

Proposal

INTERNATIONAL CONSULTANT:

UNDAF MID TERM REVIEW

UNDP Suriname

July 31, 2014

Submitted by:

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July 30, 2014

Office of the United Nations Resident Coordinator
Attn.: Mr. Richard Blewitt
Heerenstraat 17
Paramaribo, Suriname

Dear Mr Blewitt:

Re: International Consultant: UNDAF Mid Term Review

Please see attached proposal to undertake the Mid-Term Review of Suriname's UNDAF.

The attached proposal outlines my experience with similar assignments involving the formulation and evaluation of country programme strategies and UN joint programmes. This experience spans over 20 years undertaking assignments funded by UNDP, EU, CIDA, DFID, IDB, World Bank and NGOs.

For the last 15 years I have specialized in the formulation and evaluation of UN country programmes and joint programmes involving sustainable livelihoods, private sector development, youth employment, income-generating initiatives, agriculture, rural development, small business development, handicrafts and tourism. My experience also includes strategic planning assignments, strengthening programme delivery for UN agencies, analyzing ways programmes can provide greater strategic input to national development processes, and reviewing arrangements for programme management and administration.

Of particular relevance for the mid-term review of Suriname's UNDAF is my experience evaluating the UN's "**Delivering As One**" **Joint Programme on Capacity Building Support to Zanzibar (JP5)**. The Zanzibar assignment is particularly relevant to Suriname's UNDAF process, because it was a comprehensive, multisectoral, geographically based programme, which led to the formulation of the UNDAF for Tanzania. Other relevant assignments include the evaluation and formulation of UN joint projects/programmes, country programmes and development cooperation frameworks in **Tanzania** (new JAST), **Sierra Leone** (DACO, Youth Employment), **East Timor** (COMPASIS), **Somalia** (Urban Poverty), among others. These are described in more detail in the attached proposal.

I have a significant amount of experience in many Caribbean countries, including Suriname, working for a range of international projects and organizations, including UNDP and other UN agencies. This experience, together with my practical experience with country programming, will provide the necessary knowledge and experience to undertake the assignment as envisaged in the ToRs.

I am available to undertake this assignment for the time period envisaged (August-September 2014). Don't hesitate to contact me should you require any further information.

Regards,



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1.0 Experience of the Consultant

Stuart Black is an independent consultant specializing in the formulation, implementation and evaluation of international development projects/programmes, with a particular emphasis on economic growth and poverty reduction. Stuart has experience formulating and evaluating country programmes and joint programmes for UN agencies and other development partners. As such, he has practical experience in many of the areas associated with the UNDAF review – country programming, policy frameworks, development cooperation systems, UN delivery mechanisms, public sector management, environmental sustainability, capacity development and institutional assessments, and practical experience in programme planning, implementation and evaluation in areas associated with economic growth and poverty reduction: livelihood opportunities, micro-enterprise development, market-led income-generation projects, indigenous peoples and marginalized communities, and mobilizing resources for UN initiatives.

The following points highlight the Consultant's qualifications and experience in the required areas:

1) *Proof of expertise in social sciences; Advanced University Degree in Development Studies, Economics, International Relations or a related field*

- I have a Master's degree in International Relations from the Norman Paterson School of International Affairs, Carleton University, Canada, where my development studies course work and research papers were focused on Caribbean development and Caribbean integration

2) *At least 10 years of relevant professional experience is highly desirable including previous substantive involvement in evaluations and/or reviews*

- I have a solid background in international development with over 20 years experience managing projects and programmes for UNDP and other development agencies. A large part of this experience has been on long term assignments in the Caribbean (Jamaica, Barbados, Dominica and Guyana).
- I have undertaken 11 independent project/programme evaluations for UNDP and other development agencies, including mid-term, final, ex-ante, ex-post, and impact evaluations. I was the team leader on nine of these assignments – Maldives, Lesotho, East Timor, Zanzibar, Samoa, Guyana, Sierra Leone, Asia/Pacific, Eastern Europe.

3) *Excellent knowledge of the UN System and UN Common Country Programming Processes*

- I have extensive experience with the UN System, formulating, monitoring and reviewing projects and country programmes. My experience started in Jamaica, where I worked as a JPO with UNDP from 1984 to 1987. During 2000-2002, I participated in a number of UN System and Government/Donor working groups in Jamaica and Guyana, including the PRSP process in Guyana
- Also during this period (2000-2002), I undertook a number of country programme review missions to evaluate existing and formulate new Country Programmes for Jamaica, Guyana, Cayman, Turks and Caicos. I also drafted a new Regional Cooperation Framework between UNDP and CARICOM, outlining areas of cooperation at the regional level.
- More recently (2011-13), I have experience formulating and reviewing UN Joint Projects and Programmes in Africa and the Pacific (Zanzibar, East Timor, Somalia). In Tanzania, I provided support in formulating a new Development Cooperation Framework to replace the outgoing Joint

Assistance Strategy for Tanzania (JAST), a process that was led by the UN System. This involved consulting with government, UN agencies, traditional development partners, new emerging donors and South-South Cooperation partners (BRICS), and incorporating new funding arrangements such as vertical funds, private sector.

- As part of the UN system's early consolidation process (2001), I undertook a Feasibility Study to assess the possibility of consolidating the administrative and business processes of the four Caribbean Country Offices into one location (Jamaica, Trinidad, Guyana and Barbados). This involved an examination of institutional and administrative arrangements, business processes, management structures, revenue and expense projections, implications for programming, staffing, ICT, security, maintenance, etc.

4) ***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 modeling/logical framework analysis; quantitative and qualitative data collection and analysis; participatory approaches***

- **Evaluation methodologies:** I am familiar with evaluation methodologies for formulating and assessing projects, programmes and country programmes (eg., IDRC's Outcome Mapping, UNDP's Assessment of Development Results). My *Statement of Evaluation Philosophy and Principles* outlines a number of standard principles and tools involved in undertaking evaluations, ranging from logic models, to data collection methods, to participatory approaches and the need to include strengthening of national capacities (see attached *Statement* in Section 3.0).
- **Gender and Rights-based approaches:** My evaluation process factors in analysis of gender considerations and Human Rights based approaches. For example, the evaluation of the Lesotho Compact involved assessing a specific component promoting gender equality in economic rights; in the Maldives and Zanzibar, I evaluated projects designed to improve employment and enterprises for women. While in Guyana UNDP.
- **Evaluation tools:** I have over 20 years experience working with standard monitoring and evaluation and project/programme design tools such as logical framework analysis (LFA), results-based management (RBM) and Results and Resources Frameworks. In my evaluations, I always undertake an initial assessment of the quality of the design (logic model) and the efficiency of the design indicators that are intended to represent expected results. Where reliable indicators are not available, the evaluation methodology will propose such measures in order to ensure transparency about the results chain.
- **Monitoring data and evaluation criteria:** the initial stage of the evaluation will include a review of the status and quality of the monitoring data and will specify the criteria to be used to evaluate output targets, outcome progress/achievements, implementation processes, cost effectiveness and participant perceptions. Data collection and analysis always include both quantitative and qualitative methods.
- **Participatory and collaborative processes:** I use participatory methods and consultative approaches in all my assignments, particularly design and evaluation assignments. Evaluation design will include methods to ensure that a cross-section of participants will have an opportunity to express their views candidly. In this respect, I always make it clear that interviews with stakeholder are confidential.

5) Knowledge of development challenges in Suriname

- My knowledge of development challenges in Suriname stems from two sources, my experience in the Caribbean region, particularly Guyana, and specific project experience in Suriname. Working with the UNDP office in Guyana in 2001, I was responsible for a number of joint projects with Suriname, primarily in the environment portfolio. In 2012, I participated in the design of a new CIDA-funded project for the Caribbean region, CARILED, focusing on initiatives at the municipal and village level. I identified individual country strategies and areas of need for “local economic development” in 7 countries in the Caribbean including Suriname.
- I have substantial experience with the development challenges in Suriname, which in some respects are similar to those in the rest of the Caribbean and other developing countries. Where Suriname differs from the rest of the Caribbean is in the areas involving Indigenous Peoples. Here, my experience with Indigenous Peoples in Guyana and Dominica (Caribs) will be relevant.

6) Experience working in Delivering as One processes

- I have experience with DaO processes, formulating and evaluating UN Joint Projects and Programmes in Tanzania, Zanzibar, East Timor and Somalia.
- The Zanzibar assignment is particularly relevant to Suriname’s UNDAF process, because the Joint Programme in Zanzibar (JP5) actually led to the formulation of the UNDAF for Tanzania. JP5 was a comprehensive, multisectoral, geographically based programme, and the evaluation revealed some areas that could be scaled up and other areas that needed improvement (see Sample Assignments in Section 2.0 for more details)
- I am familiar with the role of the individual UN agencies in formulating and implementing joint projects and programmes in the context of DaO, and I am familiar with the role of the UN Resident Coordinator’s Office in managing this process. As such, I have a solid understanding of the mandates and contexts in which the services associated with joint projects/ programmes are delivered, as well as the limits associated with planning together, budgeting together and implementing together.

7) Excellent written and spoken English

- English is my mother tongue. Also, growing up and working throughout the Caribbean I am also familiar with the different accents and dialects spoken in various Caribbean countries.

8) Excellent report writing skills as well as communication and interviewing skills

- I have been writing reports for development projects for over 20 years, and have developed excellent report writing skills.
- In the past 12 years, I have mainly undertaken short-term evaluation and programme formulation assignments, which involve interviewing many stakeholders and communicating with a wide variety of participants. In this respect, I have developed a good interview rapport with stakeholders that allows them to express themselves freely, without the use of structured questionnaires.

9) Ability to bring together diverse stakeholders and ability to work in an international and multicultural environments

- My experience of growing up in the Caribbean, together with my over 20 years of professional experience working on international development assignments in the Caribbean Africa and

Asia/pacific, has afforded me the opportunity to bring together diverse stakeholders and partners. Moreover, this experience has provided me with the requisite cultural sensitivity needed to work effectively in many different international and multicultural environments.

- Over the past 20 years I have extensive experience working with officials from government ministries, UNDP and other UN agencies, multilateral and bilateral development partners, the private sector and civil society in the formulation, implementation and evaluation of project/programmes, and country programmes. This experience extends to stakeholders in many of the priority areas associated with Suriname's UNDAF and National Development Plan (2012-16): aid coordination, poverty reduction, capacity strengthening, inclusive markets, sustainable livelihoods, delivery of government services and environmental sustainability.

1.1 Curriculum Vitae

Please see the consultant's CV highlighting relevant experience and capabilities in support of his candidacy to undertake the Mid-Term Review of Suriname's UNDAF (Annex A).

2.0 Sample Assignments

2.1 EVALUATION OF UN JOINT PROGRAMME ON CAPACITY BUILDING SUPPORT TO ZANZIBAR

Position/PROJECT:	Evaluation Team Leader: “ONE UN” JOINT PROGRAMME ON CAPACITY BUILDING SUPPORT TO ZANZIBAR
Client:	UNDP
Location:	Zanzibar, Tanzania
Level of Effort:	35 days
Dates:	August-September 2011
<u>Overview/Description</u> <ul style="list-style-type: none"> Evaluated the achievements of the “One UN” Joint Programme in Zanzibar (JP5), a multi-sectoral programme designed to build capacity in 3 clusters aligned with the government’s National Strategy for Growth and Reduction of Poverty: 1) wealth creation, employment and economic empowerment; 2) improved social services; and 3) national capacity for management of development. At the time, Tanzania was one of 8 countries piloting the UN’s “Delivering As One” (DaO) concept to test a new UN approach to programming, which involved implementing the Country Programme through a number of Joint Programmes (JPs) that respond to national priorities and represent sectors in which the UN has expertise. The JPs are aligned to the government’s National Strategy for Growth and Poverty Reduction, and implementation involves developing a collaborative approach between government and UN agencies and partners to define joint work plans, joint budgets and common results. There were 11 Joint Programmes being piloted in Tanzania, and the Joint Programme on Capacity Building Support to Zanzibar (JP5) was focused on the island of Zanzibar, providing a common UN programme framework for development assistance to Zanzibar. 	
<u>Activities</u> <ul style="list-style-type: none"> Undertook a six-week mission to Zanzibar, conducting interviews with stakeholders from a wide range of sectors: (a) joint programme personnel from UNDP in Tanzania and the UN sub-office in Zanzibar, (b) key officials from Participating UN Agencies and Implementing Partners in Zanzibar’s public, private and civil sectors (c) programme beneficiaries from micro, small and medium enterprises, farmers, women, youth, communities, etc., and (d) officials from donor agencies Worked with a locally-engaged consultant to undertake a desk review of project documents, reports, etc., and evaluated the relevance, efficiency, effectiveness, impact and sustainability of JP5’s main components: 1) wealth creation, employment and economic empowerment; 2) social services; 3) national capacity for development management, 4) downstream assistance in SME development, value-added processing and farming; and 5) implementation and management arrangements. The evaluation identified design problems, assessed the programme’s relevance, effectiveness, efficiency, progress towards achievement of objectives, and sustainability. It also identified and documented lessons learned, and made recommendations on specific actions to improve the design and implementation of future programmes. Made recommendations for future actions including scaling up JP5’s programme geographic and sectoral approaches into a new “UN Development Assistance Plan” for all of Tanzania (UNDAP). 	
<u>Results/Deliverables</u> <ul style="list-style-type: none"> Prepared an Inception Report containing an evaluation framework and schedule of interviews Prepared a preliminary report of initial findings for review and discussion with the client Currently preparing the Final Evaluation Report containing concrete recommendations for future programming 	

2.2 FORMULATION OF A NEW DEVELOPMENT COOPERATION FRAMEWORK FOR TANZANIA

Position/PROJECT:	Team Leader: FORMULATION OF A NEW DEVELOPMENT COOPERATION FRAMEWORK FOR TANZANIA
Client:	Ministry of Finance (UNDP funding)
Location:	Tanzania
Level of Effort:	60 days
Dates:	September – December 2012
<u>Overview/Description</u> <p>As part of UNDP's project "Enhancing Aid Management Capacity in Tanzania", provided support to the Ministry of Finance in formulating a new Development Cooperation Framework to replace the Joint Assistance Strategy for Tanzania (JAST), which was designed to deepen the development effectiveness agenda in line with the outcomes of the High Level Forum in Busan in 2011.</p>	
<u>Activities</u> <p>A team of three consultants undertook the assignment, reviewing the achievements of the Joint Assistance Strategy for Tanzania (JAST) over the past 10 years in establishing the policies and institutions responsible for managing Tanzania's aid coordination architecture, while formulating a new Development Cooperation Framework designed to incorporate new funding arrangements such as vertical funds, direct foreign investment and PPP.</p> <ul style="list-style-type: none"> Reviewed the relevant reports, evaluations and studies, including the legal and institutional frameworks for aid management in Tanzania Undertook an assessment of JAST's achievements, and its action plans to implement the JAST commitments Prepared a Concept Note outlining the steps required to improve the successor development cooperation framework. Undertook a targeted consultative process involving: central government agencies (Ministries of Finance, Foreign Affairs, President's Office Planning Commission, Prime Minister's Office); major recipients of ODA (Ministries of Health, Education, Agriculture, Public Works); CSOs, NGOs, and private sector; Development Partners including traditional donors as well as non-DAC partners Examined international and national trends in aid patterns and partners, aid effectiveness, assessed the quality of relationships, capacity constraints within government, and made recommendations on new institutional arrangements and coordination mechanisms that reflect the new multi-stakeholder character of external resource flows Made recommendations on the need for an aid policy to improve government leadership and ownership and for simplifying and expanding the collective dialogue process and aid information management system to support a more unified and coherent development cooperation framework Based on the Concept Note and consultative process, prepared a draft Development Cooperation Framework. 	
<u>Results/Deliverables</u> <ul style="list-style-type: none"> Prepared a Concept Note outlining the methodology and schedule for the assignment. Presentation of initial findings for review and discussion with Ministry of Finance and UNDP, and stakeholders (government officials, development partners, CSOs, private sector) Presented a Draft Development Cooperation Framework to the Ministry of Finance and UNDP 	

2.3 FINAL EVALUATION AND AID COORDINATION REVIEW: SUPPORT TO THE DEVELOPMENT ASSISTANCE COORDINATION OFFICE (DACO), SIERRA LEONE

Position/PROJECT:	Team Leader: FINAL EVALUATION AND AID COORDINATION REVIEW OF “SUPPORT TO DEVELOPMENT ASSISTANCE COORDINATION OFFICE (DACO)”
Client:	UNDP (in conjunction with DFID and EC)
Location:	Sierra Leone
Level of Effort:	22 days
Dates:	May – August 2009
<u>Overview/Description</u> Final Evaluation and Aid Coordination Review of project designed to strengthen government capacity in managing aid through support to the Development Assistance Coordination Office (DACO). The purpose of the assignment was two-fold: a) Final Evaluation to determine the relevance, efficiency, effectiveness, impact and sustainability of the project; and b) Aid Coordination Review to guide follow-up action by determining whether DACO provided the most sustainable model for aid coordination. Such a comprehensive assignment was necessary because Sierra Leone was one of 5 pilot countries selected by development partners to monitor implementation of DAC’s Principles for Good International Engagement in Fragile States and Situations	
<u>Activities</u> A team of three consultants undertook the assignment, reviewing the broader, systemic policies and institutions responsible for managing Sierra Leone’s aid coordination architecture. <ul style="list-style-type: none"> Reviewed the ToRs and objectives, and developed a methodology for assessing (a) achievements in the project, (b) aid coordination and management architecture and (c) aid effectiveness. Undertook a desk review of project documents, reports, studies, etc; finalized the evaluation indicators, revised the logical framework, and conducted a data collection exercise. Undertook face-to-face interviews with the principal actors and stakeholders in the following institutions and sectors: (a) Ministry of Finance and other government departments, (b) donor agencies and (c) NGOs and civil society organizations. Undertook an evaluation of project achievements in relation to planned outcomes, assessing the challenges in implementation and management, making recommendations for strengthening partnerships and providing lessons learned and recommendations for future programming. Examined international trends in aid effectiveness, analyzed aid patterns and partners, assessed the quality of aid relationships, and made recommendations on how development partners could best support the government’s efforts to further improve aid effectiveness and meet MDG targets. Assessed the objectives, structure and functions of the aid coordination architecture involving donors and government departments; identified capacity constraints and made recommendations on reorganizations to improve aid coordination and management. 	
<u>Results/Deliverables</u> <ul style="list-style-type: none"> Prepared an Inception Report outlining the methodology and schedule for the assignment. Presentation of initial findings for review and discussion with client (UNDP), government officials, development partners (DFID, EC), DACO and other stakeholders. Produced a Final Evaluation and Aid Coordination Review Report 	

3.0 Statement of Evaluation Philosophy and Principles

Statement of Evaluation Philosophy and Principles

The following principles are embedded in proposals for country, program and project evaluations:

1. **Professional standards** – the standards, principles and norms established by the **United Nations Evaluation Group** are applied to UN evaluations. The principles are based around: *Systematic Inquiry, Competence, Integrity/Honesty, Respect for People, and Responsibilities for General and Public Welfare*. The evaluation norms include: *Independence, Intentionality, Transparency, Ethics, Impartiality, Quality, Timeliness and Utility*.
2. **Clarity of logic model** – an initial assessment will always be undertaken of the quality of the project/program design and the efficiency of the design indicators that are intended to represent expected results. Where reliable indicators are not available, the evaluation methodology will propose such measures in order to ensure transparency about the results chain.
3. **Monitoring data and evaluation criteria** – the initial stage of the evaluation will include a review of the status and quality of the monitoring data and will specify the criteria to be used to evaluate output targets, outcome progress/achievements, implementation processes, cost effectiveness and participant perceptions.
4. **Evidence-based evaluation methods** – the evaluation methodology will strive to maximize objectively and minimize bias by selecting evaluation criteria and indicators that focus on measurable quantitative and qualitative evidence of results and performance.
5. **Multiple survey instruments** – within the context of mixed methods, the evaluation will consider a variety of relevant measurement tools that compile primary and secondary data, observational and perceptual information and triangulation of data sets to provide a weight-of-evidence case for drawing conclusions.
6. **Representative sampling** – a cross-section of data on project activities, locations and beneficiaries will be collected and analyzed to provide a representative indication of achievements and performance.
7. **Attribution and counter-factual evidence** – the factors affecting results should be objectively identified to assess the case for causality and attribution related to the intervention; where feasible comparative data should be compiled for control sites or counterfactual non-intervention comparison.
8. **Participatory and collaborative processes** – evaluation design will include methods to ensure that a cross-section of participants have opportunities to candidly express their views. This may require facilitated processes to reduce supervision and peer group influence in participant responses.
9. **Self-assessment and collaborative relations** – evaluations will be encouraged to include self-assessments by the executing organizations and their staff; the evaluation design will recognize the value of a collegial, problem-solving approach which focuses on assisting the executing agency in overcoming barriers to effective project implementation.
10. **Evaluation capacity development** – mentoring of national consultants and M&E staff will be provided where feasible, including an active role for counterparts in the evaluation process.