as One, and responds to the successor plan to the GSGDA II (2014-2017) of government. The 7th Country Programme was developed by UNFPA in partnership with the government and other stakeholders; and was submitted to the UNFPA Executive Board in September 2017 for approval.

## **2. OBJECTIVE(S)**

The overall objective of the MTR is to determine the adequacy of the design and effectiveness of the implementation of the CP and its results and resource framework, and the United Nations Sustainable Development Cooperation Frame (UNSDCF) for achieving the 7th CP, as well as to ensure continuous alignment of the current country programme to the UNFPA corporate strategic plan. It will also develop a plan of action for the remaining period (2 years) of the 7th CP, within the new normal of COVID 19, and formulate initial directions for the next CP.

Specific objectives:

- a) Review the performance of the 7th Country Programme by demonstrating the results achieved from 2018 – 2020.

- b) Overall performance of the 7th Country Programme in terms of progress against its targets;
- c) The relevance / validity of the design of the 7th Country Programme to the national context, current policy environment, COVID 19, and UNFPA corporate strategy;
- d) Efficiency in the use of resources allocated for the implementation of the Country programme;
- e) Draw conclusions and recommendations to improve the 7th Country Programme's performance.

### 3. SCOPE

The review will address a number of dimensions of the CP and the UNSDCF and its implementation. The CP and the UNSDCF have been guided since inception by a set of objectives focused on, inter alia, "achieving universal access to sexual and reproductive health, promoting reproductive rights, reducing maternal mortality, achieving the three UNFPA transformative results, and accelerating progress on the ICPD agenda.

The programme also supports policy dialogue and advocacy on SDG 3 and 5 to improve the lives of women and young people (including adolescents) and adopt a gender and rights-based approach to programming at national and subnational levels. The review should seek to determine the progress made against these objectives over the past two and half years as a basis for informing the country programme and strategic plan alignment and the strategies moving forward.

In particular, the mid-term review will seek to determine:

- (i) How far Ghana has progressed against the objectives, indicators and associated targets identified in the CPD
- (ii) The primary factors and conditions that have contributed to these results
- (iii) The extent to which the objectives and indicators has been designed and utilized as a basis for performance monitoring, with lessons identified and internalized to improve performance

The focus of the review should be forward looking and focused on developing consensus around the future priorities for the delivery of the UNSDCF/UNFPA CPD results. The MTR will draw upon existing documentation to the extent possible and will ensure that the analysis and conclusions reached on the UNSDCF/UNFPA CPD are linked to relevant government processes and key policies to include Ghana's Medium Term Development Plan (2018-2021) and other national policies and plan.

It is expected that the Mid Term Evaluation/Review (MTR) will answer these key questions:

☐ **Effectiveness:** meeting the intended objectives on the right target groups; achievement of results

- To what extent were the objectives of the 7th CP/UNSDCF achieved/are likely to be achieved

- What are the major factors influencing the achievement or non-achievement of the objectives?

- Will the strategies selected for the programme lead to achieving its objectives and targets?

☐ **Efficiency:** justification of resource use (resource vs cost)

- Were activities in the 7th CP AWP cost-efficient?

- To what extent were programme inputs (funds, expertise, time, etc.) converted into results?

- What was the timeliness of inputs (personnel, consultants, travel, training, equipment and miscellaneous costs) and of outputs?

- Was the programme or project implemented in the most efficient way compared to its alternatives by the IPs?

☐ **Relevance: is continued expenditure justified?**

- To what extent are the objectives of the programme still valid in light of the global priorities, current national priorities, COVID 19, UNFPA priorities and strategy, expectations of beneficiaries?

- To what extent is the Country Programme and UNSDCF aligned to the UNFPA corporate mandate?

- To what extent are there pre-existing or potential development partners for whom there is complementarity with UNFPA's interventions?

- To what extent was the country office able to respond to changes in the national priorities and development context, including COVID 19?

☐ **Sustainability: results sustained after withdrawal of external support**

- To what extent did the programme help to establish building blocks/factors for future sustainability of the programme (e.g. favourable policy environment, infrastructure, earmarked government funding, etc.)

- What were the major factors that influenced the achievement or non-achievement or sustainability of the programme?

- Can the Government of Ghana and other stakeholders continue implementing current interventions without UNFPA support?

### 3. Tasks of the Consultant

The team will work under the overall guidance of the Representative and supervision of the Deputy Representative. The M&E Programme Analysts will act as UNFPA MTR focal point and will be responsible for a) coordinating b) securing technical assistance, c) organizing the review meetings and field visits d) coordinating and providing feedback and guidance to consultants. The MTR focal point will work very closely with other Programme Analysts.

The consultant will gather all relevant information from existing reports/basic documentation, followed by interviews, and field visit to programme sites and used the said to draw conclusions and recommendations whilst formulating an MTR report. In conducting the review, the consultant will undertake the following approaches:

- Desk Review of Basic documentation
- Consultation with Partners
- Field Work
- Analysis of Budget and Resource
- Analysis of Management Arrangements

#### **4. Expected Outputs/Deliverables:**

- An Inception Paper (with a draft work plan) after confirmation of acceptance to undertake the assignment and signing of a service contract, outlining methodology and approaches.
- The team leader in consultation with the MTR focal point will develop terms of reference for each of the national consultants indicating specific deliverables and timeframe.
- Prepare a draft report on the basis of documents reviewed, consultations, interviews, field visits and the discussions and following the report outline that is provided
- Facilitate a meeting with key stakeholders and present the key findings of the midterm review to UNFPA and the government
- Finalize the MTR report and synthesise the recommendations for the improvement of the current Country Programme and produce a final report of the review.

The team leader will consolidate the whole report and present findings at the MTR meeting with the UNFPA country office team. Government and partners.

## 5. Timeline

The consultancy shall be within a period of 44 days (**after signing of contract**). This period shall exclude two weeks which shall be used to advertised the assignment, one week for review and evaluation of technical and financial proposals, and three days to provide feedback after presentation of first draft report) The indicative timetable is as follows:

<b>KEY TASKS</b>	<b>Time Frame (Days)</b>	<b>Responsibility</b>
Pre-Contract Meeting with UNFPA	1	UNFPA management & Consultants
Desk Review, meetings with UNFPA Units, and submission of Inception Report	10	UNFPA management/staff & Consultants
Preparation of field instruments and Field work/visits	21	Consultants, M&E officer & IP Focal Persons
Data Analysis & Draft of 1 <sup>st</sup> Report	10	Consultants
Present key findings and draft report of MTR (to UNFPA for feedback)	1	Consultants and UNFPA Management/staff
Stakeholder Validation Workshop (2 days after validation)	1	Consultants and Stakeholders
Final report presented to UNFPA (2 days after validation)	2	Consultants
Total Number of Days	46	

## 6. Fess & Payment Schedule

Fees will be paid on an output basis and in accordance with UNFPA policies and procedures

## **7. Work Settings**

The Consultant will perform the tasks assigned from his/her home office. Travel arrangements (DSA and transportation) for field visits (based on previously agreed travel plan) will be made by UNFPA Operations Unit in line with UNFPA travel policies and procedures.

## **8. Qualifications and Experience Required**

The team will be composed of two experts preferably from an institution. There will be a team leader.

- Preferably a Ph.D. or Master Degree in Social Science, Public Health, Demography, Monitoring and Evaluation
- Experience in leading evaluations in the field of development for UN organizations or other international organizations.
- At least ten years of professional experience in Maternal Health, Reproductive Health, Population and Development, evaluation methodology, strong analytical skills and expertise formulating development programmes in lower middle income countries, particularly in Africa.
- Experience in conducting country level evaluations including knowledge of evaluation methods and techniques for data collection and analysis.
- Experience in/knowledge of Ghana and familiarity with Ghana's decentralized context and UNFPA programme in Ghana. (National Consultants)
- Excellent leadership, communication ability and excellent drafting skills in English

## **Expression of Interest/Application**

Interested individual consultants or firms (local/international) are requested to refer to RFQ-GHA-022 for submission of technical and financial proposals.

A brief technical proposal not exceeding 10 pages on the methodology and approach to the assignment including summaries of previous similar assignments.

- Financial proposal/budget in a separate envelope.
- A letter of application addressed to the UNFPA Representative in Ghana
- CVs and scan copy of the certificates; and all documents related to working experience
- A list of three references with their complete addresses.

Incomplete applications and applications that are not similar to the wanted profile will not be examined

Only short-listed candidates will be contacted.