**UNDP Sudan, CPAP 2009-2012**

**Mid-Term Review**

**Terms of Reference (Draft)**

**1. Background and Rationale for the Mid-Term Review**

The United Nations Development Assistance Framework for Sudan (UNDAF) 2009-2012 identified four interlinked development priorities and four corresponding strategic objectives for the country, which are in line with priorities identified by the Government of National Unity (GoNU) in its National Strategic Plan 2007-2011, Government of South Sudan (GoSS) Three-Year rolling Sector Plans and addressing the Comprehensive Peace Agreement (CPA) precedence. These development priorities are: Peace-Building, Governance and Rule of Law, Livelihood and Productive Sectors and Basic Services.

In Sudan, the United Nations Country Team and the United Nations Mission in Sudan (UNMIS) agreed to a 4-year UNDAF in view of the two referenda (Southern Sudan and Abyei) to be held on 9 January 2011 and the end of the CPA in July 2011.

In accordance with the UNDAF development priorities and outcomes, the UNDP developed its [*Country Programme Action Plan (CPAP)*](http://www.sd.undp.org/frameworks/UNDP%20Sudan%20CPAP,%202009-2012.pdf)for 2009-2012 in partnership with the government, CSOs, NGOs and other stakeholders. The UNDP CPAP 2009-2012 has been grouped around seven outcomes specifically:

**Outcome 1**: Enhanced national and sub-national capacities to plan, monitor, evaluate, and implement the MDGs and related nationaldevelopment policies and priorities.

**Outcome 2:** Improved impact of resources to fight HIV/AIDS.

**Outcome 3** Institutions, systems and processes of democratic governance strengthened.

**Outcome 4:** National/sub-national/state/local levels of governance expand their capacities to manage equitable delivery of public services.

**Outcome 5**: Rights upheld and protected through accountable, accessible and equitable Rule of Law institutions.

**Outcome 6:** Strengthened capacity of national, sub-national, state and local institutions and communities to manage the environment and natural disasters to reduce conflict over natural resources.

**Outcome 7:** Post–conflict socio-economic infrastructure restored, economy revived and employment generated.

A mid-term review (MTR) of the UNDAF is scheduled for June 2011 with the main purpose of revisiting the UNDAF strategy to ensure that it is inclusive of emerging priorities and that it remains relevant to the changing context in Sudan. In particular, reference is made to the referendum deciding on the status of Southern Sudan and it potential impact on the implementation of the UNDAF. In addition, the UNMIS mandate is due to expire in April 2011.

UN agencies are expected to conduct agency specific programme MTRs to provide information that can feed into the UNDAF MTR. It is in this regard that a Mid-Term review of the UNDP Sudan CPAP will be conducted in March 2011.

The UNDP Sudan CO has decided to use the MTR as the ideal moment to assess programme results, review the strategies and provide forward looking recommendations. The UNDP Sudan CO view the MTR not just a procedural requirement (as the CPAP cycle is at mid point) but it is also essential to enable the UNDP to reassess progress towards the objectives stated in 2008 and re-position itself for the remaining two years of the current CPAP cycle to be able to respond appropriately to the new challenges.

**2. Objective of the MTR**

It is intended that the MTR review has a balanced retrospective and forward looking, and to be used for guidance for the implementation of the remaining CPAP period. To this end, the objective of the MTR is to: a) review the achievements and progress made up to the mid-point of the CPAP (31 December 2010); b) to develop a plan of action for the remaining period of the CPAP; c) and to formulate initial directions for the next Country Programme cycle.

*Specifically, the MTR will:*

1. Review the progress and achievement;
2. Review of factors influencing the achievement;
3. Assess the continual relevance of the programme including its strategies and progress towards the delivery of the expected outcomes taking into account the results of the referenda and emerging development challenges;
4. Identify gaps to be addressed, lessons learnt to be applied, and any modifications to be made in the programme to support the achievement of national development priorities;
5. Revisit program approach, in order to be consistent with the development framework and propose a roadmap/ action plan for the UNDP Country Office on how to support the achievement of national development priorities over the remaining CPAP period;
6. Provide key recommendations/directions for the next Country Programme cycle.

**3. Scope of Work**

The review will cover all the three main CPAP themes: Poverty reduction and achievement of the Millennium Development Goals; Fostering and consolidation of democratic governance and Support to crisis prevention, conflict management and recovery. When dealing with each of the three themes, the review will:

* Consider national prospect as well as regional programme[[1]](#footnote-1) perspectives for the four main Sudan regions: Southern Sudan, Eastern Sudan, Darfur and the Three Protocol Areas in all the review elements.
* Review capacity development[[2]](#footnote-2) as an intrinsic component under the three themes.
* Review gender as cross-cutting issue.

The review shall consider that the themes are interrelated; they can neither be seen nor treated in isolation from one another.

The review will analyze UNDP Sudan achievements during the first two years of CPAP implementation against the CPAP commitments. The analysis will include results, resources, approach, strategies and partnerships and will examine the relevance, efficiency, effectiveness and sustainability criterion[[3]](#footnote-3).

**4. Methodology**

The methodology, approach and tasks allocations for the review exercise will be determined by a team of MTR consultants, who are charged with leading the entire review process at Khartoum and Juba offices to achieve an independent assessment. Yet, the entire exercise will be an interactive participatory learning process where by the UNDP relevant staff is kept informed and regularly consulted throughout the review.

Each programme unit (Poverty Reduction & MDGs, Governance & Rule of Law and Crisis Prevention & Recovery) at the Khartoum and Juba offices, will identify midterm review focal persons who will be members of the office respective  **MTR Group** (MTRG). The MTRG members for Khartoum and Juba offices serve to facilitate the review and following/ road mapping tasks for their respective programming themes as well as providing quality assurance to the whole review process. Additionally, UNDP will nominate reviewmanger in each office ( Juba and Khartoum), who will be overall responsible for managing the whole process in the respective office including providing administrative and substantive backstopping support to the consultants and the MTR Group members.

It is expected that the findings of the review and the recommendations will be grounded in evidence and analytical work derived from the following methods:

* A desk review of project documents, AWPs, AWPS reviews, project and outcome evaluations.
* A comprehensive analysis of the emerging development context.
* Technical working meetings and consultation with the MTRG and the programme staff.
* Interviews/ consultations with key Stakeholders.

It is worth mentioning that the review requires holistic examination and comprehensive analysis, with the intention that MTR report recommendations be holistic, concrete and practical.

**5. Roles of the Consultant and the MTR Groups:**

***Role of the MTR Consultants***

A team of MTR consultants will be assigned to cover region. A lead consultant will be hired to direct and facilitate the entire review process and will be responsible for the quality of the review process, methodology and timely delivery of review outputs. The tasks of the MTR consultants include:

* Conducts the research and analysis of all reference documentation.
* Conducts consultation meetings with UNDP staff, MTR group and other stakeholder to ensure mutual understanding and consensus on all the review element and outputs.
* Collects relevant information to serve as a basis for contextual analysis.
* Develops an inception report detailing the review design and methodology including the review questions.
* Reviews and triangulates inputs from the various sources and generates a comprehensive and holistic analysis.
* Drafts the MTR report based on the desk review and interviews and consultations.
* Incorporate comments of the MTR group, produce and submit final version of the report.
* Develops plan of actions for the remaining CPAP period based on overall MTR findings recommendations,

TORs for the individual consultants are part of Annex A.

***Role of the MTR Group***

The MTR group is expected to perform the following tasks:

* Provide the consultant/s with the required documentation necessary for the mid-term review.
* Participate actively and takes initiative in the meetings with the consultant throughout the review process.
* Provide guidance on the design of critical meetings (e.g. initial meeting, Stakeholders meeting and debriefing meeting).
* Discuss and review the progress made during the first half of the CPAP.
* Ensure interface between UNDAF thematic groups and the UNDP MTR process.
* Provide consultant/s with feedback on the key review outputs including CPAP mid-term review report.
* Provide updates to UNDP senior managements on the progress of the MTR.

**6. Mid-Term Review Outputs**

The key MTR review outputs include:

* Inception report of the MTR, which includes a revised ToR including a comprehensive review methodology, review questions, the main elements of the review and a detailed work plan for the review process.
* A Draft MTR report with findings (achievements and challenges), lessons learned and recommendations.
* A Plan of Actions for the remaining CPAP period.
* A Final MTR report with findings (achievements and challenges), lessons learned and recommendations.

**7. Quality Assurance**

This TOR shall be the basis upon which compliance with assignment requirements and overall quality of services provided by the MTR consultant will be assessed by the MTRG in consultation with heads of units and senior management.

**8. Time Frame**

The review is tentatively scheduled to take place in late March 2011 onwards.

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| **Tentative timetable** | |
| 1. Briefing; meeting with MTRGs and other staff, common approach and framework; tasks, work plan and initial desk review of key documentation | first 7 days of the review process |
| 1. Inception Report | 8 days after commencement of work in Sudan |
| 1. Comprehensive desk review and consultations | 20 days |
| 1. Presentation/workshop of draft report and preliminary findings in Khartoum and Juba | 3 days after the end of the comprehensive desk review and consultations |
| 1. Draft MTR Report and draft plan of action | 6 days after the end of the comprehensive desk review and consultations |
| 1. Comments to the draft MTR Report and draft plan of action | 7 days after the receipt of the drafts |
| 1. Final MTR Report and Plan of Action | 10 days after comments to the draft MTR report the received |

**8. Reference Materials**

Documentation to be reviewed and referred to includes but is not necessarily limited to the following:

* United Nations Common Country Assessment (CCA) for Sudan (2007)
* United Nations Development Assistance Framework (UNDAF) for Sudan (2009-2012).
* UNDP Country Programme Document and UNDP Country Programme Action Plan (2009-2012).
* UNDP Sudan Regional Programming frameworks.
* UNDP Sudan Thematic Strategies.
* Project documents, AWPs, AWPS reviews, [**project and outcome evaluations**](#_List_Of_evaluation)under the current CPAP period.
* Annual CPAP review outputs (2009).
* UNDP Results-Oriented Annual Report (ROAR) for Sudan for the years 2009 and 2010
* CCF2 Evaluation Report (2009)
* Sudan 5 year Strategic Plan
* Other documents and materials related to the CPAP (from the government, donors, etc.) including national census information and surveys on health and poverty.
* UNDP Handbook on Planning, Monitoring and Evaluating for Results
* [UNDP Checklist for Quality Programming](http://content.undp.org/go/prescriptive/Project-Management---Prescriptive-Content-Documents/download/?d_id=1360377).

1. UNDP developed regional programming frameworks to clearly articulate regional priorities and UNDP approach towards these priorities. [↑](#footnote-ref-1)
2. For the definitions of capacity development and policy and programme implications refer to UNDP [Capacity Development Practice Note](http://www.capacity.undp.org/index.cfm?module=Library&page=Document&DocumentID=5599) [↑](#footnote-ref-2)
3. For the definitions of “relevance : "efficiency", "effectiveness", and "sustainability" refer to “ Handbook On Planning, Monitoring And Evaluating for Development Results “ [↑](#footnote-ref-3)