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Ministry of Finance and Economic Development (MOFED) and UN Country Team (UNCT) in Ethiopia

Terms of Reference

UNDAF Ethiopia 2012-2015 Mid-Term Review (MTR)

## Context and Rationale

The United Nations in Ethiopia is committed to support the Government’s National development plan - the Growth and Transformation Plan (GTP) - through the United Nations Development Assistance Framework (UNDAF 2012-2015). The UNDAF clusters its interventions around four thematic areas: Sustainable Economic Growth and Risk Reduction; Basic Social Services; Governance and Capacity Development; and Women, Youth and Children. The UN’s support through the UNDAF is mainly executed through Government implementing partners at the federal, regional and woreda levels. The implementation of the UNDAF 2012-2015, which is fully aligned with the GTP, began in early 2012.

The Mid-Term Review (MTR) is not a mandatory requirement as per the United Nations Development Group guidelines for the UNDAF. Nonetheless, having reached the midpoint of the current UNDAF, the UNCT and MOFED have agreed to conduct a MTR to support any mid-term adjustments to the current UNDAF so that it remains relevant to the national context; to ensure improvements in performance and results in the remaining period of the UNDAF cycle by identifying implementation challenges and ways to overcome them; and to provide lessons learned which can support the preparation of the next UNDAF. The MTR will also be merged with the UNDAF annual review.

## Purpose and Expected Results

Overall, the MTR will provide a common discussion forum between the UN, Government and partners on UN-Government joint achievements through the UNDAF, challenges, and ways forward in support of the Growth and Transformation Plan.

More specifically, the purpose of this UNDAF MTR is to assess the achievement and progress made against the planned results, assess challenges, and draw lessons learned over the first half of the UNDAF 2012-2015 period. The review will also help to generate possible recommendations for fine tuning the performance of the UNDAF for the remaining period.

The MTR also will assess how emerging issues that were not reflected during the design of the current UNDAF could impact the achievement of its outcomes, and make recommendations to ensure the continued alignment of UN assistance with national priorities to achieve robust results in the remaining period.

The MTR will assess the UNDAF results achieved thus far using commonly agreed criteria to validate the continued relevance, effectiveness, efficiency, coherence, sustainability and to some extent the impact of UNDAF in delivering on agreed outcomes. The review will serve as important input in preparing the next UNDAF. More immediately, the MTR will also serve as an input for the preparation of the annual work plan and Programme Monitoring Framework of agencies for EFY 2007-2008.

The main objectives of the MTR process therefore include the need:

* To validate the continued relevance, effectiveness, efficiency, coherence, sustainability and the impact of UNDAF in delivering on agreed outcomes and their contribution to national development efforts;
* To determine the adequacy of the existing systems and structures for implementing the UNDAF programme (the working groups, the resource framework, the joint programmes, etc);
* To identify major constraints faced by the UN and implementing partners, document lessons learned during implementation, and make recommendations for overcoming implementation challenges and supporting results achievement during the remaining period of the UNDAF;
* To provide inputs for the preparation of annual work plans and the next Programme Monitoring Framework and to adjust the UNDAF action plan, Business Operations Strategy (BOS), and M&E plan as needed;
* To provide input for the annual reports of agencies, the Resident Coordinator annual report, and reporting for donors;
* To identify implementation challenges and operational issues, and provide inputs and lessons learned for the preparation of the next UNDAF.

## Management of the Mid-Term Review

The MTR will be participatory and consultative process which involves federal and regional implementing and other partners along with those UN agencies reflected in the UNDAF. The consultations at various levels will be facilitated by MOFED, BOFEDs, the UN working groups, and external consultant(s) selected by mutual agreement of the UNCT and MOFED.

Taking in to consideration the participatory nature of the MTR process, the major role of the consultant (s) will be to review and analyse relevant documents; collect any additional relevant information (such as through interviews with UN stakeholders and partners, participating in some of the regional consultations, conducting original research); preparing and presenting the draft MTR report based on the information collected at various level the finalizing the MTR report and its recommendations taking into account comments received.

The UNDAF MTR will be a participatory process jointly led by MOFED and the UN.

A review reference group team from the government (MOFED) and UN (Inter-Agency Programme Team members, representatives from Pillar/thematic working groups, M&E technical working group, Operations Management Team, HACT Working Group, and the Resident Coordinator’s Office) will support and guide the overall conduct and implementation of the MTR.

The UN focal point for the UNDAF Mid-Term Review will be based in the Resident Coordinator‘s Office working under the direct supervision of the head of that office; the MOFED focal point will be from the Office of the Director for the UN and regional economic cooperation directorate. The consultant(s) will be hired under direct supervision of the head of the Resident Coordinator‘s Office supported by the M&E technical working group and the M&E analyst in the RCO.

## Responsibility of the consultant(s)

An international consultancy firm will be hired for a period of 4-6 weeks to support the MTR process at the national level and to prepare the MTR report. The consultancy team should have highly qualified international and national consultants. The international consultant should team up with a national consultant to support the process in the best way possible to ensure the deliverables are achieved as outlined in this TOR. The international consultant is expected to be on board at the beginning of May and the national consultant in mid April 2014.

 Overall the consultancy will be responsible for:

* Carrying out a through desk review of available progress and UNDAF annual reports from the Resident Coordinator’s Office and participating agencies; programme reviews from agencies and thematic working groups; and UNDAF regional consultations to map out the overall achievement against the UNDAF action plan;
* Participating in selected regional consultation workshops (the national consultant) as part of data collection and to obtain views from regions; consult with and interview key stakeholders to validate and complement the findings of the desk review;
* In close coordination with UNDAF pillar working group, the M&E technical working group, the Inter-Agency Programme Team, the UN Resident Coordinator‘s Office and MOFED, producing a comprehensive analytical report for the UNDAF MTR which includes achievements/ progress realised, strategic issues, UN coordination challenges, lessons learned and recommendations;
* Supporting the Resident Coordinator‘s Office and MOFED in organizing the national level MTR validation workshop and presenting the key highlights of the findings from the consultation workshops at national level to discuss the findings, recommendations and implementation plan; and finalizing the MTR report thereafter reflecting comments received.
* Review and compile revised UNDAF indicators by pillar groups, baseline information, sources and means of verification that need amendment;

Identify implementation challenges and operational issues through these reviews and consultations, and propose ways to remedy these.

## Methodology and processes

The UNDAF MTR will be a participatory process jointly led by MOFED and the UN supported by the external consultants. To ensure that the MTR exercise will not place unnecessary additional burden on UN Country Team and MOFED, the consultant will be significantly involved in the collection and consolidation of additional primary and secondary data to beef up the report writing. The MTR exercise should be informative and forward looking.

The **methodology** of the MTR will involve both primary and secondary data/information collection through conducting various MTR consultations at regional and national levels. The UN (M&E TWG, HACT WG and pillar working group representatives) and government will carry out joint field monitoring visits to selected regions and woredas as needed to review results and identify challenges. The primary data/information gathering process may include interviews with key stakeholders and partners and also focus group discussions; these interviews may cover UN heads of agencies, UN programme staff, relevant government officials at both regional and federal levels, development partners, and civil society representatives.

 The consultants can also meet with UNDAF thematic working groups (TWGs) leads, concerned UN staff and MOFED to clarify any issues as they related to the context of the exercise.

The MTR will use the UNDAF Action Plan and Results Matrix plus the first two-year Programme Monitoring Framework as a basis for reporting on results and their achievement. A standardized, clear, and easy-to-fill reporting format will be prepared by the UN M&E technical working group and MOFED so that the inputs from the regional consultations can be aggregated and feed in to the national workshop.

At the secondary data level, the consultants may consult relevant UN agency documents, including evaluations of specific agency programme documents, Annual Work Plans (AWPS), annual review reports, GTP reports, UNDAF annual review reports, and global level documents on UN reforms, such as the QCPR and any other relevant documents. The consultants could also refer to other countries’ experiences and reports to cross-fertilize global experiences to enhance their recommendations.

The consultants will also touch base with Operations Management Team (OMT) representatives to discuss regarding operational issues, and identified operational challenges.

The **Process**: The regional consultations will be organized by the regions during the period March - April 2014. The national consultations will be jointly organized by MOFED and UN in May 2014.

**The process will have four steps**:

**First,** regional review meetings/ consultations will be held between February and April 2014.

The sources of information for the regional review meetings/consultations will be woreda and regional IPs’ reports. The regional BOFEDs shall submit a summary of their reports as per the provided format to MOFED. The regions will conduct review meetings covering a period of six months (July- December) and will conduct more analytical work by collating the information they collected for the last 18 months review plus the information gathered for the six months review.

The UN staff located in sub-offices will support the overall review process and preparation of the regional reports. In addition to sub-office staff, Addis-based staff (M&E TWG, HACT TWG and RBM task force members) and MOFED staff will provide support as appropriate to ensure that quality of the reports is in conformity with RBM and HACT principles.

**Second,** and while the regional review meetings are conducted, federal ministries need to collect relevant data and inputs on UNDAF outcome achievement.

**Third,** UNDAF pillar/sub-pillar working groups, in consultation with the respective government IPs, will conduct thematic assessments of agency contributions and overall progress towards each of the relevant UNDAF outcomes. These assessments will be based on the information collected from the federal ministries, UN agency and regional reports, and benchmarked against the results/indicators in the UNDAF results matrix/M&E plan and the PMF. The Operations Management Team (OMT) will work with leadership of pillar TWGs to identify implementation challenges and opportunities.

The thematic assessments and presentations should:

* Describe key results achieved (key achievements against the results in the UNDAF results framework and the PMF);
* Good practices, that should continue and/or replicated;
* Challenges, lessons learned and proposed actions to address the challenges;
* Provide inputs in to the development of AWPs and the next PMF; and
* Issues for strategic-level discussion at the national validation workshop.

At the national level the following points may help to understand the preparation processes.

* Pillar working group leads should share responsibility to each outcome group and create a reporting and feedback mechanism through different methods (including meetings and communication via emails). Mobilizing and leading their respective outcome groups and following up the preparation of the analytical reports will be the responsibility of the pillar groups. The groups should regularly update their progress to the MTR reference group and IAPT. The UNCT will also be updated on a regular basis.
* The pillar and outcome groups should prepare accomplishment reports as per the template provided (fill in the UNDAF M&E Matrices to indicate progress of the results against each indicator and provide brief progress analysis) and according to the points provided for analysis and narrative reporting. *The source of information will be agencies reports, the 18 months UNDAF review reports, PMF, regional and federal IPs reports* shared by MOFED, GTP Annual progress report and any other relevant documents used to obtain data on national indicators).
* Pillar and Outcome groups should collect data on financial expenditure from each contributing agency and generate a summary financial report per outcome and pillar.
* Each pillar group shall prepare a timeline for reporting and internal meeting. However, the timeline has to be in accordance with the overall timeline developed by the MTR reference group (Annexed for reference).
* M&E TWG and OMT will assign staff to each pillar working group to support them during the preparation of the reports.
* MOFED will ensure that responsible federal government ministries will be fully engaged with the pillar groups during the preparation of analytical report
* To conclude the preparatory work and finalize pillar reports before the national validation workshop; each pillar group will convene a one day away workshop in Addis Ababa which will be organized by MOFED and RCO.

 Specifically, the thematic assessment of the pillar groups should be guided by the following points:

* Describe key results achieved (key achievements against the results in the UNDAF results framework and the PMF);
* Identify Good practices , that should continue and/or replicated;
* Challenges, lessons learned and proposed actions to address the challenges;
* Issues for strategic-level discussion at the national validation workshop.
* Review of the results and indicators to ensure the continued relevance and proposal on the way forward
* Review of the operational modalities and any related issues
* Assess the required changes to improve programme in the remaining two years of the UNDAF period – what needs to change in the programmatic structure, UN coordination mechanisms and operational modalities
* Assess the major opportunities that have contributed to the success of the programme and the newly emerging opportunities for future consideration
* Provide inputs in to the development of the next AWPs and PMF

**Last,** there will be a national workshop in late May which will review the major findings emanating from the regional and federal level meetings. The consultations will encourage a discussion on key strategic issues and proposed recommendations to inform fine tuning of the UNDAF for the remaining period. The presentations will focus on strategic-level issues for discussion.

A summary report will be presented to the high level government representatives and UN Country Team members for final endorsement.

# Deliverables

* Brief Inception report of the MTR
* Support the analytical reporting by the thematic working groups
* Collection and analysis of the secondary and primary information
* Draft UNDAF MTR report produced and shared with the UN and MOFED for comment
* Final UNDAF MTR report

## Tentative timeline and key milestones

The MTR results are expected to serve as an input for the AWP preparation and will be done in parallel with the AWP preparation. The midterm review will be conducted between March and May 2014 as per the following tentative timeline:

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| **Deliverables** | **Feb** | **March**  | **April**  | **May**  | **June** | **July** |
| W1-W3 | W 1 | W2 | W3 | W4 | W1 | W2 | W3 | W4 | W1 | W2 | W3 | W4 | W1 | W2 | W3 | W4 | W1 |
| Establish review reference group | W1&2  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Finalize TOR for consultant and initiate recruitment | W2 |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| * The regional and thematic groups reporting formats finalized and endorsed by (February)
 | W3 |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| * Participants/stakeholders of the UNDAF MTR consultations identified
 |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| * Regional consultations conducted (between February and April)
 |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| * Federal ministries prepare necessary data and internal analyses on UNDAF outcome achievement( March-April)
 |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| * Outcome assessments conducted by pillar working groups(April- May)
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| * National validation workshop – (late May)
 |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| * Draft UNDAF MTR report produced and shared to the UN and MOFED for comment( early June)
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| * Final UNDAF MTR report produced and shared to the UNCT, MOFED and other partners( early July)
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| * Dissemination of the final report to government, UNCT and other partners
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## Budget

**Budget:** The budget to conduct the regional consultations will be covered by the regions from a fund allocated to BOFEDs for programme coordination and monitoring. The remuneration for consultants will be covered by the Resident Coordinator’s Office. MOFED and RCO will discuss how to cover the cost of the national level consultation workshops.

1. Required qualifications and experience of the consultancy firm and its consultant s

An international consultancy firm which has prior experience on a similar exercise with the United Nations is required to present the CVs of one international (lead consultant) and national consultant to carry out this assignment. The international consultant should team up with a national consultant to support the process in the best way possible and to ensure the deliverables are achieved as outlined in this TOR. The national consultant needs to be conversant of the national /local situation of the development cooperation/partnership between the UN and the government of Ethiopia. The below required educational and work experiences are mandatory for both consultants.

**Education**

* Advanced university degree in development studies, international development, economics, political science, policy evaluation, public policy or relevant field of studies

**Experience**

* Minimum of 10 years progressive experience in development related work
* Strong analytical skills, a demonstrated ability to conduct interviews with a range of stakeholders, and experience in pulling together analysis and data into reports
* Experience in reviewing and compiling multiple data sets and strong understanding of quantitative and qualitative analysis with M&E Frameworks
* Deep knowledge and understanding of the UN reform processes, the UNDAF; and Millennium Development Goals
* Understanding of or experience working with UN joint programmes familiarity with the UN system and the updated UNDAF guideline, joint programming guidelines and UN Delivering as One SOP will be a strong asset.
* The consultant must have prior experience of working with complex national level M&E frameworks or strategic plans involving multiple stakeholders, and a clear understanding of Delivering as One
* Ability to identify implementation issues and operational challenges, and provide recommendations to remedy these issues to accelerate programme delivery
* Adequate understanding of human rights based approach to development, gender equality, environmental sustainability, Results based management
* Experience of carrying out similar assignment in other countries is an asset

**Language requirement**

* Excellent proficiency in English is required (and Amharic for the national consultant)
* Strong writing abilities is required

**annex 1- UNDAF Mid Term Review Summary Report (by agencies)**

UNDAF Pillar[[1]](#footnote-1): \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

UNDAF Outcome: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

UNDAF AP Output: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Programme/Project: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ Reporting Period \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

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| --- | --- | --- | --- | --- | --- |
| **Expected outputs**  | **Indicator**  | **Baseline**  | **Target** **(to be taken from AWP/Program Monitoring Framework)** | **Results achieved against target****(including achievement of key strategic activities)** | **Total Expenditure against plan** |
| **Output 1.**  |  |  |  |  |  |
| Key strategic Activities |  |  |  |  |  |
| **Output 2.**  |  |  |  |  |  |
| **Issues and Challenges (Programmatic, operational & Finance)** |
| Summarize the main constraining and facilitating factors affecting implementation and the achievement of results. In this connection, comment on the adequacy of activities for achieving expected results.  |
| **Good Practices**  |
| **Lessons Learned** Identify lessons learned in addressing constraints and taking advantage of facilitating factors. |
| **Recommended Actions (by IPs and Respective agencies)** | **Time Frame** | **Responsible body** |
|  |  |  |

**Please attach any evidences for results (photographs, field visit reports, water source coordinate etc.)**

**Annex 2. Template for Pillar working groups Reporting on UNDAF Results matrix (next page)**



**Annex 3.** T**he Analytical summary report and power point presentation should include:-**

* Description of key results achieved (key achievements against the results in the UNDAF results framework);
* Lessons learned and good practices, that should continue and/or replicated;
* Challenges and issues(programmatic and operational) and proposed actions to address challenges
* lessons learned
* Issues for strategic-level discussion.
* Recommended Actions(include responsible body and time frame)

**Annex 4. Timeline for UNDAF MTR Reference Group**





1. **Note:** UNDAF Pillar: 1.Sustainable Economic Growth and Risk Reduction ; 2.Basic Social Services; 3.Governance and Capacity Development; 4.Women, Youth and Children [↑](#footnote-ref-1)