



PEACE, PROSPERITY AND
REGIONAL INTEGRATION

Term of Reference for Conducting a Mid-Term Review (MTR) of the 2nd Phase of the implementation of 'IGAD's Drought Disaster Resilience and Sustainability Initiative (IDDRSI) Strategy (Sept 2019 to Sept 2024)

1. Background and Context

1.1 Features of the IGAD Region

The Inter-Governmental Authority on Development (IGAD) is a regional economic community (REC) that forms one of the building blocks of the African Union. It comprises eight Member States, namely: Djibouti, Eritrea, Ethiopia, Kenya, Somalia, South Sudan, Sudan and Uganda, which face interlinked challenges and share the common objective of advancing their development and achieving regional integration.

Located in the Horn of Africa, the IGAD region covers an area of 5.2 million km², has a population of more than 250 million people and is endowed with a considerable range of natural resources, with a huge potential for wealth and progress. Despite this great potential, IGAD Member States are struggling to cope with the vagaries of harsh and worsening ecological circumstances. About 70% of the IGAD region comprises areas commonly known as arid and semi-arid lands (ASALs), which receive less than 600mm in annual rainfall; and are characterised by recurrent droughts. Following four consecutive poor rainy seasons since 2020, October to December (2022) season recorded drier than usual conditions over coastal Sudan, and in the equatorial and southern parts of the region, with enhanced probabilities over eastern Kenya and southern parts Somalia. Even though wetter-than-usual conditions were assessed over central to eastern South Sudan and parts of central, western and north-eastern Ethiopia, the overall rainfall situation in the region was poor. These alarming trends for the fifth season have significantly impacted the livelihoods of the people in the region and the natural resource basis that support their livelihood in the long run.

1.2 Establishment of IDDRSI and its key features

The IGAD Drought Disaster Resilience and Sustainability Initiative (IDDRSI) emerged due to the 2010-2011 drought that prompted a paradigm shift regarding how to respond to disasters. As a result, a historic decision was made by the leaders of the countries in the Horn of Africa region and development partners, in a special summit held in September 2011, in Nairobi, Kenya, which had been convened to discuss the severe drought that was devastating the region at that time. Aware that achieving the objective of ending drought emergencies in the IGAD region would entail strategic and long-term interventions in coordinated actions with

enhanced partnerships at national, regional and international levels, the **Nairobi Summit** assigned the IGAD Secretariat the role of leading and coordinating the implementation of IDDRSI.

Within its assignment to lead and coordinate the implementation of the IDDRSI, the IGAD Secretariat initiated a consultative, participatory process to develop the **IDDRSI Strategy** to guide the region's interventions to end drought emergencies, build drought resilience and attain sustainable development. The IDDRSI Strategy, with its identified priority intervention areas, was subsequently translated by IGAD Member States into their respective **Country Programming Papers (CPPs)** for activities at the national level and the **Regional Programming Paper (RPP)**, for interventions planned at the regional level, including cross-border areas.

Development Partners agreed to re-align their support with the principles of the IDDRSI Strategy and reaffirmed their commitment to support the country and regional efforts based on CPPs and the RPP. The seven IGAD Member States developed their respective CPPs in a coordinated, concerted manner, using a common architecture of identified priorities in areas of intervention, with specific nationally determined variations dependent on local priorities, policy focus, funding environment and institutional arrangements.

The IDDRSI Platform provides the modalities through which the region's priorities and possibilities for intervention aimed at achieving the objectives of IDDRSI are collectively discussed by affected countries and development partners; and is an effective mechanism by which the implementation of IDDRSI is coordinated. The Platform brings together the partners and stakeholders, including Member States, Development Partners and implementing Partners, UN agencies, Civil Society and specialised research and training institutions, and the IGAD Secretariat and its specialised institutions. The IGAD Secretariat, working with Member States and Development Partners, developed the platform's institutional arrangements, regulations and management structure. The Regional Platform is made up of the **IDDRSI Platform General Assembly**, which comprises members at the ministerial level and provides overall strategic guidance and makes decisions on investment plans and proposals; the **IDDRSI Platform Steering Committee**, whose members comprise senior policy officials and national experts, that guides the Regional Platform on policy issues and oversees the implementation of the drought resilience initiative; and the **IDDRSI Platform Coordination Unit (PCU)**, which is embedded within the Office of the Executive Secretary in the IGAD Secretariat and is charged with the responsibility to lead, promote, manage and coordinate activities in the implementation of IDDRSI. The core mandate of the PCU is to lead and coordinate the implementation of interventions within IDDRSI, namely through capacity building and enhancing coordination & partnerships, regional programming, Knowledge Management (KM) and Monitoring & Evaluation (M&E).

At national and regional levels, coordination mechanisms linking all drought resilience-enhancing sectors and stakeholders, which are required for the effective implementation of IDDRSI, have been established in all the seven **IGAD Member States** under the general

coordination of the IGAD Secretariat through the IDDRSI Platform Coordination Unit. An inter-ministerial - National Experts Panel was established at the national level to serve as a technical advisory unit to the National IDDRSI Steering Committee. Furthermore, sub-national IDDRSI Coordination Mechanisms were established to coordinate local-level resilience investment by government and non-state actors.

While there is consensus amongst IGAD Member States on the criteria and attributes that characterise an efficient mechanism for coordinating the implementation of IDDRSI, the national coordination arrangements differ in a number of ways, including the hosting ministries, the support the government accords the coordination efforts and the relevance and involvement of the coordination centre in government programmes. The IDDRSI coordination mechanisms currently in use to mobilise, organise and harmonise activities that contribute to the implementation of IDDRSI in the IGAD region are continuously being reviewed and refined to improve efficiency, include all stakeholders and ensure alignment with all sectors, as would be demanded by the holistic nature of IDDRSI. Although individual governments are responsible for implementing drought resilience interventions in their respective countries, ensuring that achieving the impact of enhanced resilience and sustainability is the shared, collective concern of all countries in the region.

1.3 IDDRSI Implementation Plans and Priority Areas

The IDDRSI Strategy was developed as a 15-year proposition for implementation in three 5-year phases, with a design feature of a review at the end of each phase to assess the status, relevance and effectiveness of implementation and inform prescriptions for subsequent phases. The first phase of the IDDRSI Strategy spanned the period 2013 – 2017 (extended to 2018), and its implementation was extensively reviewed, assessed and analysed at regional and national levels in a broadly participatory process that generated recommendations based on which the IDDRSI Strategy for the period 2019 - 2024 was prepared. The Strategy guides the process of implementing the drought resilience initiative at the national, regional and international levels, united and harmonised under the overall coordination and leadership of the IGAD Secretariat. The implementation of IDDRSI in cross-border areas accentuates its appeal as an effective framework for inter-state cooperation to pioneer the concept of ecological zone development and powers regional integration.

The current phase of the IDDRSI Strategy has the following Priority Intervention Areas:

- PIA 1: Natural Resources and Environmental Management
- PIA 2: Market Access, Trade and Financial Services
- PIA 3: Enhanced Production and Livelihoods Diversification
- PIA 4: Disaster Risk Management
- PIA 5: Research, Knowledge Management and Technology Transfer
- PIA 6: Peace Building, Conflict Prevention and Resolution
- PIA 7: Coordination, Institutional Strengthening and Partnerships
- PIA 8: Human Capital, Gender and Social Development

The IDDRSI Priority Intervention Areas strongly reflect the IGAD strategy, African Union Agenda and SDGs.

The IDDRSI PIAs were implemented through flagship projects financed jointly by the Member States and international financing organisations such as the World Bank (Regional Pastoral Livelihood and Resilience Project) and AfDB (Drought Resilience and Sustainable Livelihood Project), government-funded, and several country-level projects funded by Development Partners, and which supported the implementation of IDDRSI.

The fifteen years strategy has an in-built and self-correcting mechanism through which improvements in the phased implementation of IDDRSI can be sustained for its continued relevance and efficiency.

Hence, in line with a unified and result-based monitoring and evaluation system of IDDRSI that tracks the performance of resilience investment in the region, IGAD is looking for qualified consultants to undertake a mid-term review of the Second Phase of IDDRSI (Sept 2019 to Sept 2024) on the terms and conditions as specified in this ToR.

2. Objectives and Scope of work

2.1 Objectives

The overall objective of the assignment is to conduct the mid-term review (MTR) of the Second Phase of the IDDRSI Strategy 2019-2024. The MTR is expected to assess the progress in implementing IDDRSI as specified in the IDDRSI regional M&E framework harmonised with the CPPs and the Regional Programming Paper. The resulting MTR report will be a learning and accountability document for the IDDRSI initiative. The review will determine why certain results occurred or not to draw lessons and derive good practices and learning by the key stakeholders.

The MTR will address the following specific objectives.

- Assess the progress of the IDDRSI Platform, focusing on its core regional functions of the strategy (cf. scope of work).
 - Assess the progress of the Country Programming Papers in seven Member States focusing on the Priority Intervention Areas in respective countries through the contribution of resilience projects in the ASALs in reducing food and income insecurity among vulnerable smallholder households in the context of increasing climatic risks and climate variability, COVID-19, Desert Locust migration and other man-made challenges.
- Review and identify key strategic issues, risks, and assumptions.
- Assess how efficiently resources have been utilised at regional and national levels.
- Review the contribution of IDDRSI's institutional architecture resilience building at regional, national and sub-national levels.

- Assess the synergy among regional humanitarian, peace and development initiatives.
- Lay the foundations for the full assessment at the end of 2024, including **indicators** and evidence upon which the final evaluation of Phase 2 of IDDRSI will be based.
- Make Recommendations to set the initiative on track to achieve its intended results.

2.2 Scope of Work

The scope of the MTR will focus on the following elements:

- Assess the progress and performance at the regional level, emphasizing priority intervention areas 5 and 7 (coordination, institutional strengthening, knowledge management, regional programming, monitoring and evaluation, partnership and resource mobilization).
- Performance of CPPs at the Member States level; alignment of the CPPs with the National Development Plans, the performance of 8 Priority Areas (see section 1.3), including initiatives in the cross-border areas.
- Assess the performance of flagship resilience projects in seven Member States.
- Ensure that the views of all stakeholders of the IDDRSI Strategy at regional and national levels are addressed in the assessment.

3. Target Audience

The mid-term review will cover various regional and national stakeholders, focusing on pastoralists and agro-pastoralists (at the household level). The consultants will assess the views and perceptions of members of the IDDRSI Platform, the CPPs Steering Committees; National Experts panels drawn from ministries implementing 8 PIAs; staff of concerned government institutions in the IGAD Member States; Sub-national CPPs Steering Committees, funding agencies (SIDA/Sweden) that supported the IDDRSI Platform since October 2018 and covered the overhead cost of the regional and the national platforms, capacity development and knowledge management; various IGAD Units; Research and Development Organizations, members of the Resilience and Gender Working Group, IDDRSI Partner Organizations (AfDB, UN Agencies such as the FAO, UNDP, UNOCHA, and other such as GIZ, USAID, etc.),

4. Evaluation Criteria and Key Questions

Selected evaluation criteria of the Organization for Economic Cooperation and Development – Development Assistance Committee (OECD-DAC) will be used to guide the data collection and analysis of the MTR. The criteria selected for the review are the following:

1. Relevance and strategic fit
2. Coherence
3. Effectiveness.
4. Efficiency of resource use.
5. Sustainability
6. Impact
7. Gender

The questions listed below are to be conceived as guiding questions only, and the MTR consultants should refine and elaborate the questions further.

4.1 Relevance

Relevance of IDDRSI and its institutional arrangements from regional to national and sub-national levels; its strategic objectives and priority intervention areas to people in the Member States; its alignment with the AU Agenda 2026 and SDGs.

1. Do IDDRSI Priority Intervention Areas respond to the priorities and needs of the pastoralist and agro-pastoralist in the region?
2. Were the IDDRSI flagship resilience projects developed and implemented, including the ongoing projects, useful and valuable to the livelihoods of the targeted people?

4.2 Coherence

This intends to assess the compatibility of the IDDRSI design and approach with other interventions by IGAD, Member States, continental and global policies and initiatives.

1. What is the degree of complementarity of IDDRSI institutional mechanisms with other strategies and programs implemented by IGAD and Member States?
2. What is the value contribution of IDDRSI to the continental agenda (AU Agenda 2063) and the SDGs?

4.3 Effectiveness

The Consultants are expected to assess the extent to which the interventions developed and implemented within the framework of IDDRSI in arid and semi-arid lands achieved the intended objectives or not during the current phase and the distribution of benefits across the social groups (women, youth, IDPs, People With Disabilities, etc.).

1. To what extent have IDDRSI objectives and results for phase 2 (2019-2024) been achieved? If not, why not? If there are deviations from the intended targets of the flagship projects, identify whether that was due to shortcomings in implementing the interventions or its design. What are the unintended effects due resilience projects implemented in the region?
2. What were the most significant changes during the first half of Phase 2 of IDDRSI? (for instance, socio-economic changes among the diverse target groups).
3. What is the effectiveness of the IDDRSI PCU with respect to its core functions and roles?
4. What is the effectiveness of the IDDRSI Governance structure at regional, national and sub-national levels?
5. How effective are the working groups established at the regional and national levels?
6. How strong is the participation and ownership of the IDDRSI Platform by Member States and Development Partners?
7. What is the level of synergy among humanitarian, peace, and development agencies/institutions?

4.4 Efficiency

Consultants are expected to assess the extent to which resources mobilised and allocated for resilience projects and operations during Phase 2 of IDDRSI were economically and timely utilised, compared to the results delivered and alternative allocations in the region.

1. Were resilience investments in the IGAD region carried out cost-effectively considering the amount of budget, human resources over time, and beneficiaries by different categories?
2. Were the IDDRSI Coordination mechanisms efficiently organised in terms of time and resources? What changes can be made in future?
3. Were the human and financial resources of IDDRSI Phase 2 at regional, national and sub-national used as planned and appropriately and fully utilised?

4.5 Sustainability

The Consultants are expected to assess the extent to which the net benefits of the intervention of resilience projects and institutional arrangements at regional, national and sub-national levels continue or are likely to continue for at least the next 3-10 years. The benefits refer to the financial, economic, social, environmental and institutional capacities of households, local community and government institutions, supported through the IDDRSI initiative during the review period.

1. Is there evidence of the sustainability of various institutional arrangements and working groups established during Phase 2 of IDDRSI after the support of development partners ended?
2. Are economic and social benefits at the community level likely to continue beyond the life of the resilience projects for ten or more years?

4.6 Impact

While this is a mid-term review of the current phase of IDDRSI, there are flagship projects that were completed and/or continued with their second phase, for instance, DRSLP. Therefore, it is worthwhile to pursue some early impacts from the 15 years initiative. Some guiding questions include:

1. Has IDDRSI caused a significant change in the lives of the intended beneficiaries?
2. Is the IDDRSI transformative – does it create enduring changes in norms – including gender norms – and systems, whether intended or not?
3. Is IDDRSI leading to other changes, including “scalable” or “replicable” results?
4. What are the main lesson learned and recommendations? What were IDDRSI’s strengths and weaknesses?

4.7 Gender

Gender mainstreaming is one of the key features of the IDDRSI Strategy starting from Phase 1. Therefore, the following key questions related to gender and resilience will be addressed by the MTR:

1. How is gender mainstreaming addressed within the IDDRSI framework and flagship projects?

2. How effective was the gender and resilience approach implemented during Phase 2 of IDDRSI using flagship projects?

5. Methodology

The Mid Term Review will be based on the result frameworks of the IDDRSI Strategy, Regional Programming Paper and Country Programming Papers. The Consultants are expected to thoroughly discuss with the IGAD Team and propose a relevant methodology for the MTR. Possible key questions and respondents or data sources are proposed by the project team. However, a detailed data source and methods and a full checklist are required from the Team of Consultants.

The MTR should follow a collaborative and participatory mixed methods approach that draws on quantitative and qualitative data to provide evidence for the MTR. Moreover, respondents should be from all social groups to ensure gender equality.

5.1 Desk Review

The consultants will conduct an in-depth literature review. The review should include the following documents:

- IGAD Strategy (2021-2025).
- IDDRSI Programming framework documents: IDDRSI Strategy, Regional Programming Paper, Country Programming Papers.
- Review of Phase 1 of IDDRSI and Country Assessment (seven countries).
- Project documents of IDDRSI Flagship Documents: Drought Resilience and Sustainable Livelihoods Programme (DRSLP), Regional Pastoral Livelihoods and Resilience Project (RPLRP), Development Response to Displacement Impacts Project (DRDIP), Building Resilient Market Systems in the Cross-border Drylands of the IGAD Region (USAID), Strengthening the Capacity of IGAD towards Enhanced Drought Resilience in the Horn of Africa (SCIDA III), Strengthening the Coordination and Implementation of IDDRSI (SCII), Development Response to Displacement Impacts Project (DRDIP).
- Recent and New Regional Projects: to Build Resilience for Food and Nutrition Security (BREFONS).
- Regional – Sectoral Strategies and Programmes: For example, such as Resilient Food Systems.
- Baseline studies, mid-term reviews and impact assessment of the above-mentioned projects and similar projects that have linkage with the IDDRSI Priority Intervention Areas.

5.2 Sampling Frame

The Consultants will develop a sampling framework addressing the selection of institutions and respondents from each institution across the seven Member States, respondents from the

pastoral and agro-pastoral community, and development partners in close consultation with IGAD Team.

5.3 Quantitative Component

The MTR is expected to generate quantitative data based on selected indicators that provide adequate evidence on the state of resilience building during the current Phase of IDDRSI in the region. Details on methods of data collection and analysis will be developed by the Team of Consultants.

5.4 Qualitative Component

Qualitative data collection methods such as Focus Groups, Key Information Interviews, etc., will complement and validate the quantitative component and will be the tools of data collection to answer some of the key questions and issues related to the MTR. The team of consultants will develop a qualitative methodology consistent with qualitative social science research.

The qualitative sampling strategy should be identified and described by the Mid-Term Review and approved by the IDDRSI PCU.

6. Specific Activities

The Mid-Term Review Team will undertake the following specific activities:

1. Gather and review all necessary documents.
2. Prepare an Inception Report that will lay out how the Mid Term Review will be executed by the team of consultants. Among others, elaborating on the work plan, sample size and sampling techniques and data sources (groups, individual by country and location), methods of data collection, methods of data analysis, and outline of the evaluation report.
3. Develop data and information gathering tools and checklists and finalise them based on the consultation with the IGAD Team.
4. Undertake the Mid Term Review according to the approved work plan.
5. Prepare and submit a draft Mid Term Review report for review based on an outline developed in consultation with IGAD.
6. Incorporate IGAD's comments on the first draft report and submit a revised MTR report to IGAD five days after the IGAD's deadline for feedback.
7. Submit the final MTR report and present the report at the MTR validation meeting that IGAD will organise.
8. Incorporate comments from the Validation Workshop into the final MTR report.

7. Expected Outputs

The Consultants will provide the following deliverables:

1. The Inception Report of the Mid-Term Review. The report must be submitted to IGAD five days after signing the contract.
2. Draft MTR Report based on the outline approved by IGAD Team.
3. Presentation (PPT) of the key findings to the stakeholders.
4. Final report of the MTR.
5. Raw datasets

8. Required Qualifications, Experience and Skills

Interested applicants should possess the following qualifications, experiences, skills and competencies:

8.1 Qualifications

- One consultant (Co-Reviewer) with a PhD in Social Sciences and extensive experience developing strategies, resilience programming, monitoring and evaluation.
- One consultant (Co-Reviewer) with M.Sc or PhD in Economics, Agriculture Economics, Rural Development, Socio-Economics, or Institutional Capacity Development Specialist.

8.2 Experiences

- Minimum ten years experience in designing, undertaking programme review and evaluation, and impact assessment covering multi-disciplinary that address coordination platforms from regional to national and sub-national levels.
- The consultants should have excellent academic and research backgrounds and have proven records of accomplishment in conducting similar assignments in the IGAD region.
- Research experience on resilience at community, national, and regional levels; institutional capacity development; gender mainstreaming; food security; partnership; designing M&E system for projects and programmes.
- Experience in mixed methods and interdisciplinary approaches and data collection and analysis techniques for evaluating development programmes.
- Knowledge and experience using research/survey concepts, approaches, tools, techniques, and methodologies.
- Experience in qualitative and quantitative data collection, validation, entry and analysis using statistical software (e.g., SPSS) and drafting skills.

8.3 Skills and Competencies:

- Ability to conduct high-quality research, meet deadlines and respond to requests and feedback provided timely and appropriately.

- Strong analytical skills in gender analysis in overall aspects of survey designing and conducting.
- Demonstrate excellent interpersonal and professional skills in interacting with IGAD Team.
- Evidence of having undertaken similar assignments (to be submitted electronically with the technical proposal, a maximum of 3 recent works).
- Ability to develop high-quality research reports in English. The French language is an added advantage.

9. Duration of the Assignment

The assignment is for a total of 65 days, starting from signing a contract with IGAD.

10. Reporting Line and IGAD's Role

The consultants will report to the IDDRSI Platform Coordinator, with day-to-day guidance from the IDDRSI Regional Programming Coordinator, who will be their technical Focal Person for coordinating the assignment.

IGAD will provide the following to ensure the smooth implementation of the assignment.

1. Pay the consultancy fee according to the contract.
2. Provide the required internal documents for review by the consultants.
3. Monitor the quality of the progress of the assignment.
4. Facilitate the communication of the consultants with the IGAD Member States and Partners.

11. Requirements for Application

Interested Individual Consultants who are citizens of the IGAD Member States are invited to send their letters of application with their CVs. Shortlisted applicants will be required to submit technical and financial proposals, separately comprising the following components:

1. A cover letter outlining the suitability of the consultant for the assignment, motivation and summarising the relevant experience.
2. A letter of agreement between two co-reviewers stating the Consultant for contracting purposes.
3. The financial proposal will include a detailed budget containing total costs as per person-day rates and a work plan, excluding insurance and related costs that will not be covered by IGAD.

4. Detailed Curriculum Vitae of consultants who will undertake the assignment, including names, addresses, and telephone numbers of three individuals that will act as professional referees.
5. Copies of relevant work undertaken in the last three years (electronic version).