

TEMPLATE: TERMS OF REFERENCE FOR UNFPA COUNTRY PROGRAMME EVALUATIONS

The Terms of Reference (ToR) of the evaluation defines the parameters of the evaluation. Specifically, it outlines the purpose, objectives and scope of the evaluation, the methodology to be utilized, the composition of the evaluation team and their respective roles and responsibilities, the expected deliverables, timeline and budget. The ToR also serves as the basis of the contractual arrangement between UNFPA and the evaluator or evaluation team to conduct the evaluation.

⇒ *The ToR is prepared and drafted by the **evaluation manager** as a first step of the evaluation process.*

The Terms of Reference of the evaluation should follow the following structure:

1. Introduction
2. Context
3. Objectives and scope
4. Evaluation criteria and preliminary evaluation questions
5. Methodology and Approach
6. Evaluation process
7. Expected outputs
8. Workplan
9. Composition of the evaluation team
10. Management of the evaluation
11. Bibliography
12. Annexes

1. INTRODUCTION

This section outlines the general role of evaluation at UNFPA (i.e. learning, accountability etc.); lists the institutional policies that mandate the conduct of evaluation (UNFPA mandates, Executive Board Decisions), and provides the rationale for conducting the country programme evaluation.

This section should also include the intended audience and users of the evaluation.

2. CONTEXT

This section should present the subject to be evaluated within the national context. As such, the section could include relevant economic, social and political indicators and relevant aspects of UNFPA's institutional normative and strategic framework.

This section should also provide a description of UNFPA's programmatic interventions within the country vis a vis the subject to be evaluated and UNFPA's strategic priorities.

This section should also identify any contextual issues relating to gender equality and human rights that should be examined.

3. OBJECTIVES AND SCOPE OF THE EVALUATION

This section should state the objectives of the evaluation (both the overall objectives of a country programme evaluation as well as the specific objectives), detail the subject/issues that will be evaluated, and delineate the scope of the evaluation (timeframe, geographical coverage).

4. EVALUATION CRITERIA AND EVALUATION QUESTIONS

This section should identify the initial evaluation questions and the evaluation criteria, which should include OECD-DAC evaluation criteria (relevance, effectiveness, efficiency, and sustainability) as well as additional criteria as relevant (i.e. coordination within the UNCT, added value etc.).

The final evaluation questions and the evaluation matrix will be finalized by the evaluation team in the design report.

5. METHODOLOGY AND APPROACH

This section should describe the evaluation's intended approach and methodology, including the methodological approach, which will be elaborated by the evaluation team during the design phase.

This section should also detail data collection and analysis methods, data sources, validation methods, and stakeholder involvement/participation.

6. EVALUATION PROCESS

This section should broadly outline the phases of the evaluation and what is expected within each: (i) preparation; (ii) design; (iii) field; (iv) reporting and (v) management response, dissemination and follow up.

7. EXPECTED OUTPUTS

This section should list the planned outputs of the evaluation:

- The design report*
- The debriefing presentation at the end of the field phase*

- The evaluation report, with annexes

This section should also note the language in which the deliverables should be produced.

8. WORKPLAN AND INDICATIVE TIME SCHEDULE OF DELIVERABLES

This section outlines the specific activities and milestones of the evaluation, as well as the deadlines for each of the evaluation's phases and deliverables (including the design report, draft(s) of the evaluation report, as well as the planned submission date of the final report).

Ideally, the time schedule would be in a table format for easy reference.

9. COMPOSITION OF THE EVALUATION TEAM

This section specifies the composition and qualifications of the evaluation team members. It should consider identifying the number of evaluators and thematic (subject area) experts needed, and provide specific job descriptions for each, including required skills and experience. The expected responsibilities of each team member should also be detailed, as should information on any conflict of interest. The section should also include the distribution of workdays across the team and payment information.

It is expected that the core evaluation team will be comprised of at least three members:

- Team leader, with overall responsibility for providing guidance and leadership, and in coordinating the draft and final report.
- Two team specialists, who will provide thematic expertise (in the core subject area/s of the evaluation) and evaluation expertise, and be responsible for drafting key parts of the report.
- Other members as appropriate.

Note that all team members must be committed to respecting deadlines within the agreed time-frame. Team members must also be able to work in a multidisciplinary team and multicultural environment, and should be knowledgeable of issues pertaining to human rights and gender equality.

10. MANAGEMENT OF EVALUATION

This section indicates the roles and responsibilities of the evaluation manager, the evaluation team members and the evaluation reference group.

This section will also present a brief outline of the quality assurance process.

11. BIBLIOGRAPHY

This section includes the initial list of documents and websites to be consulted by the evaluation team.

12. ANNEXES

Annexes may differ, but generally can include:

UNEG/UNFPA Ethical Code of Conduct for Evaluations

List of Atlas projects for the period under evaluation

A list of stakeholders by areas of intervention

A short outline for the structure of both the design and final evaluation reports

A template for the Evaluation Matrix

Evaluation Quality Assessment template and explanatory note

Management response template

UN approved Editing Guidelines