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## Annexure -1

### Terms of Reference Mid Term Review (MTR) UNDP Country Programme Action Plan (CPAP- 2013-2017)

#### A. BACKGROUND AND PURPOSE OF THE MTR

The Country Programme Action Plan (CPAP 2013-17) between the Government of India (GOI) and UNDP India Country Officer (CO) was signed in March 2013 and with a total value of US\$ 260 Million. The CPAP directly contributes to 4 outcomes across the 4 programme areas of

- 1) Inclusive Growth and Poverty Reduction
- 2) Democratic Governance
- 3) Energy and Environment - including Disaster Risk Reduction
- 4) Responsive and accountable Government and Civil Society

The focus areas of the UNDP India programme are closely aligned with the UNDP Strategic Plan and with the 12<sup>th</sup> Five Year Plan of India. The CPAP is currently being implemented through more than 45 projects in partnership with 17 Central Line Ministries, 9 United Nations Development Action Framework (UNDAF) State Governments, and a number of NGOs and other UN agencies.

The CPAP period 2013 – 17 has been witness to some significant events that influenced UNDP programming in the country such as

- The country's general elections which brought in a new Government with changed priorities;
- The need to align with the new UNDP Strategic Plan introduced in the latter half of 2013;
- The results of the portfolio defense mechanism – a process internal to the UNDP India Office – which led to modifications of the office's programme strategies based on the changing priorities of the Indian Government;
- The introduction of a new delivery modality in form of the Development Support Services (DSS)

2015 is the year for a Mid Term Review (MTR) of UNDP's work as outlined in the United Nations Development Action Framework (UNDAF) in India. The main purpose of the review is to assess whether UNDP is on the right track considering that the overall development environment in India is rapidly changing. Thus requiring UNDP to adapt and ensure that support provided remains relevant, effective, efficient and sustainable. The MTR will scrutinize in particular whether

- The key issues/development challenges are being addressed in the current programming;
- A right mix of strategies is being applied;
- The organization is on the right path to achieve its five year results

The MTR will include a strategic review and analysis of UNDP's role in India; perceived, actual as well as future. To do so the MTR will assess the current programme performance, analyze changes in the development situation in India and review the comparative advantage of UNDP.

## **B. OBJECTIVES OF THE MTR**

The objectives of the MTR are

1. Assess within the UNDAF framework, UNDP India's achievements from its programmes and projects (2013-15)
2. Review the factors that are influencing the achievements
3. Are programme focus areas, planned outcomes and programme strategies optimally aligned and operationalized to contribute effectively to priority development challenges and approaches in India?
4. Identify gaps to be addressed, lessons learnt to be applied, and any modifications to be made in the programme to support the achievement of national development priorities;
5. Revisit program approach, in order to be consistent with the development framework and propose a roadmap/ action plan for the UNDP Country Office on how to support the achievement of national development priorities over the remaining CPAP period;
6. Provide key recommendations/directions for the next Country Programme cycle

## **C. SCOPE OF WORK**

The CPAP defines 6 broad outcomes and 62 output level indicators. The MTR will assess the strength of the results chain – CPAP to UNDAF by reviewing achievements at the output level and their corresponding contribution to meeting CPAP outcome targets.

The MTR will assess the quality, quantity and timeliness of progress towards delivering intended results. It will include an assessment of the performance of ongoing and recently completed projects. It will derive the lessons learnt and will utilize host of information avenues such as the annual reports, assessment reports etc. and active interaction with various stakeholders to define the progress achieved in meeting the stated outcomes

### Review Criteria

The MTR exercise will use the standard evaluation criteria for Evaluation of Development Assistance and will answer to the specific queries within the criteria as described below

#### **I. Relevance:**

- Extent to which UNDPs work suited to respond to the priorities and policies of its programme target groups, recipients and donors
- Is the programme in line with UNDP's mandate
  - Does the programme promote UNDPs principles of equality, human rights and development



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- Extent to which UNDP' work is strategic and in line with the development context
- To assess the appropriateness of UNDP methods of delivery

**II. Effectiveness:**

How successful has UNDP been able achieve its intended results (output or outcome) or what has been the progress in achieving them

- To what extent have the outputs achieved contributed to the progress towards the intended outcomes
- What has been the contribution of the stakeholders in the intended achievement of outputs and consequently outcomes
- Is there evidence to suggest that there has been any unintended outputs or outcome – both positive and negative resulted from UNDP's activities
- Have the activities addressed issues of equality

**III. Efficiency:**

How efficient has UNDP applied its resources (financial as well as human resources) to achieve the targeted development results?

- Have the programme outputs resulted from economic use of resources
- Have the programme outputs been timely and of good quality
- How have the various partnerships developed contributed into the achievement of the results
- Was there adequate technical support and appropriate monitoring mechanism in place

**IV. Sustainability:**

How has the UNDP India CO ensured sustainability in all its activities? What is the likelihood that efforts, services and advocacy will continue to be made available to the beneficiaries in the future after UNDP's withdrawal?

- What evidence is there to suggest that the outcomes and outputs are sustainable
- What has been the strategy to ensure sustainability of outputs and outcomes such capacity building or policy direct etc.
- Are the results addressing issues of gender equality, human rights and human development

The MTR will answer the following the question against the criteria mentioned above

1. Have the stated outputs and outcomes achieved or expected to be achieved
2. What has been the progress towards the achievement of the outcomes – how are the outputs indicated to be contributing to the achievement
3. What will be the influential factors in will enable or hinder the achievement of the intended outcomes
4. Does the UNDP programme need strategic change or realignment with regards to its activities, partnerships or others to achieve the intended outcomes

Once finalized, the Country Office will use the recommendations of the MTR to adjust its programming to optimize UNDP India's comparative advantages and better align its work to India's evolving development strategies. The MTR will base its analysis to the extent possible on desk reviews of existing materials such as completed programme/project evaluations, project reviews, studies, assessments as well as consultations with stakeholders.

General Oversight mechanism of the UNDP programme, the Country Programme Management Board (CPMB) comprising of UNDP and Department of Economic Affairs conduct a strategic review together with the implementing partners. The CPMB provides for an opportunity to systematically review the complete UNDP programme in the country. The MTR process will be overseen and chaired by UNDP and the Department of Economic Affairs (DEA), Ministry of Finance, Government of India in keeping with the design and mandate of the Country Programme Management Board (CPMB).

#### **D. MTR MANAGEMENT and TEAMS**

This MTR will be a participatory process, involving multiple methodologies and a wide range of stakeholders. Overall, guidance and oversight for the whole CPAP MTR is done by DEA and UNDP. Internally the process is led by the M&E Analyst with support from the Business Development Unit and under the oversight of the Deputy Country Director, UNDP India.

The MTR process will be led by two teams

##### **1. External Review Team**

**The Midterm review will be undertaken by the external review team consisting of**

- 1 International consultant who would be identified and will be the overall in charge to undertake the MTR
- 1 national consultant in the three focus areas of the Country Programme

##### **2. UNDP Country Office Review Team**

**The UNDP CO will work with the external review team and facilitate the process**

- Senior Management Team
- Unit Heads
- Selected programme/project officers

#### **E. THE OVERALL PROCESS, MILESTONES AND METHODOLOGIES**

The overall process of the MTR is defined by the following milestones:

- I. Government of India's endorsement of the terms of references of the MTR.
- II. Selection and recruitment of a review team (1 senior international and 1 national consultant), and setting up of the internal review teams, oversight mechanisms and support structures for the MTR process.
- III. Design of the MTR framework, time lines, methodology, data collection and reporting structure.

#### IV. Conduct of the MTR from November– December 2015.

The external review team will be responsible for developing the methodology and mutually agreed with the UNDP India CO.

The external review team will be responsible for the following

##### **1. Desk Review of all relevant documents and developing an inception report**

An in-depth review of the all the relevant documents to include the UNDAF, CPAP and CPD the external review team will develop an inception report the clearly outlines the MTR process

- review design and methodology
- time lines
- quality assurance mechanisms
- data collection plan and resources
- analysis plan
- broad report structure expected at the end of the exercise

##### **2. Orientation of UNDP CO of the MTR process**

Based on the methodology defined the external review team will undertake a workshop with the UNDP CO internal review team outlining the process, requirements, quality assurance procedures as well as the time lines.

##### **3. Data Collection – I review of relevant information**

The external review team will be expected to

- a. Develop detailed guidance notes and information collection formats/checklist in close collaboration with the UNDP programme team.
- b. Review all relevant documents provided by the UNDP CO pertaining to the programme and projects such as UNDAF, CPAP, Project Documents, Annual Work Plans, Quarterly and Annual Progress Reports, Evaluation and Assessment Reports, Critical Results Path, Minutes of Meetings such as the CPMB, Project Steering Committees etc.
- c. Review all documents and information provided internally by UNDP CO and analyzed taking into account different aspects of program design, implementation, monitoring and results achieved with emphasis on cross cutting issues and knowledge management.
- d. Provide a brief analysis of their observations
- e. Develop the check list for the proposed areas of query to undertake active data collection from identified stakeholders

##### **4. Data Collection - II**

Based on the methodology, analysis plan and desk review – the external review will

- a. Identify stakeholders for data collection in consultation with UNDP to include programme managers, select key Government Stakeholders, Civil Society, Beneficiaries, Donors and other relevant partners
- b. Finalize the check list with identified areas of query



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- c. Undertake **in-depth interviews** with external stakeholders in the Government, Civil society and/or other relevant partners
- d. Field visits may be undertaken to a few sights that will be identified and facilitated by UNDP

#### **5. Analysis and Development of the MTR Report**

Upon completion of the desk review and data collection the external review team will analyze all information and develop a draft MTR Report for the UNDP India CO. The draft report including the recommendations will be shared with staff and management for their feedback and inputs.

Following the revision of the draft report - a Workshop will be organized - facilitated by the external review team - to share, validate and improve the internal programme review results with internal and external stakeholders. The outcome of this workshop will also be incorporated in the final report for the MTR, which will be ready by Mid December 2015.

#### **F. TIME LINES: November-December 2015**