UNEG
United Nations Evaluation Group

UNEG Guidance on Preparing Terms of Reference for UNDAF Evaluations

This guidance is prepared by UNEG in collaboration with UNDOCO with the aim to strengthen the planning, quality and use of UNDAF evaluations. It is based on the premise that a well formulated Terms of Reference (TOR) is an essential step for ensuring good quality UNDAF evaluation. This document supersedes the 2005 UNDAF Evaluation Guidelines for Terms of Reference and it complements **Frequently Asked Questions for UNDAF Evaluations** (http://www.undg.org/docs/12450/UNEG_G_2011_1_FAQ_for_UNDAFs.pdf) which was developed by UNEG in collaboration with UNDOCO and issued in 2011.

PART A: INTRODUCTION

The January 2010 UNDG guidelines "How to Prepare an UNDAF" (http://www.undg.org/docs/11096/How-to-Prepare-an-UNDAF-%28Part-I%29.pdf) include the requirement of UNDAF evaluation. Recent resolutions by the UN General Assembly in the TCPR of Operational Activities of the UN System call for the importance of strong M&E systems through collaborative approaches and stress the need for guidance and oversight mechanism for the monitoring and evaluation of UNDAFs.   In recent years, the number of UNDAF evaluations has increased significantly but their scope and quality is uneven which raises concern regarding their credibility and use for both accountability and learning purposes. It is expected that the TOR guidance and the FAQ will contribute to the improvement of both quality as well as use of UNDAF evaluations.

The UNDAF evaluation process should follow an inclusive approach, involving a broad range of stakeholders and partners. It includes a process of stakeholder mapping in order to identify various stakeholders and partners including those who do not work directly with the UNCT, yet play a key role in the national context. These stakeholders may include representatives from the Government, civil society organizations, the private sector, other multilateral organizations, bilateral donors, etc. It is essential for evaluation to be credible, independent, impartial, transparent and useful.

The preparation of ToR for an UNDAF evaluation is a critical step that should be undertaken by the UNDAF evaluation management group (a body that is constituted in the early stage of evaluation planning) in the planning phase of the evaluation. The ToR lay out the objectives and scope of the evaluation, the methodology to be used (including the evaluation criteria and related questions), the composition of the evaluation team, the planned deliverables and timeframe, as well as the intended use of the evaluation.

This document provides general guidance for the preparation of ToR for an UNDAF evaluation. All parts of the guidance should be considered, although the specific TOR content should be well informed by national contexts, UNDAF focus and stakeholder needs. The rest of the document is organised as follows. The guidance in Part B follows the format of a standard ToR and is aligned with the UNEG *Checklist for Evaluation Terms of Reference and Inception Reports* (2010) (add link). It provides standard text and structure for the development of the ToR as well as options and guidance to support decision making by the Evaluation Management Group on the design of the evaluation. Part C provides more detailed explanation and resources in planning and managing UNDAF evaluation.

> *Text in boxes is intended to provide explanations, references, or to draw attention to important issues.*
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> *A* ☞ *symbol is used to link with relevant sections of **PART C***

PART B: THE TERMS OF REFERENCE TEMPLATE

TERMS OF REFERENCE FOR THE EVALUATION OF
THE UNDAF FOR *name of country* **(20*xx*-20*xx*)**

1. BACKGROUND

Introduction should include selective information about the current UNDAF, its duration, the process through which it was developed, if there is an UNDAF Action Plan, main partners, monitoring and coordination mechanism with UNCT and the monitoring and evaluation structure. This section should also include the rationale for UNDAF evaluation and intended audience and users.

The rationale for UNDAF evaluation comes from its strategic role and use. Evaluation improves accountability for results and provides learning in terms of what has worked, what has not and why. This is seen as crucial given their broad-based scope and the large resources involved in most UNDAFs. UNDAF evaluations provide important information for strengthening programming and results at the country level, specifically informing the planning and decision-making for the next UNDAF programme cycle and for improving United Nations (UN) coordination at the country level. Through evaluation, UNCT, host government and other UNDAF stakeholders learn from the process of documenting good practices which can then be used for the benefit of other countries as well.

Evaluation is an important part of the results based management cycle. A particular use of UNDAF evaluation is for course correction to strengthen programme by realigning priorities, strategies and interventions. Evaluation-based evidence and recommendations can also be used for resource leveraging and partnerships. The primary users of the evaluations are the decision-makers within the UNCT, including non-resident UN agencies, key government counterparts, civil society and respective executive boards. In addition, bilateral and multilateral donors in programme countries, and the broader development partners are also seen as important audience of the evaluation.

2. UNDAF EVALUATION CONTEXT

This section provides a general overview of the context for the UNDAF evaluation, outlines the broad scope of the evaluation and sets the scene for the rest of the parts that are included in the TOR. The overview should describe how the UNDAF has evolved in the country and how it is related to national development plans and other key development strategies (such as NDS and PRS, refer to past UNDAF evaluations and broadly state the focus of the UNDAF evaluation.

It is important to place evaluation in the context of the UNDAF M&E framework available for the country. A reference needs to be made to UNDAF mid-term review (if undertaken as these are optional), annual review or any major assessments or evaluative work that has been done in recent years. This section should also mention the linkages among the Common Country Assessment (CCA), National

Development Plan priorities and the UNDAF and highlight any particular issues that are raised which may have relevance for the evaluation.

An UNDAF evaluation should usually be a stand-alone exercise, but it may be possible to integrate it into a broader evaluation framework. This is more likely when UNDAF results are identical to the broader national planning framework, such as those related to NDP or PRSP. This section should spell out whether the UNDAF evaluation is a stand-alone exercise or it is integrated within a broader evaluation framework.

The context should also refer to country typology (e.g middle-income or land-locked country) and whether the UNDAF was developed in a normal development setting or during transition from humanitarian / recovery to development phase.

For those countries where, according to the Secretary General's Decision on integration, dated 26 June 2008, the principles of integration apply, the evaluation shall also reflect that, whether the UNDAF subsumes the ISF (Integrated Strategic Framework) is replaced by it or runs in parallel to it[1].

The applicable guidelines foresee that, in such contexts, the mission and UNCT presents must have agreed objectives and results and accountability for their delivery, as well as an agreed joint monitoring and evaluation framework.

Furthermore, the actual scope of UNDAF in terms of national and/or sub-national coverage of the outcomes should be mentioned as these dictate the scope and approach used in the evaluation. This section should also mention key stakeholders and partners and their particular interests, if any in the UNDAF evaluation, as determined through the consultative evaluation planning process.

3. PURPOSE, OBJECTIVES AND SCOPE

> *This section states the purpose and objectives of the evaluations, the topics/issues that will be addressed by the evaluation and specifies the time period evaluated.*

The purpose, objectives and scope of UNDAF evaluations is generally the same across countries. The overall **purposes** of the UNDAF evaluation are:

- To support greater learning about what works, what doesn't and why in the context of an UNDAF. The evaluation will provide important information for strengthening programming and results at the country level, specifically informing the planning and decision-making for the next UNDAF programme cycle and for improving United Nations coordination at the country level. The UNCT, host government and other UNDAF stakeholders can learn from the process of documenting good practices and lessons learned which can then be shared with UNDOCO and used for the benefit of other countries.

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[1] For further information on integration, pls. refer to the 2009 Integrated Mission Planning Process (IMPP) guidelines.

- To support greater accountability of the UNCT to UNDAF stakeholders. By objectively verifying results achieved within the framework of the UNDAF and assessing the effectiveness of the strategies and interventions used, the evaluation will enable the various stakeholders in the UNDAF process, including national counterparts and donors, to hold the UNCT and other parties accountable for fulfilling their roles and commitments.

The **objectives** of the evaluation are:

- to assess the contribution made by the UNCT in the framework of the UNDAF to national development results through making judgements using evaluation criteria based on evidence (accountability).

- to identify the factors that have affected the UNCT's contribution, answering the question of why the performance is as it is and explaining the enabling factors and bottlenecks (learning).

- to reach conclusions concerning the UN's contribution across the scope being examined.

- to provide actionable recommendations for improving the UNCT's contribution, especially for incorporation into the new UNDAF. These recommendations should be logically linked to the conclusions and draw upon lessons learned identified through the evaluation.

The **scope** covered by the evaluation includes examining UNDAF programming principles (human rights-based approach, gender equality, environmental sustainability, results-based management, capacity development), overall strategies and outcome/output specific strategies included in the UNDAF itself. The UNDAF will be evaluated against the strategic intent laid out in the UNDAF document and specifically its contribution to the national development results included in the UNDAF results framework. The time period covered by the evaluation needs to be determined in advance. In some circumstances, the UNDAF evaluation may cover two cycles in which case the scope needs to be adjusted accordingly.

4. EVALUATION QUESTIONS AND METHODOLOGY

This section, describes the evaluation's intended approach and methodology.

Overall approach: An UNDAF evaluation is a programmatic evaluation in that it assesses performance against a given programme framework that specifies its strategic intent and objectives. For an UNDAF evaluation, it is the national development outcomes contained in the results framework against which the UNCT contribution will be assessed. As such it is a country-level evaluation carried out jointly with the UNCT and the overall approach is participatory and orientated towards learning how to jointly enhance development results at the national level.

Given that (a) outcomes are, by definition, the work of a number of partners, and (b) UNDAF outcomes are set at a very high level, attribution of development change to the UNCT (in the sense of establishing a causal linkage between a development intervention and an observed result) may be extremely difficult and in many cases infeasible. The evaluation will therefore consider contribution of the UNCT to the change in the stated UNDAF outcome and the evaluators will need to explain how the UNCT contributed

to the observed results. To make the assessment, first, the evaluators will examine the stated UNDAF outcome; identify the change over the period being evaluated on the basis of available baseline information; and observe the national strategy and actions in support of that change. Second, they will examine the implementation of UNDAF strategy and actions in support of national efforts.

> *This sub-section introduces the basic evaluation questions addressing the evaluation criteria: relevance, effectiveness, efficiency, and sustainability. The evaluation questions and the evaluation matrix are detailed out and finalized by the evaluation team in the inception report[2].*

Evaluation criteria: The contribution of the UNCT to the development outcomes will be assessed according to a standard set of evaluation criteria to be used across all UNDAF evaluations:

- **Relevance**. The extent to which the objectives of UNDAF are consistent with country needs, national priorities, the country's international and regional commitments, including on human rights (Core human rights treaties, including ICCPR, ICESCR, ICERD, CEDAW, CPRD, CRC, etc.) and the recommendations of Human Rights mechanisms (including the treaty bodies, special procedures and UPR), sustainable development, environment, and the needs of women and men, girls and boys in the country.

- **Effectiveness**. The extent to which the UNCT contributed to, or is likely to contribute to, the outcomes defined in the UNDAF. The evaluation should also note how the unintended results, if any, have affected national development positively or negatively and to what extent have they been foreseen and managed.

- **Efficiency**. The extent to which outcomes are achieved with the appropriate amount of resources and maintenance of minimum transaction cost (funds, expertise, time, administrative costs, etc.).

- **Sustainability.** The extent to which the benefits from a development intervention have continued, or are likely to continue, after it has been completed.

Enabling / explanatory factors: While assessing performance using the above criteria the evaluators will identify the various factors that can explain the performance. This will allow lessons to be learned about why the UNCT performed as it did. **Where these factors have been identified as UNDAF outcomes in their own right, they should be considered both results and enabling factors**. For instance, strengthened gender equality could be an UNDAF outcome to be assessed as part of the evaluation, while gender-responsive programming or gender mainstreaming as an explanatory factor that may have helped achieve UNDAF results from equitable poverty reduction to improved reproductive health. Although UNDAFs are implemented in a wide range of contexts, there are some standard issues that can be assumed to affect performance:

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[2] Inception report is prepared by the evaluation team in the first few weeks after they have consulted selected stakeholders and reviewed basic documents. It lays out the exact scope and detailed evaluation framework and methodology to be followed in conducting the evaluation.

- **UN Coordination.** Did UN coordination reduce transaction costs and increase the efficiency of UNDAF implementation? To what extent did the UNDAF create actual synergies among agencies and involve concerted efforts to optimise results and avoid duplication?

- **Five UNDAF Programming Principles**. To what extent have the UNDAF programming principles (human rights-based approach, gender equality, environmental sustainability, results-based management, capacity development) been considered and mainstreamed in the UNDAF chain of results? Were any shortcomings due to a failure to take account of UNDAF programming principles during implementation?

  o To what extent did the UNDAF make use of and promote **human rights** and **gender equality standards and principles** (e.g. participation, non-discrimination, accountability, etc.) to achieve its goal?

  o To what extent did UNDAF strengthen the capacities for data collection and analysis to ensure disaggregated data on the basis of race, colour, sex, geographic location, etc. and did those subject to discrimination and disadvantage benefited from priority attention?

  o Did the UNDAF effectively use the principles of **environmental sustainability** to strengthen its contribution to national development results?

  o Did the UNDAF adequately use **RBM** to ensure a logical chain of results and establish a monitoring and evaluation framework?

  o Did the UNDAF adequately invest in, and focus on, national **capacity development**? To what extent and in what ways did UNDAF contribute to capacity development of government, NGOs and civil society institutions?

These are examples of evaluation questions related to each factor. Other questions should be identified based on the evaluation criteria (above) and assumptions regarding other factors that affect UNCT performance in the framework of the UNDAF.

- **Other factors.** A number of country-specific factors that have affected the performance of the UNCT in the framework of the UNDAF will also be examined:
  o How well did the UNCT use its partnerships (with civil society/private sector/local government/parliament/national human rights institutions/international development partners) to improve its performance?

  o Regarding ownership of objectives and achievements, to what extent was the "active, free, and meaningful" participation of all stakeholders (including non-resident agencies) ensured in the UNDAF process? Did they agree with the outcomes and continue to remain in agreement? Was transparency in policies and project implementation ensured? What mechanisms were created throughout the implementation process to ensure participation?

  o Did the UNCT undertake appropriate risk analysis and take appropriate actions to ensure that results to which it contributed are not lost? To what extent are the benefits being, or are likely to be, maintained over time.

- How adequately did the UNCT respond to change (e.g. natural disaster, elections) in planning and during the implementation of the UNDAF?
- To what extent harmonisation measures at the operational level contributed to improved efficiency and results?

Data collection methods: The UNDAF evaluation will draw on a variety of data collection methods including, but not limited to:

- Document review focusing on UNDAF planning documents, mid-term progress reviews (where undertaken), annual reports and past evaluation reports (including those on projects and small-scale initiatives, and those issued by national counterparts), strategy papers, national plans and policies and related programme and project documents. These should include reports on the progress against national and international commitments.
- Semi-structured interviews with key stakeholders including key government counterparts, donor community members, representatives of key civil society organisations, UNCT members, and implementing partners.
- Surveys and questionnaires including participants in development programmes, UNCT members, and / or surveys and questionnaires involving other stakeholders.
- Focus Group discussions involving groups and sub-groups of stakeholders, decision-makers.
- Other methods such as outcome mapping, observational visits, etc.

Data collection methods must be linked to the evaluation criteria and evaluation questions that are included within the scope of the evaluation. The use of an evaluation matrix is helpful in linking these elements together. In addition, the precise data collection methods should be identified following:

- Analysis of availability of existing evaluative evidence and administrative data
- Logistical constraints (travel, costs, time, etc)
- Ethical considerations (especially when evaluating sensitive topics such as GBV or in sensitive settings such as post-conflict settings)

Data collection methods and process should consider gender sensitivity and data should be systematically disaggregated by sex and age and, to the extent possible, disaggregated by geographical region, ethnicity, disability, migratory status and other contextually-relevant markers of equity.

Validation: The UNDAF evaluation will use a variety of validation methods to ensure that the data and information used and conclusions made carry the necessary depth. Triangulation of information sources and findings improved validity, quality and use of evaluation.

5. *MANAGEMENT AND CONDUCT OF THE EVALUATION*

This section focuses on management issues related to commissioning and conducting an UNDAF Evaluation with the help of consultants. In this regard, the ToR should lay out the various levels of

> *management involved in commissioning and overseeing the evaluation, clarify reporting lines and clearly state to whom the evaluation team reports. As it is likely that more than one evaluator is recruited, it is also helpful to stipulate team composition and reporting lines within the evaluation team and clarify each partner's prospective contribution. The evaluation results are validated with national partners and stakeholders, and feed into the development of the next UNDAF.*

Managing UNDAF evaluations as per UNEG norms and standards is important for a number of reasons: By involving all key stakeholders from the start, we can bolster ownership and, consequently, use of evaluation findings. By setting up and following clear reporting lines, ensuring transparent selection of the evaluation team, review of the inception and draft reports and quality assurance at all key milestones, we can enhance the quality of the final product and ensure it meets the commissioners' and other stakeholders' needs. Finally, systematic management of the UNDAF evaluation will make all those involved accountable for their specific input to the process and help avoid confusion.

In countries where the principle of integration apply (DOCO to add a brief footnote on integration), the evaluation management structure shall include the UNCT and mission in country.

> ☞ *See section c of Part C for recommended management structure for UNDAF evaluation.*

Evaluation Management Structure: The UNDAF Evaluation Team will work under the supervision of a dual-tiered evaluation management structure.

- Direct supervision is provided by the UNDAF **Evaluation Management Group (EMG)** which will function as the guardian of the independence of the evaluation. The EMG is composed by a staff member of the Resident Coordinator's Office, two or three monitoring & evaluation officers/focal points from selected resident UN agencies and 1 representative from the national counterparts (the management group should be limited to 5 members max). This group will be responsible for the day-to-day implementation of the evaluation and management of the evaluation budget. The key roles of the EMG are:
  - To prepare the terms of reference for the evaluation in coordination with the Evaluation Steering Committee (ESC);
  - To lead the hiring of the team of external consultants, reviewing proposals and approving the selection of the evaluation team;
  - To supervise and guide the evaluation team in each step of the evaluation process;
  - To review, provide substantive comments and approve the inception report, including the work plan, analytical framework and methodology;
  - To review and provide substantive feedback to the draft and final evaluation reports, for quality assurance purposes;
  - to ensure the quality and independence of the evaluation and to guarantee its alignment with UNEG Norms and Standards and Ethical Guidelines;

- o To identify and ensure the participation of relevant stakeholders in coordination with the ESC throughout the evaluation process;
- o to ensure the evaluation findings and conclusions are relevant and recommendations are implementable; and
- o to contribute to the dissemination of the evaluation findings and follow-up on the management response

- The decision-making organ for the UNDAF Evaluation is the **Evaluation Steering Committee** (ESC), bringing together representatives of the **Evaluation Commissioners** (UNCT and national counterparts) and possibly other key stakeholders such as national civil society organizations and donor representatives. All key deliverables need to be approved by the SC.

The **Evaluation Steering Committee** is also the main body responsible for providing a written and agreed **management response** to the evaluation within two months of receiving the final evaluation report (please refer to the guidance on preparing UNDAF management response which complements this guidance).

Evaluation Team Composition

UNDAF evaluations are country-level evaluations. As such, they are jointly commissioned and financed by the UNCT, the national government and possibly other partners. The Evaluation Team is expected to work in full independence from the evaluation commissioners.

Given the importance of UNDAF evaluation and the complexities involved in its design and implementation, it is critical that due time and effort is accorded to recruiting an evaluation team which will meet the standards to conduct the evaluation. The evaluation team should ideally consist of a team leader and one or more team members with the following responsibilities:

- The **evaluation team leader** will lead the entire evaluation process, working closely with all team members. He/she will conduct the evaluation process in a timely manner and communicate with the Evaluation Management Group on a regular basis and highlight progress made/challenges encountered. The team leader will be responsible for producing the inception report and the draft and final evaluation reports.
- The **team members** will contribute to the evaluation process substantively through data collection and analysis. They will share responsibilities for conducting desk review and interviews and conduct field visits to the project sites identified and collect data. They will provide substantive inputs to the inception report as well as to the draft and final reports.

☞ *See section g of Part C for guidance on the qualifications of team members.*

Evaluation Process and Tentative timeframe

There are three main stages in the UNDAF evaluation process:

- **Preparation** The preparatory stage includes reflection on the evaluation with stakeholders establishing the elements of the evaluation management structure and setting up an Evaluation Management Group. The ToR will be prepared and the evaluation team will be recruited

- **Conduct / implementation.** The evaluation team will prepare an inception report that will operationalize the design elements made in this ToR and will undertake data collection. Preliminary findings will be presented to all the above referred stakeholders and, based on their feedback, a final report will be produced.

- **Follow-up and use.** Once the evaluation report is completed and validated by the evaluation Steering Committee it is made publicly available by posting in UNDG[3] (through UNDOCO) and UNCT websites. UNCT represented in the Evaluation Steering Committee will endorse a management response to the evaluation recommendations. This includes committing follow up actions to the recommendations as well as establishing responsibilities for the follow up. Guidance for management response is being developed by UNEG in collaboration with UNDOCO.
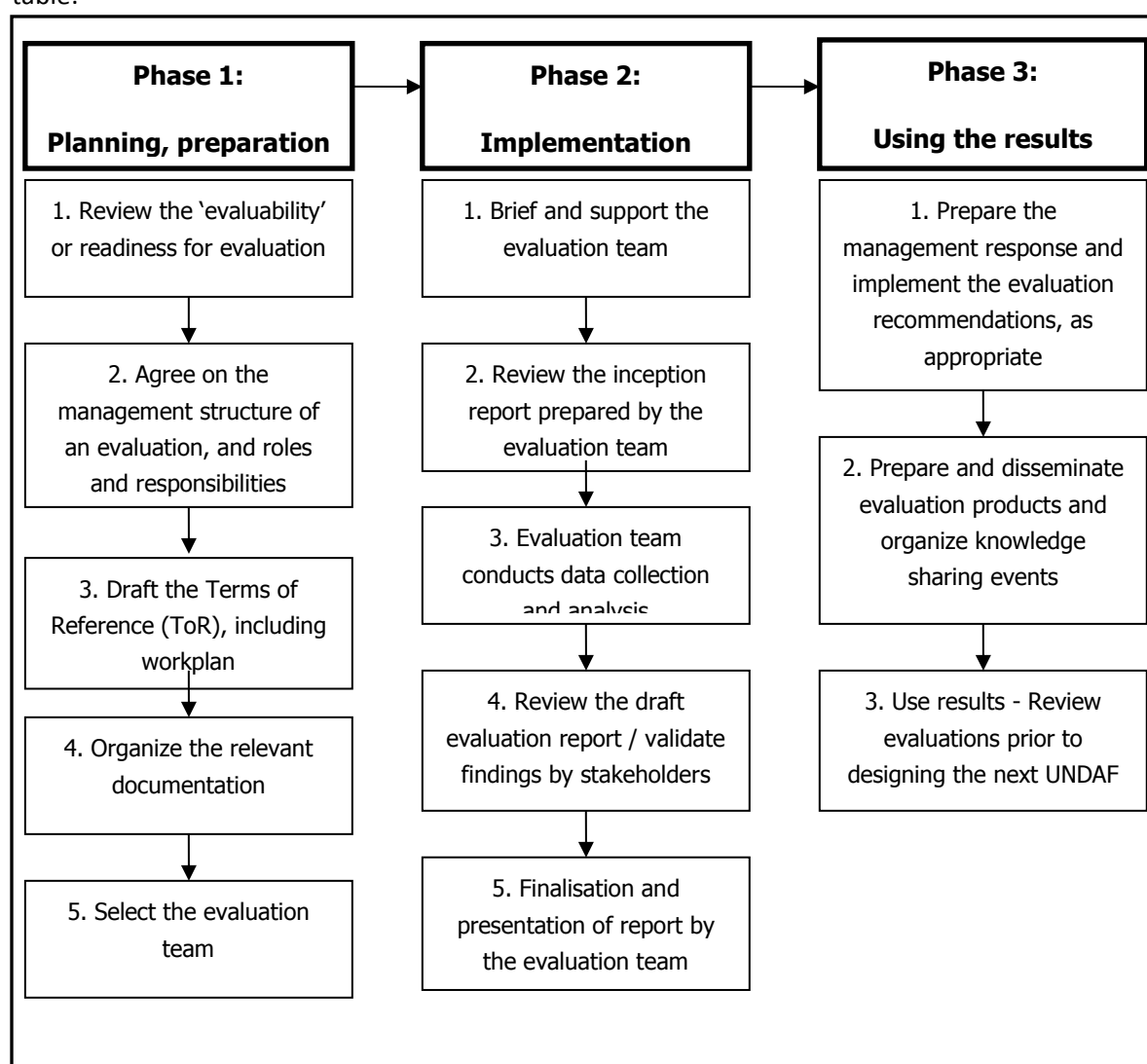
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[3] http://www.undg.org/

PART C: ADDITIONAL GUIDANCE AND RESOURCES

This section provides additional guidance in planning and managing of UNDAF evaluations. It includes a description of the UNDAF Evaluation Process; and outline for UNDAF evaluation report and tips on effective dissemination / use of evaluation report and its findings and recommendations.   It also lists documents and resources where additional materials are available.

a. THE UNDAF EVALUATION MANAGEMENT PROCESS

The UNDAF evaluation should follow a standard process that is established for organising a major evaluation. The three key phases of conducting an UNDAF evaluation are illustrated in the following table:

Phase 1: Planning, preparation	Phase 2: Implementation	Phase 3: Using the results
1. Review the 'evaluability' or readiness for evaluation	1. Brief and support the evaluation team	1. Prepare the management response and implement the evaluation recommendations, as appropriate
2. Agree on the management structure of an evaluation, and roles and responsibilities	2. Review the inception report prepared by the evaluation team	2. Prepare and disseminate evaluation products and organize knowledge sharing events
3. Draft the Terms of Reference (ToR), including workplan	3. Evaluation team conducts data collection and analysis	3. Use results - Review evaluations prior to designing the next UNDAF
4. Organize the relevant documentation	4. Review the draft evaluation report / validate findings by stakeholders	
5. Select the evaluation team	5. Finalisation and presentation of report by the evaluation team	

There are three main stages in the UNDAF evaluation process: 1) preparation; 2) conduct and c) follow up and use.

1) Preparation

At the preparatory stage it is important to reflect about main evaluation stakeholders involved in the evaluation process and their roles in the process. At this stage the different groups involved in the evaluation management structure will be constituted and Evaluation Task Manager will be designated (please see section 5). In addition to these groups it is also recommended to establish a core Evaluation Reference Group that will provide feedback to the evaluation team during the evaluation process.

In close consultation with the Evaluation Management Group and the Evaluation Steering, Committee the Evaluation Task Manager will develop the evaluation terms of Reference and will prepare the Call for Proposals4 in line with the United Nations procurement rules. The proposals received will be analysed by the Evaluation Management Group and the most qualified evaluation team/individual consultants will be selected and hired to conduct the evaluation.

2) Conduct / implementation

Firstly, an inception meeting will take place where the Evaluation Team and the Evaluation Management group will review and refine the work plan and will agree on different aspects of the evaluation including the design, approach, scope and timeframe and the evaluation methodology. The product of this agreement will be materialized with an inception report. The report should include the results of desk review, description of evaluation methodology/methodological approach, data collection tools, data analysis methods, key informants, evaluation questions, performance criteria, issues to be studied, work plan and reporting requirements.

Once the inception report has been delivered and approved, the evaluation team will proceed with data collection and analysis work. This process will be made in close consultation with the Evaluation Task Manager who will ensure coordination with the Evaluation Management Group and the Evaluation Steering Committee and, in case it was constituted, with the Evaluation Reference Group. Preliminary findings will be presented to all the above referred stakeholders and, based on their feedback, a final report will be produced. A meeting is held with the ESC to validate the final evaluation report.

While the Evaluation Team is responsible for conducting the study the Evaluation task Manager will be responsible for the coordination of the process.

3) Follow-up and use

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[4] Evaluation Calls for Proposals should be disseminated widely to identify the best evaluation team possible. Section F below provides a number of websites where Calls for Proposals can be posted.

Evaluation findings should be disseminated not only amongst all the different evaluation stakeholders but also amongst a wider audience through different platforms and tailored communication products such as power point presentations and booklets.

Ideally, a dissemination strategy should be developed early in the evaluation process which identifies the key audiences for the evaluation including not only the different evaluation stakeholders, but also among wider audiences both within the country and regionally or globally and identifying the best channels to disseminate to them. In addition to disseminating the full report it may be appropriate to complement this for some audiences with the use of different platforms and tailored communication products such as power point presentations and booklets.

Once the evaluation report is completed and validated by the evaluation Steering Committee it is made publicly available by posting in UNDG[5] (through UNDOCO) and UNCT websites. UNCT represented in the Evaluation Steering Committee will endorse a management response to the evaluation recommendations. This includes committing follow up actions to the recommendations as well as establishing responsibilities for the follow up. Guidance for management response is being developed by UNEG in collaboration with UNDOCO.

Finally, lessons learned from evaluation will be extracted and disseminated in order to contribute to strategic planning, learning, advocacy and decision-making at all levels. Lessons should be applied in the design of the following UNDAF cycle and can feed into knowledge management processes internally. They should also be shared with UNDOCO for consideration and further sharing publicly and within the UN system as appropriate.

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[5] http://www.undg.org/

b. LIST OF DOCUMENTS AND WEBSITES

The following sources are recommended for use by UNCTs and EMG in developing and implementing UNDAF evaluations:

- UNDAF related (UNDG website)
  - ✓ The UNDAF guidance package
  - ✓ Examples of UNDAF evaluations
  - ✓ The UNDG RBM Handbook

- Evaluation norms, guidelines and standards (UNEG website)
  - ✓ Standards for Evaluation in the UN System
  - ✓ Norms for Evaluation in the UN System
  - ✓ Good Practice Guidelines for Follow up to Evaluations
  - ✓ Quality Checklist for Evaluation Reports
  - ✓ UNEG Ethical Guidelines
  - ✓ UNEG Code of Conduct for Evaluation in the UN system
  - ✓ UNEG Quality Checklist for Terms of Reference and Inception Reports
  - ✓ UNEG Handbook/Guidance on Integrating Human Rights and Gender Equality in Evaluations in the UN System (forthcoming).

c. RECOMMENDED MANAGEMENT STRUCTURE FOR UNDAF EVALUATION

The following is a recommended structure, which can be adapted to country specific contexts. It is important to have a balanced representation at each structure from the UNCT, and national counterparts, including government, civil society etc.
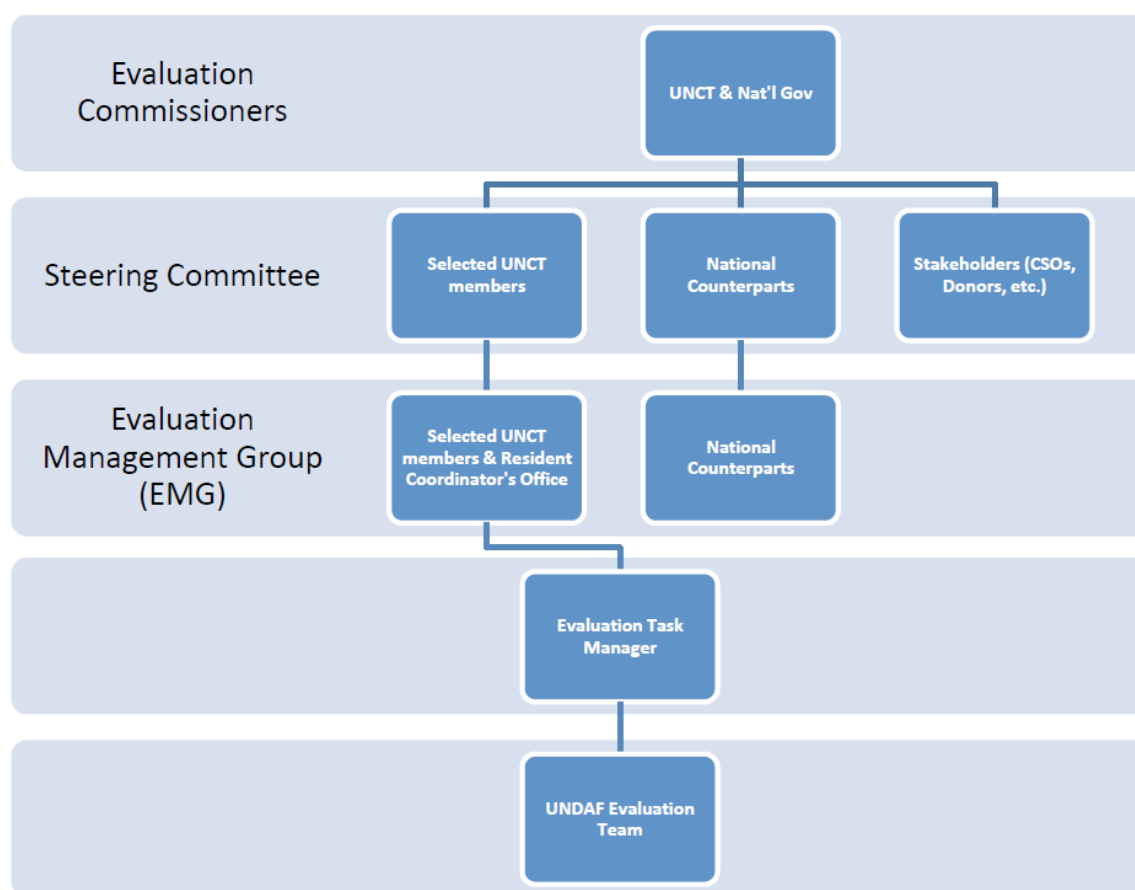
d. OVERALL STRUCTURE OF THE FINAL REPORT

The following template serves as a standard outline for UNDAF evaluations. This should be considered during the inception phase and taking account of the specific scope and focus of the evaluation, a detailed outline of the UNDAF evaluation report should be included in the inception report.

Chapter 1: Introduction (objectives, scope and methodology, limitations)
Chapter 2:   National development context
Chapter 3:   Evaluation Findings (corresponding to the UNDAF outcomes with each analysed by evaluation criteria)
Chapter 4: Conclusions and Recommendations

The final report will include an Executive Summary and must be kept short (50-75 pages maximum excluding annexes). More detailed information on the context, the programme or the comprehensive aspects of the methodology and of the analysis will be placed in the annexes. The report will be prepared in accordance with UNEG guidance (Quality Checklist for Evaluation Reports).

e. *EVALUATION CALENDAR*

The TOR should include an evaluation calendar specifying the following steps and deliverables. Please find below a suggested calendar template:

Phase I – Preparation	Responsible Parties		Timeframe	
	Lead Party	**Other Parties**	**Begin**	**End**
1. Evaluation Steering Committee (**ESC**) is established.	**UNCT**	**National Counterparts**		
2. Evaluation Management Group Members (**EMG**) are designated.	**SC**	**UNCT**		
3. Drafting of TOR: **EMG** is responsible for drafting the TOR, in close consultation with the **ESC** that will validate the final TOR.	**EMG**	**EMG** **ESC**		
4. Selection of an Evaluation Team: the **EMG** will open a bidding process for the recruitment of an Evaluation Team based on the agreed upon TOR for the evaluation. An Evaluation Team will be selected by the EMG based on an assessment of the proposals received against selection criteria developed. Interviews may also be conducted with candidates.	**EMG**			
5. Contracting of Evaluation Team: the **EMG** prepares a contract with the Evaluation Team based on their agreement to conduct the evaluation according to the specifics outlined in the TOR. The contract outlines the responsibilities of the Evaluation Team, duration, fees, travel, etc.	**EMG**	**EMG**		
PHASE II - Conduction of the Study	Responsible Parties		Time frame	
	Lead party	**Other**	**Begin**	**End**
1. Briefing of the Evaluation Team: the **EMG** provides access to all relevant documentation (including UNEG Norms and Standards, UNEG Code of Conduct for external Evaluations, programme documents, reviews list of key stakeholders, etc.) to the **Evaluation Team**. All relevant stakeholders, facilitate access to all necessary information.	**EMG**	**EMG**		
2. Development of evaluation work plan: in consultation with the **EMG** the evaluation team prepares a detailed work plan outlining specific dates for key deliverables	**Evaluation Team**	**EMG**		
3. Inception Report: to clarify in writing and through presentations the understanding and expectations of how the evaluation will be undertaken, the **Evaluation Team** will prepare and submit to the **EMG** an Inception Report that further refines the overall evaluation scope, approach, design and timeframe, provides a detailed outline of the evaluation methodology.	**Evaluation Team**	**EMG**		

	Lead	Other	Begin	End
4. <u>Data Collection</u>**:** the **Evaluation Team** collects data deploying various data collection methods agreed upon in the Inception Report such as observation, interviews, focus groups and surveys. Relevant stakeholders from UNCT and the different UN agencies will facilitate access to information and provide all necessary logistical/organisational support.	**Evaluation Team**	**EMG**		
5. <u>Preliminary findings</u>: the **Evaluation Team** delivers a presentation on the evaluation preliminary findings to the **ESC** and the **EMG**	**Evaluation Team**	**EMG** **ESC**		
6. <u>Reporting</u>: **Evaluation Team** prepares the report in accordance with the UNEG Norms and Standards. The report has to be logically structured, containing evidence-based findings, conclusions, lessons and recommendations.	**Evaluation Team**	**EMG**		
7. **Evaluation Team** delivers a presentation for the **ESC** and **EMG**.	**Evaluation Team**	**EMG** **ESC**		
8. **EMG** and **ESC** provide final feedback to the Evaluation Team.	**EMG** **ESC**	**Evaluation Team**		
9. **Evaluation Team** produces a final report based on the **ESC** and **EMG** final feedback.	**Evaluation Team**	**ESC** **EMG**		
Phase III – Follow-up	**Responsible Parties**		**Timeframe**	
	Lead party	**Other**	**Begin**	**End**
1. <u>Dissemination of Evaluation Findings</u>:the **EMG** coordinates the dissemination of evaluation findings through the release of the evaluation report. The report is disseminated broadly to internal and external stakeholders, partners, donors and other interested parties. Special efforts should be made to distribute or make the evaluation findings accessible to vulnerable and marginalized groups. A workshop with relevant stakeholders will be organized to disseminate and discuss the findings of the evaluation. The report will also be published on the UNCT website and shared with UN DOCO for posting on the UNDG website.	**EMG**	**UNCT**		
2. <u>Extraction and Sharing of Lessons Learned</u>: **EMG** will ensure lessons learned from evaluation are extracted and disseminated in order to contribute to strategic planning, learning, advocacy and decision-making at all levels. Lessons should be applied in the design of the following UNDAF cycle and can feed into knowledge management processes internally.	**EMG**	UNCT		

1. Development of the Evaluation Management Response: **ESC** issues a management response that outlines agreed upon actions as to how the evaluation findings and recommendations will be addressed by the UNCT. The Evaluation Management Response should be issued within two months after the evaluation findings become available and shared with DOCO and other entities as per the management response guidance (forthcoming).	**ESC**	**UNCT, National counterparts**		
2. Follow up of implementation of management response actions: This step is beyond the completion of the normal evaluation process and it is normally done as part of annual planning and review processes by the UNCT and other UNDAF stakeholders. It is also a good practice for Audits to examine the extent to which management response actions were flowed up.	**ESC, UNCT**	**National counterparts**		

f. WEBSITES FOR POSTING CALLS FOR PROPOSAL or EXPRESSION OF INTEREST FOR UNDAF EVALUATION

United Nations Evaluation Group – www.unevaluation.org

IDEAS – http://www.ideas-int.org/Default.aspx

IOCE – http://ioce.net ; http://ioce.net/contacts/contacts.shtml

African Evaluation Association – http://afrea.org/content/index.cfm?navID=21&itemID=282

African Gender and Development Evaluators Network – http://afrea.org/content/index.cfm?navID=22&itemID=504

Red LAC - http://www.relapi.org/site_novo/quees_laredlac.php

American Evaluation Association - http://www.eval.org/career_center/job_listings/aea.JobSubmitInstructions.asp

European Evaluation Association - http://www.europeanevaluation.org/work_opportunities

Canadian Evaluation Association – Site provides clear guidelines about posting jobs on the CES website, including length of job announcement etc. http://www.evaluationcanada.ca/site.cgi?section=4&ssection=61&_lang=an

German Evaluation Society http://www.degeval.de/

Spanish Evaluation Society http://www.sociedadevaluacion.org/principal.htm

Societe Francaise d'Evaluation http://www.sfe.asso.fr/

Economist - http://www.economist.com/classifieds/ - There is a cost of $750 for an on-line advertisement on The Economist website.

United Nations Development Business - http://www.devbusiness.com/default.asp

Development Gateway - http://www.dgmarket.com/

Australasian Evaluation Society - http://www.aes.asn.au/ofinterest/

Independent Evaluators Webring - http://www.evaluators-webring.net/contact_us.html

UK Evaluation Society - http://www.evaluation.org.uk/jobstend/jobs1.php - There is a charge of £55 per advert on their website.

DevNetJobs http://www.devnetjobs.org/

ELDIS http://www.eldis.org/

The Development Executive Group – not sure if you can post requests for proposals http://www.developmentex.com/index.jsp

The Communication Initiative http://www.comminit.com/

OECD/DAC Evaluation Network
http://www.oecd.org/document/2/0,2340,en_21571361_34047972_31824258_1_1_1_1,00.html

IPDET Mailing List "IPDET Distribution List" ipdet@lists.worldbank.org

g. *EVALUATION TEAM QUALIFICATION:*

The evaluation TOR should outline the skills, experience, qualifications and other relevant competencies that will be needed to conduct the evaluation effectively. As the UNDAF evaluation is considered an independent evaluation, an external evaluation team will be recruited. For UNDAF evaluations, working with evaluation teams composed of members with a diverse mix of qualifications is recommended. The evaluation teams need to be balanced in terms of gender. The evaluation team should also include national team members as they will bring local perspective to the evaluation, given their background and expertise. The team should be able to demonstrate:

a. Extensive knowledge of, and experience in applying, qualitative and quantitative evaluation methods and in a wide range of evaluation approaches;

b. A strong record in designing and leading evaluations**;**

c. Data collection and analysis skills;

d. Process management skills such as facilitation skills and ability to negotiate with a wide range of stakeholders;

e. Technical competence in undertaking complex evaluations which involve use of mixed methods;

f. Prior experience in working with multilateral agencies;

g. Knowledge of UN role, UN reform process and UN programming at the country level, particularly UNDAF;

h. Strong experience and knowledge in the five UNDAF Programming Principles: human rights (the human rights based approach to programming, human rights analysis and related mandates within the UN system), gender equality (especially gender analysis), environmental sustainability, results-based management, and capacity development.

i. All the members of the evaluation team should be independent from any organizations that have been involved in designing, executing or advising any aspect of the UNDAF subject of the evaluation

Additional qualifications required and skills such as language proficiency or in-country or regional experience should also be demonstrated.