



## Suriname

Terms of ReferenceUNDAF Mid Term Review Consultant**I. Position Information**

Job code title:	<b>Consultant, UNDAF Mid Term Review</b>
Duration:	26 working days
Location:	Paramaribo
Expected start date	October 2014
UN Contact :	UNRC Office Suriname

**II. Context for the Mid Term Review****Government of Suriname – United Nations collaboration**

The United Nations (UN) in Suriname and the key partners in the Government of Suriname have been working together since 2005 to enhance UN coordination and coherence at the country level in support of national priorities. In 2006, the Government of Suriname took the stand point to develop a “One UN” programme and coherent approach in Suriname.

A mechanism to materialize this collaboration is the United Nations Development Assistance Framework (UNDAF), which is becoming more strategic and better aligned with national priorities and aligning the UNDAF process with national planning as well.

Suriname is a ‘self starter’ on the ‘Delivering as One’ (DoA) approach with the objective to increase the impact of the UN system at country level. One of the key principles is the ‘One Programme’ with the aim to align UN programmes and funding more closely to national priorities as well as strength government leadership and ownership and ensure that governments have access to the experience and expertise of a wider range of UN organizations.

Other aspects are the increase of participation and joint programming among UN organizations and enhancing understanding among UN agencies about mandates, expertise and business models. Other principles of DoA are ‘One Leader and Team’, ‘One Budgetary Framework’ and ‘One Office’.

The latest UNDAF for Suriname was developed for the period 2012 – 2016. Aside from the UNDAF, an Action Plan (UNDAP) was also prepared, which fully coincides with the policy framework of the Government installed in 2010. The UNDAP seeks to contribute to the national development objectives set out in the *Ontwikkelingsplan 2012 – 2016* (Development plan) of Suriname concluded by the Government in December 2011.

The UNDAF and UNDAP is the SURINAME One programme.

The Government agreed to institutionalise the coordination mechanisms of the UNDAF and appointed UNDAF focal points in all 17 Ministries for implementation and monitoring of UNDAF and UNDAF Action plan. The ‘One UN programme’ is nationally executed under the overall co-ordination of the Government’s lead Ministry. The Government and the UN Agencies jointly conduct Annual Planning meetings; and Semi-annual and Annual Programme Performance and Expenditure Review meetings.

The UNDAF and UNDAP describe the collective response of the United Nations Country Team (UNCT) based on its comparative advantage to address national socio-economic, development, and humanitarian priorities in line with Millennium Declaration/Millennium Development



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Goals and the Post 2015 Development Agenda. The UNDAF/UNDAP Action Plan process is primarily nationally owned and is guided by the Government for greater ownership, mutual accountability, alignment and better management of development results and priorities.

The UNDAF and its action plan are Results-Based and outline a set of Outcomes and Outputs to be delivered as part of the UN and Government of Suriname Programme of Cooperation. The key actions below the UNDAF outputs outline what each UN agency would do to support the achievement of the planned results. In addition, annual targets have been established to monitor collective progress against the mutually agreed outputs and outcomes.

In the process of reviewing the progress made up to date on the UNDAF/UNDAP and the effect of the programmes and project for the Surinamese citizens, it must also be taken into account how the pre-election period will influence the implementation of programmes and projects. What will be the political priorities in this pre-election year and how will the transition of an after election period take place.

### III. Purpose of the Mid Term Review and Review Framework

#### Purpose of the Mid Term Review

The UNDAF Mid Term Review (MTR) will provide an opportunity for the Government of Suriname and UN to:

- i. Ascertain the cumulative progress made to date against the planned outcomes/outputs in the UNDAF/UNDAP;
- ii. Identify issues and opportunities emerging from the implementation of the current UNDAF/UNDAP and provide support and quality assurance in making the necessary adjustments for the remaining duration (2014-2016) of the UNDAF/UNDAP; Pillars of UNDAF
- iii. Assess how the 'Delivering as One' has been materializing including efforts for joint programming as well as efforts to further progress the DaO and provide recommendations for further improvement;
- iv. Discuss strategic partnership between UN and the Government of Suriname and the way forward to support the country in realizing the UNDAF results.

#### Review framework

The review will focus on the national government's development priorities, plans and strategies and on the UN response to address those priorities.

The Development Priorities for the UNDAF 2012 – 2106 pertain:

1. Social, Economic and Environmental programmes
2. Legislation, Policies and Budgets
3. Data Collection and Analysis and Harmonized Information

The Review Framework considers:

- The *relevance* (the responsiveness to the needs and priorities of the countries)
- The *effectiveness* (the implementation of better processes and production of development outputs, and when possible the assessment of development outcomes and impacts)
- The *efficiency* (the reduction of transaction costs for the countries)
- The *sustainability* of the DaO initiatives (the probability of long term benefits of



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continuing the approach over time)

The review will also analyze the implementation of the Delivering as One approach expressed in the five components: One Programme, One Budgetary Framework, One Operations, One Communications and One House, in order to assess its contribution and real progress, if any, towards the achievement of national development goals.

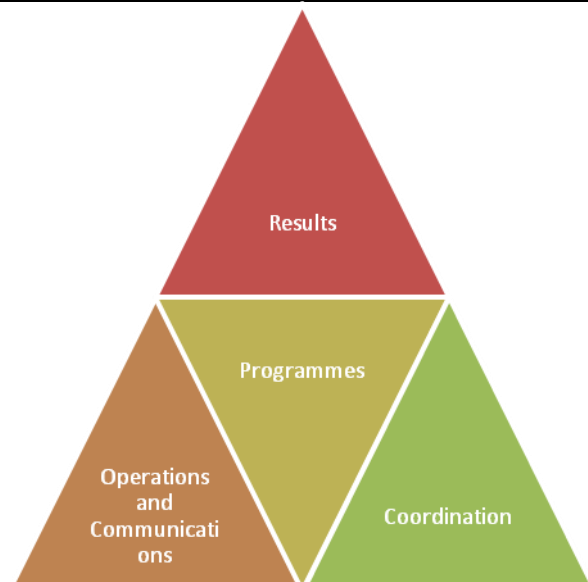
The review will assess the operational initiatives initiated and conducted within the DaO process since its inception. This should entail, all programme activities falling under One Programme and other initiatives that are not falling under One Programme that affected the performance of DaO. The emphasis of the review is on the contribution of DaO to development results.

#### IV. Specific objectives

The specific objectives of the MTR will be:

*a) RESULTS AND PROGRAMMES*

- Assess the current relevance of the planned results in UNDAF and UNDAF Action Plan
- Assess key achievements and shortfalls, enablers and bottlenecks: this could be done through case studies of best practices and through a PCG led process in determining the top three in each category.
- Manage and quality assure a revision of agency key actions 2014-2016 as an outcome of PCG deliberations
- Assess progress made in coherence and improved division of labour over time
- Assess progress in mainstreaming of cross-cutting considerations and quality assure updates on cross-cutting considerations for revised key actions/outputs
- Review and finalize programme logic, including any adjustments to Outputs and Outcomes



*b) OPERATIONS AND COMMUNICATIONS:*

- Assess progress/bottlenecks and provide guidance and quality assurance for the development of an action plan for Operating as One 2014-2016 e.g. joint programming; achieving expectations from Government
- Assess progress/bottlenecks and provide guidance and quality assurance for the development action plan for Communicating as One

*c) COORDINATION AND MANAGEMENT:*

- Assess progress/bottlenecks and provide guidance and quality assurance for the development of an action plan for strengthening coordination for achieving planned results.



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**V. Duration of consultancy**

This short term consultancy is expected to take 26 working days, with at least 12 working days in Suriname.

**VI. Management**

The consultant will report to the Resident Coordinator.

A UNDAF MTR Guidance Team will be constituted and this will comprise of designated agency focal points and Government of Suriname representatives for the process. The MTR team will guide the MTR process at the design, implementation and reporting stages and regularly report back to the UNCT on progress through the office of the RC.

The RCO will prepare, as far as possible, the necessary documentation for the consultant to complete the desk review in advance of the start of the consultancy. The RCO will provide support to the consultant in obtaining documents and organizing interviews throughout the period of the MTR to enable his/her timely and effective analysis of the data and information gathered. The consultant will be entrusted with the MTR based on the information and documents gathered, working with the MTR Guidance team and the RC Office.

**Budget**

All cost directly related to the conduct of the Evaluation will be covered through the RC Fund, based on the agreement reached within the UNCT.

**VII. Methods and process**

The MTR will be an interactive process involving all PCGs, UN agencies and RCO.

The methodology proposed is through a combination of the following:

- 1) Undertake a comprehensive desk review (synthesis and data analysis) of existing studies, surveys, and evaluations conducted by the UN agencies and their partners during the current UNDAF cycle as well as the documents from the Government on national policies and strategies;
- 2) Interviews with the head of UN agencies; Senior UN Programme Staff and (Senior) Government Officials
- 3) Focus group sessions with relevant stakeholders
- 4) Participation in PCG meetings and JSC meeting
- 5) Participation in OMT meeting & Interviews with OMT chair and members
- 6) Participation in UN Communication Group meeting & Interviews with UN Communications Group members
- 7) Feedback from Agency reviews
- 8) Case Studies on success stories, enablers and bottlenecks
- 9) Independent consultant quality assurance of products from various Groups
- 10) Products of quality assurance by focal points for cross-cutting issues
- 11) Literature review, including a process evaluation of the PCG



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**VIII. Deliverables**

- 1) A work plan for the consultancy period outlining in detail the steps and the process that will be necessary to achieve the planned objectives
- 2) Suriname UNDAF and UNDAP 2012-2016 MTR Report
- 3) Revised UNDAF Action Plan Results Matrix, including key actions, cross-cutting considerations and targets for 2015-2016
- 4) Operating as One 2014-2016, including targets for 2015-2016
- 5) Communicating as One 2014-2016, including targets for 2015-2016
- 6) Updated ToRs for Coordination and Management Structures

The MTR report will be a brief report (max 15-20 pages) for dissemination to the UNCT and Government. The report will be structured and have the following sections:

1. An Executive Summary
2. Introduction and Rationale
3. Scope of the MTR and Methodology
4. Findings against the purposes of the MTR
5. Conclusions, and
6. Recommendations for the UNDAF/UNDAP implementation 2014 – 2106 as well as next generation Suriname UNDAF 2017-2021

The Consultant will also be expected to present preliminary and summary findings to the JSC and UNCT.



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**IX. Competencies and Critical Success Factors**

The UNDAF Evaluation will be conducted by an external consultant selected by mutual agreement between the UNCT and the government through a transparent thorough selection process. The consultant will be entrusted with analysis based on information gathered, organization of partner fora, and working with thematic groups, the RC Office and other stakeholders to ensure the impartiality, consistency and coherence of the evaluation. Consultant competencies should include but not be limited to the following:

- Knowledge and experience with logical frameworks and evaluation approaches and methods
- Knowledge and experience with the national development frameworks, especially Millennium Development Goals (MDGs), PRSP, SWAp, key legislation, etc.
- Extensive experience with UN programming, especially the CCA and UNDAF
- Experience working with teams and team processes

**Corporate Competencies:**

- ☐ Demonstrates commitment to UN's mission, vision and values
- ☐ Displays cultural, gender, religion, race, nationality and age sensitivity and adaptability

**Functional Competencies:**

The consultant is expected to have the following qualifications:

- ☐ Proof of expertise in social sciences; Advanced University Degree in Development Studies, Economics, International Relations or a related field
- ☐ At least 10 years of relevant professional experience is highly desirable including previous substantive involvement in evaluations and/or reviews
- ☐ Excellent knowledge of the UN System and UN Common Country Programming Processes
- ☐ Specialised experience and/or methodological/technical knowledge including some specific data collection and analytical skills, particularly in the following areas: understanding of Human rights based approaches to programming; gender considerations; Results Based Management (RBM) principles ; logical modelling/logical framework analysis; quantitative and qualitative data collection and analysis; participatory approaches
- ☐ Knowledge of development challenges in Suriname
- ☐ Previous experience working in Suriname
- ☐ Experience working in Delivering as One processes
- ☐ Excellent written and spoken English
- ☐ Working knowledge of Dutch
- ☐ Excellent report writing skills as well as communication and interviewing skills
- ☐ Ability to bring together diverse stakeholders and ability to work in an international and multicultural environments;
- ☐ Good inter-personal communications and negotiations skills;
- ☐ Good knowledge of Microsoft applications