

Joint Mid-Term Review of UNDP and UNFPA Country Programme Action Plans (CPAPs), in Liberia

Draft Terms of Reference

Background:

The UN Development Assistance Framework, which builds on the analysis of the UN Common Country Assessment (CCA), is the principal UN document setting out broad areas of UN response to national priorities.

UNDP and UNFPA in Liberia have harmonized their programming cycles, beginning from 2008 to 2012 through Country Programme Documents (CPDs) which are approved by their respective Executive Boards and are aligned with the UNDAF. The Country Programme Action Plans (CPAPs) define the implementation of the programme for the respective agencies.

The UNDAF is a 'living' and flexible document, as are the CPAPs, and allow the UN system to respond to changes in policies and priorities as they evolve. The preparation of the CPAPs was undertaken in parallel with the preparations and consultations of the Poverty Reduction Strategy, under the leadership of the Government of Liberia.

In the course of 2009 and in early 2010, a number of major initiatives were undertaken by both the Government and the UN, beginning with the PRS Review and Cabinet Retreat in August 2009, followed by the UNDAF Technical Review in November 2009 and the Senior Management Retreat in January 2010.

Furthermore, the United Nations has received the official request from the Government of Liberia to become a self-starter country for the "Delivering as One" initiative. On the programmatic side, the emphasis will be on strengthening integrated planning, monitoring and reporting in the context of the revised UNDAF.

In order to 1) establish the extent to which the CPAPs are progressing as intended, 2) assess the continued relevance and alignment of CPAPs with UNDAF and PRS, 3) make informed decisions about necessary changes to the CPAPs and future programming processes, and 4) in preparation for the UNDAF Annual Review 2010, UNDP and UNFPA have agreed to sustain the collaborative effort by holding a Joint Mid-Term CPAP Review in 2010.

The Mid Term Review:

The review will be conducted in such a way that the CPAPs of UNDP and UNFPA will be reviewed, ensuring appropriate attention to agency specific achievements and challenges as well as compliance with each agency's requirements – but in addition, the review process will include analysis of those specific areas identified as common thematic intervention areas, between UNDP and UNFPA, such as 1) support to national data gathering and analysis, 2) support to prevention and mitigation of SGBV, and 3) support to youth empowerment and strengthening of life skills. Broader cross cutting issues such as capacity development of implementing partners will also be reviewed.

The MTR will focus on questions shaping the overall direction and strategic choices of the CPAPs. The following should be considered:

- The scope of changes that can be made to the CPAPs, vis a vis rules and restrictions, has to be clear (to ensure appropriateness and usefulness of recommendations for changes);

- The specific purpose, specific review objectives and priority questions of the MTR must be clearly defined and agreed among partners;
- Stakeholder involvement is required (GoL, UN agencies, I/NGOs, and other partners);
- Comparison of findings across different approaches, types or sources of information, methods of data collection and types of analysis.

Overall outcome:

The intended outcome of the Joint MTR of the UNDP and UNFPA CPAPs is to assess CPAP implementation progress, and to inform and guide decision making for the achievement of intended results by the end of both agencies' CP cycles, in 2012. This includes information about the relevance of the CPAPs vis a vis the needs of the Liberian people, as identified in the PRS among others, challenges and constraints that require attention and action, the achievements and lessons learned that should be built on, as well as ways in which the design of the CPAPs can be improved for better programme management, and implementation.

Objectives:

The Joint Mid-Term CPAP Review will have the following objectives:

- Assessment of progress so far towards achievement of the outcomes and outputs in the CPAPs - based on inputs and activities, looking at targets, and using indicators when possible;
- Identify implementation constraints, lessons learned, and best practices;
- Assessment of the contextual situation in Liberia, and changes since inception of the CPAPs that are relevant for the continuation of the implementation of the CPAPs, e.g. changes that pose specific challenges and/or opportunities for the continued implementation (political, legal, economic, administrative and cultural situation, and implications);
- Assessment of continued relevance of strategic approaches and expected results, vis a vis agency specific mandates and policies, MDGs, PRS and UNDAF - strengths and weaknesses, constraints and opportunities;
- Review of overall design of the CPAPs, and identify strengths and weaknesses;
- Review of the results chain in the CPAPs, and identification of needs for changes to output, activity and indicator formulations;
- Assessment of capacity levels and needs for continuation of implementation of the CPAPs, both within and outside the COs;
- Review of status of partnerships with GoL, within the UNCT, and others, and identification of strengths and weaknesses, constraints and opportunities;
- Review of funding mechanisms, and resource mobilisation efforts, achievements and opportunities;
- Review, specifically, those areas identified as joint thematic intervention areas, such as SGBV and Youth Empowerment, also taking into consideration both agencies' involvement in UN Joint Programmes in Liberia.
- Review of lessons learned in terms of added value of joint efforts, opportunities for synergies, etc.
- Develop concrete action plan for ways to strengthen collaborations among UN agencies, looking particularly at UNDP and UNFPA, and build on achievements in the context of One UN;
- Demonstrate, for the first time in Liberia, the added value of joint CPAP MTR
- Based on the above, identification of priority actions – for improved programme design and implementation

Output:

- Joint MTR report, using the UNDG/DOCO Standard Progress Report format for approval by the Coordinating Team, focusing on those areas identified as common thematic intervention areas, as well as issues related to coordination and joint implementation;
- Two agency-specific MTR reports (for respective HQs).

All three reports will provide documentation of achievements, lessons learned, and recommendations for priority actions to ensure continued results based management of the CPAPs, based on quality analysis.

Roles and responsibilities:

The MTR process will be by guided and managed by a Coordinating Team, under the leadership of the UNDP Resident Representative and the UNFPA Resident Representative, supported by UNDP and UNFPA technical staff. UNDP will be the overall lead agency of the Joint MTR.

The Coordinating Team will be responsible for:

- Approve budget and ensure resources are provided for the review;
- Develop TOR for the Joint MTR Team;
- Refine the scope, objectives and expected outputs, of each their CPAP MTRs as well as the Joint MTR report, aiming for both cost-effectiveness and high quality of findings and analysis;
- Establish a 'Joint MTR Team' to conduct the MTR, including recruitment of consultants (described below);
- Develop time schedule and set key dates;
- Work with relevant individuals on identifying government agencies, NGOs, donors, UN system organizations, and others to be invited to participate at different stages of the review process;
- Organize the final MTR meeting;
- Provide input to, manage, review and approve the MTR report(s);
- Appoint Task Forces as appropriate to facilitate and follow-up on the CPAP and action points.

A 'Technical Team' will be established to conduct the MTR. The Team will consist of one International consultant supported by one National consultant, as well as technical support staff from regional offices, to ensure quality technical input and supervision.

Under the overall management of the Coordinating Team, the Technical Team will be responsible for conducting the review. Specific ToR will be developed.

Task Forces, consisting of agency staff, will be appointed by the Coordinating Team and the 'Technical Team' to ensure that the review process is supplied with quality background information.

Method:

Specifically the Technical Team will be tasked with the following responsibilities:

- Document review (desk study) of AWP reports and other monitoring reports, UNDAF annual reviews, evaluative activities or completed evaluations. Where no existing evaluative work provides this perspective, new data collection can be considered;
- Meetings, internally to the Country Offices;
- Meetings, with IPs incl. GoL – jointly where useful and appropriate
- Visits to IPs' project sites – jointly where useful and appropriate
- Identification of methods and sources of information to be used in the review, such as routine monitoring data, studies/surveys reports, evaluation, etc.
- Identification of external technical support needs (e.g. consultants; from the RO or HQ);
- Budget/cost requirements for the process, and how they will be met;
- Prepare the MTR report for the agencies (UNDP and UNFPA).
- Provide recommendations on how coordination and cooperation can be enhanced and strengthened.

Process outline:

The MTR will take place in May and June 2010, culminating in a MTR meeting with key partners in July 2010.

1. Conduct situational analysis for comparison of contexts for implementation of CPAPs; at the time of the inception in 2008, and now, mid term;
2. Guided by the MTR Team, designated individuals in the agencies draft background review reports specific to their areas;
3. Consultations with GoL and Implementing Partners, based on background review reports, and preparation of reports (two weeks) – joint where relevant;
4. Consolidation of reports and presentations by MTR Team;
5. Submission of reports/presentations to the Coordinating Team for initial review (one week);
6. Joint CPAP Mid-Term Review meeting: Presentation of the MTR reports for discussion and validation with Government, Donors, the wider UN system and Implementing partners implementing partners (Two-day meeting);
7. Documentation of meeting and drafting of Mid-Term Review reports (two weeks);
8. Approval of official Mid-Term CPAP Review reports by Coordinating Team (one week)

The Joint CPAP MTR Meeting will focus on the following:

- Changes in planning assumptions, risks and emerging opportunities;
- Continued relevance of CPAP targets and outputs in relation to national priorities and broader country context;
- Corresponding adjustments of targets and outputs as well as indicators;
- Recommendations for revision of strategies, planned activities, partnerships and resource allocations.
- Recommendations for strengthened coordination and increased synergies between UNDP and UNFPA, as well as with other relevant UN agencies.