**Mid-Term Review of the Regional Programme - RBA**

**Term of Reference**

**12 October 2015**

# **Context and Rationale**

**Context**

The RBA Regional Programme Document (2013-2017) was developed in full consultation with stake holders to strengthen capacities of the AU and the RECs to benefit from regional public goods. The programme is fully aligned with the UNDP Strategic Plan and was approved by the Executive Board along with its Evaluation Plan.

In Regional Bureau for Africa, the RP is organized along 5 outcomes (4 included in the RPD and one outcome on Gender added later on):

* **Outcome 1:** Growth and development are inclusive and sustainable, incorporating productive capacities that create employment and livelihoods, especially for the poor and excluded (SP outcome 1)
* **Outcome 2:** Citizens expectations for voice, development, the rule of law and accountability are met by stronger systems of democratic governance (SP outcome 2)
* **Outcome 3:** Countries are able to reduce the likelihood of conflict and lower the risk of natural disasters, including from climate change (SP outcome 5)
* **Outcome 4:** Development debates and actions at all levels prioritize poverty, inequality and exclusion, consistent with our engagement principles (SP outcome 7)
* **Outcome 4+1:** Faster progress is achieved in reducing gender inequality and promoting women’s empowerment (SP Outcome 4)

The implementation of the programme coincided with UNDP-wide Structural Review, which resulted in significant changes to staff positions and management arrangements of the Regional Programme. Concurrently, the organization underwent significant budget cuts. In addition, future financial resources available to the Regional Programme remain unpredictable. All these conditions resulted in number of activities being postponed or closed. An Advisory Board meeting of the Regional Programme is being convened in December 2015 and it will provide a forum to discuss options for future direction, including streamlining programmes in face of the fiscal and human resource challenges.

In the framework of the implementation, monitoring and evaluation of the regional programme and projects in Africa, the regional service center of UNDP in Addis has initiated a review process with regional programme and project stakeholders in order to ensure better accountabilities vis a vis donors and beneficiaries.

The programme midterm review is an integral part of this implementation and monitoring processes of the regional programme to ensure effective management of quality development results in the context of UNDP global program and strategic plan 2014 – 2017, to learn lessons from the past two years of experience, to identify necessary mid-course corrections and to feed into the ongoing MTR of the UNDP Strategic Plan.

The review will share a common framework with those of the other RBx, the Global Programme as well as the Strategic Plan MTR. The Regional Programme MTR will also provide valuable and timely feedback to the Advisory Board to facilitate their guidance

**Rationale of the Mid-Term Review:**

The Mid-Term review of RBA regional programme, responds to different needs:

1. Necessity to inform senior management and stakeholders on the status of the regional programme
2. Necessity to identify the progress made so far and the weaknesses associated to the programme after 2 years of implementation,
3. Necessity to capitalize best practice and lessons learnt
4. Necessity to prepare the RSC/RP Board meeting with clear inputs and progress made by the RP
5. Necessity to revise the programmes strategies in accordance with the new budget envelope for 2016
6. Necessity to make informed decisions on corrective measures and revision

# **Objectives**

The objective of the midterm review is to assess the progress made on each outcome identified in the regional program and projects document (RPD). Specifically, the review will:

* Assess the progress made and the development results achieved by the regional projects and programme: assess the results achieved under each outputs, and assess to which extend the outputs are contributing to the outcomes;
* Assess the contributions of RP results to the GP results and the SP outcomes;
* Clearly identify and assess the development effectiveness component delivered through support to COs;
* Identify the gaps (differences between the expected results and the achievement) and the reasons for underperforming;
* Identify the key drivers for success;
* Capitalize best practices and lessons learnt for the remaining year of implementation;
* Identify the challenges faced during the implementation;
* Assess the effectiveness of Partnership strategies
* Propose correctives measures and strategies to overcome these gaps;
* Revise Programme (reduced activities and outputs) in accordance with the estimated available resources for the upcoming 2 years;
* Revise the theory of change of the regional project and programme;
* Define a monitoring plan and system for the regional programme.
* Propose strategies to better align AWP with RPD

# **Scope of the Mid-term review**

The Mid-term review will focus on all regional projects and programme implemented from 2014 to 2015), as listed bellow.

|  |  |  |
| --- | --- | --- |
| **Project** | **Outcome** | **Project period** |
| *Approved in 2013* | | |
| POLE Phase II (“Stratégies de développement et Finances publiques”) | 2 | 2014-2017 |
| Strengthening the Capacity of IGAD (Intergovernmental Authority on Development) in Building Resilience in the Horn of Africa | 3 | 2015-2017 |
| Building and Enabling Environment for Women’s Economic Empowerment & Political Participation in Africa (AU Gender) | Gender | 2013-2016 |
| *Approved in 2015* | | |
| Promoting Inclusive Economic Transformation in Africa | 1 | 2015-2017 |
| Transforming Governance in Africa | 2 | 2015-2017 |
| Fostering Resilience to Shocks and Threats in Africa | 3 | 2015-2017 |
| Strengthening African Engagement in Global Development Debates | 4 | 2015-2017 |
| Fostering Gender Equality and Women’s Effective Participation and Contribution to Economic and Political Transformation | ‘4+1’ (Gender) | 2015-2017 |
| Project to Support Oversight of the Regional Programme |  | June 2014-2017 |

# **Questions of the Mid-Term review**

**Relevance:**

* How has UNDP’s operating environment shifted in the region since the adoption of the SP (2014-2017) and the RPD? What strategic opportunities and risks are emerging as a result? (update the RPD situation analysis)
* Context analysis and an understanding of how the partnership environment is evolving – how RP can benefit from use of non-UNDP sources?.

**Programme Effectiveness:**

* What results were achieved by the regional projects and programme at the output level? To which extend did they contribute to the stated outcomes?
* Are the Regional Projects and Programme on track to achieve the expected results and what are the gaps left to achieve UNDP's targets in the region?
* What is the effectiveness of the component delivered through support to COs?
* What are the additionality/contributions of the Regional Programme and Projects on top and above to what COs have achieved?
* What are the underlying causes of underperformance and key drivers of success?
* What are the key development and advisory contributions that UNDP has made in the region

**Programme efficiency:**

* Are UNDP approaches, resources, models, conceptual framework relevant to achieve the planned results?
* What resources have been used to achieve/produce the results?
* Are the financial and human resources used in optimal manner?
* How can the projects and programme improve their value for money?
* Was there an effective partnership strategy to leverage resources and collaboration?

**Sustainability**

* What is the likelihood that the programme interventions are sustainable?
* What mechanisms have been set in place by UNDP RSCA to support the regional institutions /institutional partners to sustain improvements made at the end of the programme?
* What changes should be made in the current set of programme partnerships in order to promote sustainability

**Institutional Effectiveness**

* How has UNDP reforms influenced UNDP RSCA support to the region/ Countries?
* How is the resource situation evolving?
* What is the partnership environment in the region? Has UNDP partnership strategy been effective in the region to leverage resources and collaboration? And how can UNDP best positioned itself toward this specific environment and benefit from it?
* Are there developments with regard to UNDP’s role in the UN RDT and engagement with regional bodies?
* Did the RSCA adequately invest in, and focus on, Regional and national capacity development to ensure sustainability and promote efficiency

**Lessons learnt and recommendations**

* What are the key thematic, operational and institutional lessons to be drawn?
* How well is the Regional Programme positioned vis a vis the SDGs?
* What are the main recommendations for 2016-17 and beyond?

# **Expected results:**

A report of the Mid-term review will be produced. The report will include the following:

* An updated regional situation analysis
* The main findings of the Programme Quality assurance assessment
* The results achieved by the regional projects and programme and the gaps between the expected results and the results achieved; Results achieved through support to country offices.
* An analysis of the situation in regards of the questions of the Mid-term.
* Corrective measures and strategy for the 2016-2017 implementing period
* Revised Theory of change for the regional projects and programme.
* The revised RRF for the regional projects and programme and a detailed work plan for 2016-2017.
* A draft of the Monitoring plan and system for the RP and projects.
* Directions for partnership and resource mobilization strategies.

# **Methodology and Approach**

The MTR will be done through, discussion with cluster team, review of documents especially monitoring reports, field visit report, relevant workshop finding, report to donors as primary sources of information. In addition, other external sources such as report from others keys development actors will be gathered as secondary sources. These sources will include, AU relevant commissions and technical unit reports, European Union commission reports, RECs reports etc. The RBM unit will assist the programme team in the preparation of the mid-term review and will provide technical advises for all aspect of the review. Whenever needed, tools and template to be used during the Mid-term review will be prepared by the RBM unit.

At least two weeks before the Mid-term review, Projects and Programme managers will have to provide information regarding:

* The results achieved by their respective projects and programme (**results should be supported by evidence and refers to external sources as much as possible**).
* Analysis of the situation of their projects/programme: financial, expectation, resource mobilization, etc.
* A proposed revision of their Projects/programme

Consultation with key stakeholders (factoring-in their views) will have to be organized prior to the Mid-term review.

In preparation of the review, the **Programme QA standards will be assessed.**

# **Review Team and Management Arrangement**

Given that the RP is only in two years of implementation, and that a full evaluation will be conducted in 2016 for all the outcomes cited above, the RBM team in Addis will ensure the review in concertation will the cluster leaders and team, communication advisor, partnership advisor, the programme managers, and all relevant stakeholders. The final report of the review will be produced by an independent consultant. The quality assurance of the final report and the work of the consultant will be ensured by RBM team and the regional programme manager.

# **Date and duration**

The RP midterm review will take place in Addis in November 10- 12th prior to the Board meeting.

# **List of Participants**

A detailed and nominative list will be developed as an annex

* RBA senior management
* RSC senior management
* RP programme coordinator
* Cluster leader
* RBM Unit :
* Communication Advisor
* Partnership advisor
* Knowledge management team:

# **Review Indicative Budget**

To be finalized

# **ANNEXES**

ANNEX 1: RPD (2013-2017)

ANNEX 2: AWP 2015