

TERMS OF REFERENCE

2020-2024 UNITED NATIONS SUSTAINABLE DEVELOPMENT COOPERATION (UNSDCF)

FINAL EVALUATION

Iraq 2023

I. INTRODUCTION

Iraq Country Context and UNSDCF Highlights

For decades, Iraq has suffered political instability caused by armed conflict, waves of internal displacement, and the resulting socio-economic crises. The decline in oil prices, on which the Government¹ is heavily dependent, the proliferation of armed actors operating outside State control, and the COVID-19 pandemic exacerbated existing vulnerabilities. The youth popular uprisings, which started in October 2019, called for an improved governance system, meaningful political reforms, economic growth, accountable political institutions, and job opportunities.

To institutionalize the triple nexus of humanitarian, development, and peace interlinkages across the collective work of the UN System in Iraq, the Cooperation Framework (CF) integrates peace-building, development, and resilience commitments to address the structural impediments that hinder Iraq's progress to sustainable development. The United Nations Country Team for Iraq (UNCT¹) focused this CF on the transition from humanitarian assistance towards contributing to the achievement of the Sustainable Development Goals (SDGs) through a more upstream policy and legislative reform. The CF is aligned with the Iraq Vision 2030 and the Kurdistan Regional Government's (KRG) 2020: "A Vision for the Future", as well as the National Development Plan (NDP) (2018-2022), and Iraq's National Framework for Reconstruction and Development as well as the government "White paper".²

The CF aimed to maximize synergies and map complementarities across UN planning frameworks, such as the Humanitarian Response Plan (HRP), the forthcoming frameworks of the UN Assistance Mission for Iraq³ (UNAMI), and the Socio-Economic Response Plan (SERP) to COVID-19 developed by the UNCT. Cross-cutting issues such as human rights, gender equality, and disabilities have been mainstreamed across all the CF, which is framed around five Strategic Priorities (SPs) mirroring the revised Common Country Analysis (CCA) key findings. The SPs are social cohesion, the economy, governance, the environment, and sustainable solutions for internally displaced populations (IDPs). The CF is based on the overarching Theory of Change (ToC) that could be summarized as follows:

If Iraq has strengthened institutions and policies; and if its economy becomes diversified with higher employment rates; and if people in Iraq are empowered and socially protected; and if natural resources are sustainably managed; and if the displaced affected populations are supported with social and

¹ The current UNCT includes 18 resident and four non-resident agencies. Resident agencies are: UNDP, UNICEF, UNHCR, UNFPA, WFP, WHO, ILO, FAO, UN Women, UNOPS, OHCHR, UNMAS, IOM, OCHA, UNESCO, UNODC, UNV, and UN-Habitat. Non-Resident agencies are: UNEP, ESCWA, UNCTAD, and UNIDO. It also includes the Bretton Woods Institutions.

² White paper, Final Report of the Emergency Cell for Finance

³ Horizon Vision Paper

economic opportunities; then Iraq will achieve social cohesion, peace and development, and respect for human rights and gender equality.

As Iraq continues its transition from conflict and post-conflict to a more stabilized and development-oriented State, focus is needed on resilience, recovery, and reconstruction. In 2021 the CF was revised to include a fifth SP for Durable Solutions to displacement in Iraq. Social cohesion and reconciliation are key factors in rebuilding the social fabric, ensuring gender equality, which is a pre-condition for social cohesion. Key focus areas for UN engagement include engaging youth and volunteer groups in community actions, as well as promoting, protecting, and restoring Iraq's cultural heritage; promoting human rights, including the rights of minorities, and vulnerable segments of the population; and supporting the inclusion, safe and voluntary Durable Solutions for IDPs and refugees.

To support national institutional capacities, partnerships will be essential for the achievement of the 2030 Agenda. This required involving policymakers and planning departments in finding innovative solutions to respond to development challenges. To this effect, the UN strengthened its coordination and data sharing capacity with the Government and reached out to private sector partners, NGOs, universities, and research centers in the governorates most in need of development.

Humanitarian Needs

The 2022 edition of the Humanitarian Needs Overview (HNO-2022) comprehensively identifies the critical barriers to durable solutions and transitioning from humanitarian assistance into self-reliance.⁴ These include the need to make large investments in critical infrastructure and housing, re-establish basic services, create employment opportunities, and enforce social cohesion and security.

Political divisions among different government actors are likely to strain the capacities of humanitarian partners. The politicization of displacement, the continued need for IDP camps, in addition to other challenges relating to social cohesion and stabilization, have the potential to exacerbate the vulnerability of IDPs and returnees. The transition from dependency on humanitarian assistance to durable solutions and sustainable development is accelerating, and the Humanitarian Country Team is finalizing a timeline and roadmap to hand over most humanitarian responsibilities to the government.

As Iraq moves from a humanitarian phase to a development phase, reducing inequalities and addressing discrimination is essential to ensure sustainable development and promote social cohesion. Iraq has significant inequalities, particularly in terms of access to basic services such as education, health, and water. These inequalities are often linked to discrimination based on factors such as ethnicity, gender, and religion. To reduce these inequalities, it is essential to address the root causes of discrimination and ensure that policies and programs are designed to reach the most vulnerable and marginalized communities. Further, the lack of civil documentation can also impede access to critical protection interventions, particularly for persons with specific child protection and GBV needs requiring referral to public authorities.

⁴ United Nations Office for the Coordination of Humanitarian Affairs (OCHA) (2021). *Iraq Humanitarian Response Plan 2021*. Available at <https://reliefweb.int/report/iraq/iraq-humanitarian-response-plan-2021-february-2021>.

Access to civil documentation is the main entry point for Iraqis to access public services but remains a challenge for IDPs and returnees as well as host community members, including for those with real or perceived affiliations with extremist groups. In this respect, investing in priority sectors (e.g., access to quality services, documentation, socioeconomic inclusion, recovery, and reconstruction) is key to achieving inclusive development in Iraq.

The Protection Platform aims to guide and support the UN and its partners on protection issues in Iraq, aligned with the UNSDCF's five strategic priorities. Its focus is on Leaving No One Behind, prioritizing the most marginalized or at-risk groups in achieving the SDGs. The Platform's vision is to leverage human rights systems to effectively protect vulnerable individuals in Iraq.

Gender and Women Participation

The 2005 Constitution stipulates that all Iraqis are equal before the law and prohibits discrimination based on sex (Article 14). The preamble states that “we, the people of Iraq, ... have resolved with the determination of our men, women, elderly, and youth ... to pay attention to women and their rights”. Article 20 specifically says that “Iraqi citizens, men and women, shall have the right to participate in public affairs and to enjoy political rights including the right to vote, elect, and run for office”.

However, by stipulating that “no law may be enacted that contradicts the established provisions of Islam,” the Constitution opens the door for more conservative interpretations that could limit women’s rights. As a result, the status of women in Iraq can greatly depend on the implementation of Islamic law and on the priorities, interpretations, and preferences of male-dominated religious authorities.

The Constitution provides guarantees for the implementation of all international instruments to which Iraq is a party. Iraq ratified the Convention on the Elimination of all Forms of Discrimination against Women (CEDAW) in 1986 with reservations to Article 2 (f) and (g), which call on states to modify or abolish existing laws and penal codes that discriminate against women; Article 16, on the elimination of discrimination in marriage and family relations; and Article 29, Paragraph 1, with regard to the principle of international arbitration on the interpretation or application of the Convention.

Iraq has yet to sign or ratify its optional protocol, which establishes complaint and inquiry mechanisms for CEDAW, and has yet to ratify the Optional Protocol on violence against women.

The Iraqi general elections that took place on October 10, 2021, under a new electoral system saw 946 women out of 3,225 candidates (representing 29.3% of the total) cleared to run. The pre-election period was marked by uncertainty, particularly for female and male candidates running under political parties linked to the revolutionary movements. The results of the elections indicate that Iraqi women got 96 seats out of 329 seats, demonstrating an increase in their representation from 25% in 2018 to 29%.

While women’s representation in the new Council of Representatives has increased beyond the stipulated 25% minimum constitutional quota seen in previous parliaments, experiences of female candidates in the October 2021 elections show that women faced similar challenges as in 2018, namely: online gender-

based attacks, gender stereotyping, inadequate financial resources to run effective campaigns and patriarchal structures across society.⁵

The 2020-24 United Nations Sustainable Development Cooperation Framework (UNSDCF)

The Iraq United Nations Sustainable Development Cooperation Framework (UNSDCF) for the period 2020-2024 was established to address the developmental challenges identified within the country. This framework serves as the basis for collaboration and partnership between the Government of Iraq and the United Nations Country Team (UNCT).

United Nations Country Team (UNCT) in Iraq consists of 23 UN agencies, funds, and programs led by the UN Resident Coordinator and Humanitarian Coordinator, who is the designated representative of the UN Secretary-General for development operations in Iraq. All these entities joined efforts and bring their varied comparative advantages to deliver the UNSDCF as One UN and in the last 3 years (2020-2022) have expended USD 1,199,266,960 to implement the UNSDCF out of the proposed USD 2,742,507,096 resources required which amount to 43.7 % of the resources.

The 2020-2024 UNSDCF, which was signed in 2021, is a comprehensive document produced by the United Nations System in Iraq. It is characterized by various elements, including the application of the Standard Operating Procedure for UN coherence, a strong focus on partnerships, the alignment with the Sustainable Development Goals (SDGs) as its fundamental basis, and the participatory approach taken during its formulation, involving the Iraqi Government and key stakeholders.

The UNSDCF is structured around five Strategic Priorities (SPs) and eleven outcomes each accompanied by a total of thirty corresponding outputs. The SPs and outcomes are summarized as follows:

Strategic priorities/ Objectives/Result Area groups	Outcomes
1) Achieving Social Cohesion, Protection, and Inclusion	Outcome 1.1 Strengthened and effective inclusive, people-centered, gender-responsive, and human rights-based policies and national systems contribute to gender equality, the promotion of protection, Social Protection, social cohesion, and peaceful societies, with a focus on the most vulnerable populations, including women, youth and minorities.
	Outcome 1.2: People in Iraq, particularly under-served, marginalized and vulnerable populations, have equitable and sustainable access to quality gender- and age-responsive protection and social protection systems and services.

⁵ Some candidates had been reluctant to announce their candidature early on due to those concerns. The interviews also confirm the findings of the research study conducted in 2020 by the Gender Unit jointly with the UN Economic and Social Commission for Western Asia (ESCWA) and the Free Iraq Foundation on needs and challenges of Iraqi women entering politics.

	Outcome 1.3: People in Iraq participate in and benefit from effective mechanisms – at national, subnational, and community levels – that prevent, mitigate and manage conflict, and contribute to social cohesion and peaceful coexistence, with particular focus on women and youth leadership in decision-making, peacebuilding and reconciliation processes.
2) Growing the Economy for All	Outcome 2.1: Improved people-centered economic policies and legislation contribute to inclusive, gender-sensitive, and diversified economic growth, with a focus on increasing income security and decent work for women, youth, and vulnerable populations.
	Outcome 2.2: People in Iraq have strengthened capacity, enabling inclusive access to and engagement in economic activities.
3) Promoting effective, Inclusive and Efficient Institutions and Services	Outcome 3.1: Strengthened institutions and systems deliver people-centered, evidence and needs-based equitable and inclusive gender- and age-responsive services, especially for the most vulnerable populations, with particular focus on advocating for women’s leadership in decision-making processes.
	Outcome 3.2: People in Iraq, civil society, and communities, particularly women, have improved capacity to lead, participate in and contribute to the design and delivery of equitable and responsive services, especially for the most vulnerable populations.
4) Promoting Natural Resource and Disaster Risk Management, and Climate Change Resilience	Outcome 4.1: Strengthened and resourced policies and frameworks are implemented for using and managing natural resources (including transboundary issues), developing renewable resources, and increasing resilience to climate change, environmental stress and natural hazards, and man-made and natural disasters.
	Outcome 4.2: Increased engagement of the people of Iraq, sub-national institutions, civil society, and the private sector to ensure more responsible, inclusive, accountable, and transparent management of natural resources and the environment.
5) Achieving Dignified, Safe and Voluntary Durable Solutions to Displacement in Iraq.	Outcome 5.1: Strengthened stabilization, development, and peacebuilding initiatives support area-based interventions in locations of displacement, return, or relocation to enhance the achievement of voluntary, safe, and dignified durable solutions for displacement affected populations.
	Output 5.2: Access to facilitated movements, social cohesion, security and protection services, HLP, legal support to displacement-affected population improved.

The theory of change of the Iraq UNSDCF: Key risks and assumptions relate to the possibility of regression of stability and security of the country. It is assumed that the current trend of transitioning from immediate humanitarian assistance to longer-term development programming will continue and that the Government will increasingly invest resources in the process. Linked to that will be the continued support of donors to fully engage in the SDG Financing Strategy. In order for Iraq to pursue the path of sustainable development, the following overarching Theory of Change must be realized:

If (1) Iraq has strengthened and effective institutions, services, policies, and mechanisms that are inclusive, evidence- and needs-based, and; if (2) the economy becomes diversified and therefore able to generate broader employment for all and investments in development, including private sector, and; if (3) the people in Iraq, particularly the most vulnerable populations, including women, children and youth, ethnic and religious minorities, people with disability, IDPs, migrants, victim of trafficking, refugees and stateless persons, have access to human rights, protection and social protection and can engage in decision-making at all levels, and; if (4) the natural resources of Iraq are managed and protected in a sustainable, people-centered manner so as to benefit generations to come, and; if (5) IDPs, returnees and other displacement-affected populations are supported to pursue and ultimately achieve a voluntary, safe and dignified durable solution to their displacement through return, local integration or settlement elsewhere in Iraq, then (6) there will be sustainable social cohesion, peace and human development, and respect for human rights and gender equality, and no one will be left behind; because (7) the social compact between the Government and the people of Iraq will be reformulated and renewed and no one will be left behind.

II. THE 2020-2024 UNSDCF FINAL EVALUATION

Purpose and Objectives of the Final Evaluation

The CF evaluation has two primary purposes:

- 1. **Promote greater learning and programmatic improvement.** The evaluation will provide important information for decision-making towards strengthening programming and results at the country level. Specifically, it will capture lessons learned and make recommendations that will inform the development of the next CF program cycle. The UNCT, host government, and other CF stakeholders will also learn from the evaluation.
- 2. **Support greater accountability of the UNCT to CF stakeholders.** By objectively providing evidence of results achieved within the framework of the CF and assessing the effectiveness of the strategies and interventions used, the evaluation will enable the various stakeholders in the CF 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:

- 1. Assess the **contribution** of the CF to national development results through evidence-based assessment using evaluation criteria.
- 2. Identify and explain operational factors and **bottlenecks** that could have affected the CF’s contribution, and why the performance is as it is.

3. Provide actionable **recommendations** for improving the CF's contribution, especially for incorporation into the new CF programming cycle. These recommendations should be logically linked to the conclusions and findings of the evaluation and should draw upon lessons learned identified through the evaluation.

Use of Evaluation Findings

The evaluation findings will be used by a broad range of stakeholders, including the Government of Iraq, members of the UNCT, partners from civil society, academia, donors, and other development partners from the international and national community to (1) improve implementation of the UNSDCF, (2) prepare the next (2025-2029) United Nations Sustainable Development Cooperation Framework (UNSDCF), and contribute to learning and accountability within and beyond the United Nations.

Scope

The evaluation will cover UNSDCF implementation from January 2020 through December 2022 with some analysis through the first half of 2023, depending on data availability. It will also examine the UNSDCF cross-cutting issues and UN programming principles including human rights, gender equality, equity and women's empowerment, youth engagement, disability inclusion, sustainability and resilience, and accountability.

The UNSDCF evaluation will not evaluate any individual program or activities of a specific UN agency. However, the evaluation will be conducted at the strategic level looking at the UNSDCF as a portfolio of different interventions. Nevertheless, the evaluation may build on the available findings from program and project evaluations conducted by each agency.

The geographic scope of this evaluation will be national (Federal Iraq and Kurdistan Region) with focus on the two governorates of Baghdad and Erbil. Detailed information on the geographic scope of the various interventions under the UNSDCF will be provided to the evaluation team at the inception phase.

Evaluation Criteria and Questions

Criteria	Questions
Relevance and Adaptability IS THE CF DOING THE RIGHT THINGS AND ADAPTED WELL TO EMERGING NEEDS?	<ol style="list-style-type: none"> 1. To what extent has the CF integrated key issues and development challenges identified by the UN Common Country Analysis (CCA)? 2. To what extent are the CF objectives aligned with the changing needs, priorities, and policies of the government (including their development goals and targets, plans, strategies, and frameworks)?

<p>Effectiveness</p> <p>HAS THE CF ACHIEVED ITS OBJECTIVES?</p>	<p>3. To what extent did the CF contribute to key institutional, behavioral and legislative changes that are critical for catalyzing progress towards the CF's desired impact?</p> <p>4. To what extent did the CF contribute to the promotion of gender equality and women's empowerment?</p>
<p>Efficiency</p> <p>HOW WELL HAVE RESOURCES BEEN USED?</p>	<p>5. To what extent has the transition from UNDAF to UNSDCF under the new Resident coordination system played a catalytic or accelerator role in making more efficient the UN joint offer and operations in the country?</p> <p>6. To what extent did the CF collectively prioritize activities based on the needs (demand side) rather than on the availability of resources (supply side) and reallocate resources according to the collective priorities and changing needs if/where necessary?</p> <p>7. What were the greatest operational bottlenecks and inefficiencies in implementing the CF?</p>
<p>Coherence and Coordination</p> <p>HOW WELL HAS IMPLEMENTATION OF THE CF BEEN COORDINATED?</p>	<p>8. To what extent have UN agency programs and work plans been effectively and meaningfully derived from the CF both in design and implementation?</p> <p>9. To what extent did the post reform Resident Coordinator office's roles and responsibilities enable positive UNCT's joint convening power and positioning in the country?</p> <p>10. To what extent did the CF promote complementarity, harmonization, and coordination with other key development partners to maximize results?</p>
<p>Impact</p> <p>WHAT DIFFERENCE DO CF INTERVENTIONS MAKE?</p>	<p>11. Where did the UN system activities in the CF make the most measurable impacts in achieving some of the country's SDGs?</p> <p>12. Why were some of the UN system's programmatic activities in the CF not effective in achieving the expected impacts?</p> <p>13. To what extent did the CF make an impact on the country's environmental crises and prepare it for future shocks?</p>
<p>Sustainability</p> <p>WILL THE BENEFITS LAST?</p>	<p>14. What mechanisms, if any, did the CF establish to ensure socio-political, institutional, financial, and environmental sustainability?</p> <p>15. What is the likelihood that progress towards the SDGs is sustained by national partners and stakeholders over time?</p>

Evaluation Approach and Methodology

The evaluation will use a combination of document reviews, analysis of other quantitative⁶ secondary data, and individual interviews⁷ with key informants and focus groups or other types of group discussion to collect data. The evaluation team will develop the evaluation methodology in accordance with the evaluation approach and design tools to collect appropriate data and information as strong, evidence-based answers to answer the overall evaluation questions. The methodological design will include: an analytical framework; a strategy for data collection and analysis; specially designed tools; an evaluation matrix; and a detailed work plan.

Sampling approach: A purposive sampling approach will be used to select programs (joint workplans; joint programs; UN agencies strategic plans, etc.) that will be covered in the scope of the CF evaluation. The selected program components should have a sufficient level of transformational intent (depth, breadth, and size) and maturity.

The purposive sampling approach will also be used to target groups and stakeholders to be consulted. It is expected that the list of target groups will ensure adequate representation of beneficiaries, including civil society organizations with an emphasis on vulnerable groups, e.g., people living with disabilities, and other marginalized groups. The selection will be informed by the portfolio analysis and stakeholder mapping undertaken during the inception phase of the evaluation. This analysis will yield information on the relevant initiatives and partners to be part of the evaluation (including those that may not have partnered with the UNCT but play a key role in the outcomes to which the CF contributes). The evaluation team should clearly outline the sample selection criteria and process and identify any potential bias and limitations, including the steps towards addressing the limitations.

The sampling technique should ensure that the selected samples adequately reflect the diversity of stakeholders of the intervention and pay special attention to the inclusion, participation, and non-discrimination of the most vulnerable stakeholders. This process will enhance the credibility and technical adequacy of the information gathered.

Data collection: The evaluation will use qualitative approaches, including, semi-structured interviews, direct observation, focus groups and workshops. The quantitative data will be obtained during the desk review phase, including literature review, statistics at national and local levels, and survey data.

Quality assurance: The data collected should be subjected to a rigorous quality assurance for validation purposes, using a variety of tools including triangulation of information sources and permanent exchange with the CF implementation entities at Country Office level.

Evaluation Matrix: The evaluation team will use the template of the evaluation matrix provided by the evaluation manager to systematically structure and consolidate the data collected for each of the evaluation questions. This matrix will allow them, among other things, to identify the missing data and thus fill these gaps before the end of the collection. This matrix will also help to ensure the validity of the data collected.

Participation and inclusion: This evaluation should be conducted using a participatory and inclusive approach involving a wide range of partners and stakeholders. The evaluation team will carry out a

⁶ There will be NO PRIMARY quantitative data collection. This means that there will NOT BE ANY QUANTITATIVE SAMPLING. Therefore, any quantitative analysis will be from desk review.

⁷ PRIMARY data collection will only be qualitative. Therefore, no PRIMARY analysis will use quantitative methods.

stakeholder mapping in order to identify the direct and indirect partners of the CF, specifically targeting United Nations organizations and representatives of the national government. Stakeholders mapping may include civil society organizations, the private sector, other multilateral and bilateral cooperation organizations and, above all, the beneficiaries of the program.

Theory of change (ToC) analysis: During the inception phase or early in the data collection phase, the evaluation team will hold ToC meetings with the result groups to discuss the programmatic changes that could have occurred in the program result chain during implementation as a response to emerging challenges and needs. These meetings are led by the Evaluation Team and organized by the Evaluation Manager.

The ToC meetings are useful to support the Evaluation Team, UNCT and the Evaluation Steering Committee members to develop a common understanding of ToC activities, expected outcomes, underlying assumptions and consensus on potential outcome indicators to be evaluated. In some cases, the Evaluation Team may use the findings from these meetings to reconstruct (if necessary) the initial ToC which supported the development of the CF being evaluated, to better align with the CF's implementation and account for emerging development changes in the country. The ToC analysis needs to include also cross-cutting issues such as gender equality and empowerment of women, human rights and non-discrimination (including disability inclusion), and environmental sustainability.

The theory of change analysis should be limited to the soundness of the “agencies’ and joint workplans” outputs contributions to the outcome level and SDG indicators. Evaluators will base their evaluation on the analysis and interpretation of the logical consistency of the results chain: linking program outputs to changes at a higher level of outcomes, based on observations and data collected during the process along the result chain. This analysis should serve as a basis for the judgment of the evaluators on the contribution of the current CF to the achievement of the outcome level results as targeted by the CF.

The analysis of the CF's theory of change and the reconstruction of its intervention logic, if necessary, will therefore play a central role in the design of the evaluation, in the analysis of the data collected throughout the evaluation, in communicating results and in developing relevant and practical conclusions and recommendations.

Finalization of the evaluation questions and assumptions: The evaluation team will finalize the evaluation questions after consultations with the evaluation steering committee and thematic groups. The final evaluation questions should be a reasonable number, generally not exceeding 15. They should clearly reflect the evaluation criteria as well as the indicative evaluation questions listed in this Terms of Reference. They should also take advantage of the results of the reconstruction of the intervention logic of the cooperation framework. The evaluation questions will be included in the evaluation matrix (see appendix) and should be supplemented by sets of hypotheses that capture the key aspects of the intervention logic associated with the scope of the question. Data collection for each of the assumptions will be guided by clearly formulated quantitative and qualitative indicators, also indicated in the matrix.

III. MANAGEMENT ARRANGEMENTS

As per UNEG norms and standards, the evaluation will involve all key stakeholders in order to bolster ownership of the evaluation findings., the following groups of stakeholders will manage the evaluation:

Actors	Roles and Responsibilities
UNCT (Leadership of RC)	<ul style="list-style-type: none"> <input type="checkbox"/> Designates the Evaluation Manager <input type="checkbox"/> Ensures active participation of their personnel serving on the ESC and ETMT <input type="checkbox"/> Approves the final report <input type="checkbox"/> Ensures the management response is provided by concerned units/agencies/bodies
Program Management Team (PMT)	<ul style="list-style-type: none"> • Advises on composition of Evaluation Steering Committee • Establishes Evaluation Technical Management Team (ETMT) • Reviews and endorses the final drafts of all evaluation deliverables (ToR; inception report; evaluation report) before submission to the UNCT
Evaluation Manager	<ul style="list-style-type: none"> • Technically oversees the evaluation and reports regularly to the Evaluation Steering Committee by organizing regular ESC meetings • Requests a first stakeholders mapping of the main partners relevant for the CF evaluation from the relevant bodies, including the PMT and RCO • Manages interactions and serves as interlocutor between the Evaluation Team and the Evaluation Steering Committee • Coordinates comments on and ensures the quality control of deliverables submitted by the Evaluation Team throughout the evaluation process • Ensures the Evaluation Report is sent for publication and dissemination and supports the dissemination activities of the Evaluation Steering Committee
Evaluation Steering Committee (ESC)	<ul style="list-style-type: none"> • Supports the evaluation process and facilitates access to stakeholders and information • Provides input to the evaluation TOR and selection of evaluation issues and questions • Provides overall comments on the main deliverables of the evaluation, including the inception report and draft evaluation report

	<ul style="list-style-type: none"> • Reviews and validates the management response to the evaluation in consultation with the UNCT members within two months of receiving the final evaluation report
Evaluation Technical Management Team (ETMT) (5-7 members) sub-working from the M&E&D working group	<ul style="list-style-type: none"> • Day-to-day technical support to the Evaluation Manager on all planning and implementation tasks of the evaluation • Provides a sound technical review for all the evaluation deliverables, including ToR, the selection evaluation team, and the QA inception report • Facilitates access to documents and interviewees
Resident Coordinator (RC)/ Resident Coordinator's Office (RCO)	<ul style="list-style-type: none"> • Supports the establishment of an Evaluation Steering Committee • Widely publishes the call for external evaluators • Supports the Evaluation Manager in compiling a preliminary list of background information and documentation, a list of all interventions implemented during the period under evaluation, and the stakeholders mapping • Participates in the evaluation consultation process • Provides comments to the key evaluation products • Leads the preparation of the management response document
Development Coordination Office (DCO) Headquarters	<ul style="list-style-type: none"> <input type="checkbox"/> Provides support (backstopping) to the Evaluation Manager at all stages of the evaluation <input type="checkbox"/> Participates in Evaluation Steering Committee meetings when possible <input type="checkbox"/> Reviews, comments on, and approves the evaluation TOR <input type="checkbox"/> Supports the Evaluation Manager in identifying potential Evaluation Team candidates and reviews the summary assessment table to pre-qualify consultants <input type="checkbox"/> Approves the selection of the Evaluation Team <input type="checkbox"/> Oversees the process to ensure the independence and quality of the evaluation <input type="checkbox"/> Leads and ensures the dissemination and use of evaluation results <input type="checkbox"/> Ensures accountability mechanisms, submission of the management response, tracks the implementation of

	the recommendation, and the use of the evaluation in the design of the next CCA and CF
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The **Evaluation Team** is made up of **independent** external evaluators. It must have a Team Leader with extensive evaluation expertise and 1-2 evaluation team members.

In composing the Evaluation Team, national evaluators should be used to the extent possible, and a gender balance should be maintained. Each Team member should sign and comply with the UNEG Code of Conduct for Evaluators, which provides ethical guidelines for the conduct of evaluations. The Evaluation Team and each team member is required to submit the certificate of the Ethics in evidence generation training of UNICEF (see [here](#)).

The **Evaluation Team Leader** leads the entire evaluation process, working closely with all team members. S/he will conduct the evaluation process in a timely manner and communicate with the Evaluation Manager on a regular basis and highlight progress made/challenges encountered. The Evaluation Team Leader will be responsible for producing the inception report and the draft and final evaluation reports.

Team members 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 identified and collect data. They will provide substantive inputs to the inception report, the presentation of preliminary findings as well as to the draft and final reports.

The Team should be built with due consideration to:

- ✓ Cultural and language balance;
- ✓ Gender balance;
- ✓ Coverage of relevant subject areas of work by UNCT member agencies;
- ✓ Coverage of key cross-cutting issues, including gender equality, human rights and environmental sustainability; and
- ✓ Collective knowledge of the national context in various areas of UN work.

Evaluation Team member qualifications (see also table with technical evaluation criteria)

- Advanced university level of education in evaluation or field(s) relevant to one or more CF areas of work. Where possible/suitable PhD level preferred for the Evaluation Team Leader;
- Proven experience in conducting evaluations of complex programs and themes (minimum 10 years for the Team Leader, 3-5 years for other team members);
- Experience and background in gender equality/gender analysis and gender responsive evaluations;
- Good understanding of the SDGs, other relevant regional or global frameworks and their implications for development cooperation;
- Good understanding of multilateralism and the role of the UN System in development cooperation in the context of the country in question;
- Understanding of UN Reform and its implementation implication at the country level;
- Demonstrated analytical capacity, particularly in the case of the Team Leader, including on political economy and financing for development;

- Sound knowledge of the country context and an in-depth understanding of at least one area of work of UNCT members; collectively, Evaluation Team members should broadly cover all areas of UNCT activity;
- Demonstrated ability to write and communicate clearly in languages appropriate for the country; and
- No conflict of interest such as recent or expected employment by UNCT members or implementing partners, private relationships with any UNCT members of staff or government counterparts or implementing partners; participation in the design, implementation or advising CF being evaluated, among others). Any potential conflict of interest should be declared by candidates during the application process.

Technical evaluation criteria

The technical proposal should include the following:

- a) The proposed evaluation team, with the following required content:
 - CV of the team leader and CV of the evaluation team member(s). This criterion will be assessed against the elements provided in the section *Qualifications of the Evaluation Team*. The CV will be assessed against the depth and length of the experience, and the strength of expertise and skills mentioned in this section.
 - Samples of work of the evaluation team leader (see table below).

The technical evaluation committee may decide to invite the evaluation Team Leader and/or the evaluation team member for an interview as part of the evaluation process. The scoring of the interview will be reflected in the scoring of the evaluation team leader and/or the evaluation team member.

- b) A note on the evaluation approach, addressing following elements:
 - 1 page maximum: a reflection on the success factors for this evaluation and on the challenges and risks of the assignment and their mitigation measures.
 - 1 page maximum: description of the approach for ensuring that the quality of the evaluation process and of the evaluation deliverables will be in line with the UNEG standards and norms.
 - a tentative detailed workplan, based on the ToR, with comments and proposed adjustments, and specifying the involvement of each evaluation team member in each phase (level of effort)
 - a summary table of the evaluation team, summarizing how the key evaluation experts fit the requirements described above and indicating their specific responsibilities during the implementation of the evaluation (in line with the financial proposal); any changes compared to the evaluation team described above, need to be explained. A description of the relevant support staff (other than the key evaluation experts) that will contribute to the implementation of the evaluation, including the responsibilities for the contract management and the quality assurance.

This note on the evaluation approach should not include a proper evaluation methodology as this will be developed during the inception phase.

IV. EVALUATION PROCESS AND TIMELINE

a. Preparation phase

The Terms of Reference (ToR) will be drafted by the Evaluation Manager and will be shared with the Evaluation Steering Committee (ESC) for their inputs. Once the ToR is approved by DCO, the ToR will be published, followed by identification and recruitment of the evaluation team.

b. Design phase

The evaluation team will meet with the ESC to a) understand the peculiarities of the evaluation questions and refine/change them; b) understand relevant contextual factors and finetune the methodology accordingly; c) understand the chronology of external and internal events during the UNSDCF period under evaluation and establish an events' timeline; and (d) determine which documents, interviewees, and other data sources should be reviewed by the team;

Preliminary desk review of available sources. The documentation that will be made available to the evaluation team will be collected from the ESC, UNCT, ETMT, and RCO. The evaluation team will also be encouraged to search for information from other available sources for producing a complete desk review report.

Preparation of the inception report: Based on the agreed template, the evaluation team will be required to submit an inception report aligned to the UNEG Norms and Standards. The Inception Report will be subjected to quality assurance by the ETMT, a further review conducted by UN stakeholders, and an ethical review. The approval of the inception report will mark the completion of the inception phase.

c. Field phase:

At the completion of the inception phase, the evaluation team will proceed to the collection of qualitative data collection (key Informant interviews and focus group discussions) with key stakeholders. Also, verification of available information in secondary sources will be conducted while thorough analysis of findings will be undertaken using the developed data analysis plan and evaluation matrix. The analysis and presentation of findings would include issues relating to gender equality and empowerment of women, diversity inclusion and non-discrimination, human rights, and environmental sustainability. At the end of the mission, the evaluation team will present its observations and preliminary evaluation findings to the UN Monitoring and Evaluation group, PMT, ESC, and UNCT to validate the results of the evaluation.

d. Reporting Phase

The evaluation team will develop a draft report after the data collection and analysis exercise. The Evaluation Manager will submit the evaluation report to the ESC/RCO. The Evaluation Manager will be directly responsible for addressing any comments or observations towards eventual finalization of the report by securing inputs from the evaluation team. The final evaluation report is expected to be between 40-60 pages excluding annexes.

e) Management response; Dissemination and use phase

Following receipt of the final evaluation report, the UNCT will conduct a management response to the evaluation and determine the actions to be taken to operationalize the evaluation recommendations.

f. Expected deliverables

- Inception report describing the evaluation team’s understanding of the assignment and which includes their detailed plan to execute it (5-10-page document). The report should also further refine the overall evaluation scope, approach, design, and timeframe, and provide a detailed outline of the evaluation methodology and is to be delivered 7 days after the start of the assignment.
- Progress report/briefing to the Evaluation Manager/ESC/PMT/RCO (the briefing periodicity to be determined in the Inception Report)
- Comprehensive Final Evaluation Report (40-60 pages content including not more than 5-page Executive Summary and excluding annexes)

A final Power Point presentation containing the main findings, conclusions, and recommendations of the evaluation for dissemination and debriefing purposes.

The submission of the inception report, progress reports and final evaluation report should be in electronic copy. The Reports should be of high quality in terms of presentation, relevance, and utility, and have the following attributes:

- Concision: The reports should cover the required material without being irrelevant and unwieldy.
- Readability: The report should be written in English, jargon-free language and should be simple, clear and reader friendly

V. EVALUATION DELIVERABLES

Details key deliverables of the evaluation process.

The key deliverables that the CF Evaluation Team is expected to produce are:

- **Inception Report**, containing a preliminary analysis of the CF ToC or, in its absence, reconstruction of the CF ToC; an elaboration of the evaluation approach and methods, including the evaluation design matrix; and a detailed evaluation plan and timeline, including a tentative list of interviews to be arranged or plans for field visits.
- **Preliminary findings report or presentation**, in a template to be agreed with the Evaluation Manager.
- **Draft and final CF Evaluation Report**, including the annexes.

Annex A: Evaluation Matrix Template

Evaluation Question 1: To what extent...			
Assumptions ⁸ to be assessed	Indicators	Sources of Information	Methods and tools for data collection
Assumption 1			
<p><i>Evaluators must fill in this box with all relevant data and information gathered during the field phase in relation to the elements listed in the “assumptions to be assessed” column and their corresponding indicators. The information placed here can stem from: documentary review, interviews, focus group discussions, etc. Since the filled matrix will become the main annex of the final evaluation report, the evaluation team leader and evaluation manager must ensure that all of the information displayed:</i></p> <ul style="list-style-type: none"> <i>• Is directly related to the indicators listed above</i> <i>• Is drafted in a readable and understandable manner</i> <i>• Makes visible the triangulation of data</i> <i>• Has source(s) that are referenced in footnotes</i> 			
Assumption 2 <i>(See example in Tool 1)</i>			
Assumption 3 <i>(See example in Tool 1)</i>			
Evaluation Question 2: To what extent...			
Assumptions to be assessed	Indicators	Sources of Information	Methods and tools for data collection
Assumption 1 <i>(See example in Tool 1)</i>			
Assumption 2 <i>(See example in Tool 1)</i>			

⁸ Assumptions are interfaces between the evaluation question and the data sources. It narrows the evaluation question further by specifying what evaluators should focus on and what they should check precisely when attempting to answer the question.

Assumption 3 <i>(See example in Tool 1)</i>			
Evaluation Question n: To what extent...			
Assumptions to be assessed	Indicators	Sources of Information	Methods and tools for data collection
Assumption 1 <i>(See example in Tool 1)</i>			