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| **Title** | Sample [Terms of Reference (TOR) for the Programme Advisory Committee (PAC)](http://content.undp.org/go/prescriptive/Project-Management---Prescriptive-Content-Documents/download/?d_id=1139301) in the case of programmes or the Project Appraisal Committee (PAC) in the case of projects |
| **Responsible Unit** | Bureau for Development Policy – Capacity Development Group |
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| **Document Location** | Programme and Project Management (PPM) Library on Sharepoint  [Project Management - Prescriptive Content Documents](http://content.undp.org/go/prescriptive/Project-Management---Prescriptive-Content-Documents) > [0 Programme](http://content.undp.org/go/prescriptive/Project-Management---Prescriptive-Content-Documents/?bbp.11.pane=0&bbp.70.row=1471795.f&bbp.16.pane=0&bbp.v=1471795&bbp.e=s&bbp.s=23&bbp.9.pane=0&bbp.10.pane=0&page_to_display=0&doc_id=1516016&bbp.12.pane=0&bbp.151.ps=10&bbp.23.state=+142084++1471795+&bbp.70.col=1&bbp.18.pane=0&bbp.204.ps=10&bbp.23.sel=1471795&g11n.enc=ISO-8859-1&bbp.i=d0.f.1.2.1.n.1.1.m.1.1&bbp.17.pane=0&bbp.13.pane=0&bbp.15.pane=0&r_id=142084) |
| **Applicability** | This applies to programmes and projects |
| **Is Part of** | UNDP Programme and Operations Policies and Procedures– Programme & Project Management |
| **Related documents** | UNDP User Guide – Project Management – [Defining a Project](https://intranet.undp.org/global/popp/ppm/Pages/Defining-a-Project.aspx#TemplatesForms)  [Capacity Assessment Practice Note](http://content.undp.org/go/cms-service/download/publication/?version=live&id=1448681)  [Capacity Development Practice Note](http://content.undp.org/go/cms-service/download/publication/?version=live&id=1449053)  [CSO Capacity Assessment Tool](http://webdev.undp.org/csotoolkit/section_three/en/CSO_Capacity_Assessment_Tool.cfm)  [Harmonized Approach to Cash Transfers to Implementing Partners (HACT)](http://www.undg.org/content.cfm?id=1328) |

A. **INTRODUCTION**

The PAC is established by the resident representative (RR) to assist in appraising the quality of UNDP programme/project activities. The TORs of PACs are prepared locally and country offices elaborate the on the TORs in accordance with programme/project needs. These TORs are designed to establish the framework within which the in-country programme/project review process takes place. The requirement for record-keeping (Section D on Reporting) is mandatory.

**B. PURPOSE**

The Committee will provide a forum for discussion and review of the following types of documentation:

1. Country programming instruments: Common country assessment (CCA), United Nations Development Assistance Framework (UNDAF), Country Programme Document (CPD), Country Programme Action Plan (CPAP), Annual Workplans (AWP)/project documents.
2. Evaluation Reports: country programme evaluation, outcome evaluation, UNDAF evaluation, project evaluations, etc.
3. Policy Guidelines and Discussion Papers on matters affecting the programme/project locally.

The Committee will have the responsibility of recommending to the Resident Representative (RR) the next steps that should be taken in the formulation or approval process. It will be guided by the following:

* [**Considerations for Quality Programming**](https://intranet.undp.org/global/documents/ppm/Considerations%20for%20Quality%20Programming.docx)
* [**Checklist for Review of Project Documents**](https://intranet.undp.org/global/documents/ppm/Checklist%20for%20Review%20of%20Project%20Documents.doc)
* [**Checklist for Use by the BPAC in their Review of Draft CPDs**](https://intranet.undp.org/global/documents/ppm/A_Checklist_for_Use_by_the_BPAC_in_their_Review_of_Draft_CPDs.docx)

The mandate of the committee will cover all UNDP-managed activities, regardless of source of funding.

C. **COMPOSITION AND OPERATION**

The Committee will be chaired by the RR or Deputy Resident Representative (DRR). Participation will consist of UNDP programme/project staff drawn from a cross-section of the programme units, persons from other organisations of the UN system, from the national institutions receiving support, and from civil society, together with other stakeholders and independent specialists. Prospective donors (whether parallel or cost-sharing partners) will also be invited. Donors will, however, be invited to discussions of CPDs only with the consent of the government.

The presentation will be made by the individual directly responsible for the programme/project in question.

Location: Meetings will normally be held in the Country Office. Special meetings could be held at the programme or project site, particularly when it is provincially or locally based.

Documentation: The presenter will make the following documents available to the participants seven to ten days in advance:

* Latest draft of the document under review.
* A short (1-2 pages) appraisal, outlining the history of the appraisal process, main issues that need to be discussed, the procedural status, and recommended next steps.
* Comments, if any, from UNDP HQ, other UN system organisations, national institutions and other interested parties.

**D. REPORTING**

Following the meeting, the presenter will be responsible for drafting the minutes, summarising the major issues discussed and highlighting recommendations. The minutes will then be circulated, after approval by the DRR and RR.

A permanent record will be kept of the agenda, participants and minutes of all PAC meetings.

**E. COMPOSITION OF THE PAC**

The PAC should be an inclusive process; it should involve persons outside the immediate project preparation process, such as technical specialists, government officials, and representatives of NGOs, United Nations agencies and donor organizations. Particular attention should be paid to the inclusion of other United Nations colleagues to facilitate collaboration among United Nations agencies consistent with applicable General Assembly resolutions.