

# **TERMS OF REFERENCE**

**SAO TOME AND PRINCIPE 2012-2016 UNDAF REVIEW**

**MARCH 2014**

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## I Rational and Objectives of Review

The purpose of the review is to assess the effectiveness of the current UNDAF in terms of contribution to national development priorities and define lessons and recommendations for the next programme cycle.

According to the recommendation of the UNCT's retreat held on 26<sup>th</sup> and 27<sup>th</sup> November 2013, it was recommended that UNCTs could opt for a more UNDAF mi-term review, in order to assess the effectiveness and coherence of the current programme. Thus, this exercise should focus on: (i) assessment of design and focus in this case the issue of delivering as one should be analyzed; (ii) assessment of comparative advantage of the UN System; and (iii) assessment of the effectiveness of the UNDAF in terms of progress towards agreed UNDAF outcomes.

1. Assess the *design* and *focus* of the UNDAF, i.e. the quality of the formulation of results at different levels, i.e. the results chain:

The following questions need to be addressed:

- ✓ To what extent the current UNDAF results are linked to the country analysis carried on by the UNCT at the beginning of the past planning cycle?
- ✓ To what extent does the current UNDAF addresses key national development challenges?
- ✓ To what extent is the current UNDAF designed as a results-oriented, coherent and focused framework?
- ✓ Is it likely that the planned Country Programmes and projects and programme strategies will lead to the expected UNDAF results?
- ✓ Are expected outcomes realistic given the UNDAF timeframe and resources?
- ✓ To what extent and in what ways have risks and assumptions been addressed in UNDAF design?
- ✓ Is the distribution of roles and responsibilities among the different UNDAF partners well defined, facilitated in the achievement of results and have the arrangements been respected in the course of implementation?
- ✓ Do the Country Programmes and the UNDAF respond to the challenges of national capacity development and do they promote ownership of programmes by the national partners?
- ✓ Has the UNDAF results matrix been sufficiently flexible to adjust to evolving national policies and strategies (e.g. National Poverty Reduction Strategy (2012-2016), Priority Actions Plan (2013-2016); Justice reform document, Education action plan) during the current programme cycle?
- ✓ Were new issues and their causes as well as challenges that arose during the UNDAF cycle adequately addressed? (flexibility In this case the issue of the delivering as one could be examined)
- ✓ To what extent have human rights principles and standards been reflected or promoted in the UNDAF and, as relevant, in the Country Programmes?
- ✓ To what extent and in what ways has a human rights approach been reflected as one possible method for integrating human rights concerns into the UNDAF?
- ✓ To what extent and in what ways are the concepts of gender equity and equality and other cross-cutting issues reflected in programming?
- ✓ Were specific goals and targets set?
- ✓ Was there effort to produce sex disaggregated data and indicators to assess progress in gender equity and equality?
- ✓ To what extent and how is special attention given to girls' and women's rights and empowerment?

2. Assess the validity of the stated collective *comparative advantage* of the UN System:

The following questions need to be addressed:

- To what extent and in what ways have the comparative advantages of the UN organizations been utilized in the national context (including universality, neutrality, voluntary and grant-nature of contributions, multilateralism, and the special mandates of UN agencies)?

3. Assess the *effectiveness* of the UNDAF in terms of progress towards agreed UNDAF outcomes:

The following questions need to be addressed:

- What progress has been made towards the realization of UNDAF outcomes as a contribution to the achievement of MDGs and in terms of indicators as reflected in the UNDAF M&E Plan?

- To what extent and in what ways was special emphasis placed on strengthening of national capacities, building partnerships, promoting innovations and the realization of human rights and promoting gender equity and equality?
- Which are the main factors that contributed to the realization or non-realization of the outcomes? How were risks and assumptions addressed during the implementation of programmes and projects?
- To what extent and in what ways did UN support promote national execution of programmes and / or the use of national expertise and technologies?

4. Assess the *effectiveness of the UNDAF as a coordination and partnership framework*:

The following questions need to be addressed:

- ✓ To what extent and in what ways has UNDAF contributed to achieving better synergies among the programmes of UN agencies?
- ✓ Has the UNDAF enhanced joint programming by agencies and /or resulted in specific joint programmes? Were the strategies employed by agencies complementary and synergistic?
- ✓ Have agency supported programmes been mutually reinforcing in helping to achieve UNDAF outcomes? Has the effectiveness or programme support by individual agencies been enhanced as a result of joint programming?
- ✓ Did UNDAF promote effective partnerships and strategic alliances around the main UNDAF outcome areas (e.g. national partners, International Financial Institutions and other external support agencies)?

5. To the extent possible, assess the *impact* of UNDAF on the lives of the poor, i.e. determine whether there is any major change in UNDAF indicators that can reasonably be attributed to or be associated with UNDAF, notably in the realization of MDGs, National Poverty Reduction Strategy and the national implementation of internationally agreed commitments and UN Conventions and Treaties.

6. To the extent possible, assess the *efficiency of the UNDAF as a mechanism to minimize transaction costs* of UN support for the government and for the UN agencies;

The following questions need to be addressed

- ✓ To what extent and in what ways has UNDAF contributed to a reduction of transaction cost for the government and for each of the UN agencies? In what ways could transaction costs be further reduced?
- ✓ Were results achieved at reasonably low or lowest possible cost?

7. Analyse to what extent results achieved and strategies used by the supported Country Programmes and projects are *sustainable* (a) as a contribution to national development and (b) in terms of the added value of UNDAF for cooperation among individual UN agencies.

The following questions need to be addressed

- ✓ To what extent and in what ways have national capacities been enhanced in government, and civil society?

Have complementarities, collaboration and / or synergies fostered by UNDAF contributed to greater sustainability of results of Country Programmes and projects of individual UN agencies?

## II Methodology of the Review

*Combination of different methodologies and tools will be applied during the review. Particularly approaches of Stakeholder Analysis, PLA (Participatory Learning and Action) and Outcome Mapping will be used. In that framework the following methods and tools to be applied:*

## III Document review:

- UNDAF with its supplementary documents;
  - National Poverty reduction Strategy (2012-2016) and other national strategic documents.
  - Evaluations and reviews within UN system (including those of specific agencies);
  - National Household Survey 2010;
  - Other studies and surveys on national situation.
1. Individual and group interviews with key stakeholders:
- National counterparts;

- UNCT members, UN agencies, projects;
  - Multilateral and bilateral donors;
  - Civil society (local level: partners and leading NGOs in the respective fields);
  - Direct beneficiaries.
2. Workshops (summing up workshop to sum-up the results of the review)
- All stakeholders.

#### **IV Duration:**

3 months (*Organization and Document review – 1 months; Field work and workshop – 1 months; Development of report – 1 month*). Start date: December 2013

#### **IV Products of the Review**

UNDAF Review Report

#### **V Qualifications**

Experience must primarily relate to management of complex national level M&E frameworks and/or strategic plans involving multiple stakeholders;

Ample understanding of the following principles: Human Rights-Based Approach, gender equality, environmental sustainability, Results Based Management, and capacity development.

Ability in compiling data and strong understanding of its quantitative and qualitative analysis within a logical framework;

Deep knowledge of UN Reform, the UN Development Assistance Framework (UNDAF) and the Millennium Development Goals (MDG);

Ability to understand the implementation of UN joint Programmes and to reinforce strategic partnerships for the UNDAF implementation; familiarity with the UN system and the updated CCA/UNDAF guidelines and joint programming guidelines would be a strong asset;

Ability to build and sustain effective partnerships with UN Agencies and main constituents, advocate effectively, communicate sensitively across different constituencies.