Introduction

Background:
The signing of the Comprehensive Peace Agreement (CPA) in 2005 has opened an unprecedented opportunities to turn the devastation of years of war, displacement, and underdevelopment into a new era of sustainable development. In the spirit of the CPA, the National Strategic Plan for 2007-2011 was developed to serve as the country’s main development strategy and planning framework for focusing and co-ordinating Sudan’s peace and development efforts. In line with priorities identified by the Government in the National Strategic Plan for 2007-2011, the United Nations developed the United Nations Development Assistance Framework for Sudan (UNDAF) for 2009-2012 focusing mainly on the Comprehensive Peace Agreement (CPA) precedence. The 2009-2012 UNDAF has defined four development priorities for the country which are: Peace-Building, Governance and Rule of Law, Livelihood and Productive Sectors and Basic Services.

Deriving from UNDAF, UNDP, in close partnership with the government, CSOs, NGOs and other stakeholders, developed its Country Programme and County Programme Action Plan (CPAP) for 2009-2012. The UNDP CPAP 2009-2012 involves three programme components and 7 outcomes as illustrated below:

<table>
<thead>
<tr>
<th>Programme Components</th>
<th>Intended Outcome</th>
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</thead>
<tbody>
<tr>
<td>1. Poverty reduction and the achievement of the MDGs</td>
<td>Outcome 1: Enhanced national and sub-national capacities to plan, monitor, evaluate, and implement the MDGs and related national development policies and priorities.</td>
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<td></td>
<td>Outcome 2: Improved impact of resources to fight HIV/AIDS</td>
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<tr>
<td>2. Fostering and consolidating democratic governance</td>
<td>Outcome 3: Institutions, systems and processes of democratic governance strengthened</td>
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<td></td>
<td>Outcome 4: National/sub-national/state/local levels of governance expand their capacities to manage equitable delivery of public services</td>
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<td></td>
<td>Outcome 5: Rights upheld and protected through accountable, accessible and equitable Rule of Law institutions</td>
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<tr>
<td>3. Crisis prevention and recovery</td>
<td>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.</td>
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<tr>
<td></td>
<td>Outcome 7: Post–conflict socio-economic infrastructure restored, economy revived and employment generated.</td>
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</table>

The poverty component under the CPAP 2009-2012 focuses in assisting development partners in responding to the development challenges in Sudan, contributing to the achievement of the MDGs and fostering human development. The component has distinctly reshaped the UNDP programme in...
Sudan and has aligned UNDP’s development programming to UNDP’s core mandate under the poverty theme.

UNDP Sudan has decided to carry out an outcome focus evaluation for the poverty outcome 1 “Enhanced national and sub-national capacities to plan, monitor, evaluate, and implement the MDGs and related national development policies and priorities” mainly to assess programme results and contribution to the development in Sudan, and to provide forward looking recommendations to the poverty programme in the new CPAP

**Overview of the Outcome:**

After consultations between UNDP and the Government as well as other stakeholders, it was decided that the UNDP programme related to outcome 1 of the CPAP to be strategic and upstream in nature with pilot interventions at the community level. As such, the principal foundation of UNDP support under this outcome has been capacity development, institutional support and skills development in close collaboration with the National and state level governments. The CPAP 2009-2012 comprehensive capacity-development approach related to this outcome aims at creating an enabling environment, well-functioning national institutions and a high-performing human resource base to support Sudan to plan, implement and review its national and local development strategies.

**Outcome 1 Programme Areas:**

The programme under outcome 1 supports the following development areas:

a) Development of national and sub-national capacities to plan, monitor, evaluate and implement the MDGs: In this programme area the programme focuses on strengthening national and sub-national capacities for MDG reporting as a prerequisite for the other programme interventions related to MDG-based policies as well as MDG-based planning.

b) Aid management and coordination: through this area UNDP is aiming to lay the foundation of a government-led and results-based aid management system that handles external humanitarian and development resources in a transparent and accountable manner

c) Pro-poor livelihoods and private sector development: The CPAP has identified five programmatic interventions related to this area: (1) Supporting regulatory framework to establish a sustainable and competitive microfinance industry in Sudan; (2) Support to the development of integrated pro-poor value chains in markets such as gum Arabic, hibiscus and livestock products (3) Support to local-level pro-poor microfinance services; (4) Capacity Development for the improvement of business and financial skills with strategic planning on women’s empowerment and 5) Launch of the UN Global Compact for cooperate social responsibility in Sudan

It is worth noting that the CPAP outcome 1 benefits from synergies and complementarities with the second outcome “Improved impact of resources to fight HIV/AIDS “under the poverty component as well as other outcomes under other CPAP components specifically: Outcome 4: National/sub-national/state/local levels of governance expand their capacities to manage equitable delivery of public services and Outcome 7: Post–conflict socio-economic infrastructure restored, economy revived and employment generated.

There are various projects that are linked to this outcome, which will be covered under this evaluation. The consultant will receive detailed briefing on the various projects under the outcome upon commencing the assignment.

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1 UNDP Sudan Country Programme Action Plan (2009-2012)
The evaluation will also be informed by project evaluations that have been conducted and others that are planned to take place within the same time frame.

Evaluation Purpose

In accordance with the Country Office evaluation plan for 2009-2012, evaluation of the CPAP outcome “Enhanced national and sub-national capacities to plan, monitor, evaluate, and implement the MDGs and related national development policies and priorities” is required is to measure UNDP’s contribution to the outcome described above. As the UNDP programme is in the last year of its implementation period, the proposed evaluation will also have learning and forward-looking focuses directed at analysing current experiences, consolidation gains, informing the new CPAP and improving performance of the poverty Pillars in the new CP/CPAP.

Evaluation Scope and Objectives

The overall objective of the outcome evaluation is to assess how the programme interventions under this outcome, together with the assistance of partners, have contributed or should have better supported change in development conditions in the outcome area. Specifically, the evaluation aims to serve tow specific objectives:

a) Review the achievements and progress made up to date including interventions’ contribution to the Sudan development priorities.

b) Generate lessons learned from UNDP involvement and interventions to inform poverty programme of the CPAP 2013-2016

The evaluation will cover processes, approaches/strategies and performance of projects and interventions that have been implemented within the framework of three development areas under this outcome over 2009-2012 across Sudan. The scope and objectives of the evaluation necessitate considering evaluation questions related to following programmatic issues with a focus of drawing lessons learned:

- Assessing the relevance of the interventions and projects to the outcome and the current needs and priorities of Sudan, including the interventions contribution of the programme to attainment of the MDG targets;
- Assessing progress towards the achievement of the outcome and assess key UNDP contributions including project outputs and others produced through "soft" assistance, to outcomes;
- Assessing the efficiency of the programme interventions analysing the relationship between the outputs, activities and resources in view of the time and resources available;
- Inquiring contributing factors and impediments of the UNDP outcome progress status as well as for project outputs;
- Assessing the coherence of the programme interventions.
- Assessing UNDP partnership strategies in relation to the achievement of the outcomes
- Assess the impact/expected impact of the programme in developing the national capacities of Sudan institutions in to develop and implement MDGS related strategies/policies as well as introducing evidence-based policy practices; and
- Assess how the programme has addressed cross cutting issues; and

2 The evaluator will provide appropriate detailed questions to facilitate the fulfillment of the evaluation objectives.
Methodology

The consultant should use the evaluation objectives as a point of reference to design the evaluation methodology. The consultant will provide a complete methodology to UNDP as part of the evaluation inception report which will also include detailed plan for this assignment. The inception report will be finalized and approved in consultation with the “Reference Group” and other relevant UNDP staff.

However, it is expected that the review findings and the recommendations will be grounded analytical work derived from the following methods:

- Desk reviews of related documents such as programme related documents, projects documents & AWPs, progress reports as well as projects evaluation reports;
- Interviews and discussions with programme key stakeholders/ relevant officials in the key supported institutions and development partners;
- Technical consultation with the MDGs project evaluation consultant
- Field visits, especially in the case of interventions that have had local level outreaches.

Evaluation Deliverables

- Inception report, which includes a) A comprehensive evaluation methodology with evaluation matrix explaining the methods for assessing each evaluation criteria and the associated evaluation questions and proposed sources of data including evaluation questions, and B) a detailed work plan for the evaluation processes.
- A debriefing meeting with UNDP, evaluation reference group and stakeholders.
- Draft evaluations report: The consultant will provide draft report, covering the issues outlined in the terms of reference including evaluation findings and conclusions, lessons and recommendations, for review by the Reference Group, programme unit and the key stakeholders.
- Final evaluation report\(^3\): The final report incorporates the inputs resulting from the review of the draft report if deemed convincing (i.e. incorporate corrections of factual errors and incomplete information contained in the draft report).

Evaluation Ethics

This Evaluation will be conducted in accordance with the principles outlined in the Ethical Guidelines for Evaluation (UNEG 2008) and the consultants must use measures to ensure compliance with the evaluator code of conduct (e.g. measures to safeguard the rights and confidentiality of their sources, provisions to collect and report data, particularly permissions needed to interview or obtain information about children and young people, provisions to store and maintain security of collected information, and protocols to ensure anonymity and confidentiality)

Timeframe and Work Plan

The estimated time for the conduct of this evaluation is 35 days starting in the 3\(^{rd}\) week of August 2012. A tentative time table is outlined below that could be amended in consultation with UNDP.

<table>
<thead>
<tr>
<th>Item</th>
<th>Days</th>
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<tbody>
<tr>
<td>Initial review of documents</td>
<td>first 3 days of the evaluation,</td>
</tr>
<tr>
<td></td>
<td>(home-based)</td>
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<tr>
<td>Consultations with UNDP, key stakeholders and in-country desk - review</td>
<td>4 days after commencement of work in Sudan</td>
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</tbody>
</table>

\(^3\) UNDP Evaluation Report Template to be followed
<table>
<thead>
<tr>
<th>Activity</th>
<th>Timeframe</th>
</tr>
</thead>
<tbody>
<tr>
<td>Inception Report produced</td>
<td>5 days after commencement of work in Sudan</td>
</tr>
<tr>
<td>Comprehensive desk review and through consultations including Field visits for selected institutions in state level and beneficiary communities</td>
<td>12 days</td>
</tr>
<tr>
<td>Analysis of the information collected and preparation of a draft report</td>
<td>4 days after the end of the comprehensive desk review and consultations</td>
</tr>
<tr>
<td>Debriefing to the project stakeholders (presenting the draft report)</td>
<td>5 days after the end of the comprehensive desk review and consultations</td>
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<tr>
<td>Draft shared for comment</td>
<td>7 days after the receipt of the drafts</td>
</tr>
<tr>
<td>Incorporating the comments and submission of final report</td>
<td>10 days after comments to the draft MTR report (home-based)</td>
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<tr>
<td>Total work days</td>
<td>35</td>
</tr>
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</table>

**Consultant Profile**

The evaluation will be conducted by an independent international consultant with the following profile, at a minimum:

- At least 10 years of work experience in managing programme implementations and evaluations;
- Master Degree in Social Sciences or Public Administration or other related field
- Experience of evaluating poverty reduction and capacity development programmes and projects;
- Solid foundation and experience in results based management/logical framework approach and other strategic planning approaches, evaluation methods and approaches (quantitative and qualitative); and
- Proven command of written and spoken English, knowledge of Arabic is an advantage.

**Implementation Arrangements**

The evaluation will be guided by UNDP Evaluation Policy 2011. UNDP CO will designate an Evaluation Manager who will be responsible for managing and facilitating the evaluation process, and would oversee stages of evaluation conduct to ensure that the process is being conducted as per the agreed plan and guidelines. Additionally, UNDP will constitute evaluation “Reference Group” comprised of key stakeholders and UNDP relevant staff. The Reference Group will guide the evaluation process and will provide methodological and substantive inputs into the evaluation process as well as peer review of all evaluation deliverables.

**Reference Materials**

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

• The Project Documents, projects AWPs and quarterly and annual reports of the projects.
• Key products produced or supported by the outcome interventions such as 2010 MDGs progress report, NHDR and the National Strategy for the Development of Statistics.
• Projects evaluation reports: Capacity Development for the AID management project and Youth Employment Joint programme.
• Other documents and materials related to Sudan (from the government, donors, etc.) .
• UNDP Evaluation Report Template.
• UNDP Evaluation Policy (2011)
• Ethical Guidelines for Evaluation (UNEG 2008).
• UN Evaluation Norms .
• UNDP Handbook on Planning, Monitoring and Evaluating for Results.