## TERMS OF REFERENCE

**Kazakhstan UNDAF (2010-2015) final evaluation**

Position: International consultant for UNDAF evaluation

Duty Station: Home-based with one visit to Astana

Duration: 6 weeks

1. **BACKGROUND**

The Republic of Kazakhstan is a fast changing country in Central Asia with one of the largest post-Soviet economies. In its national development strategies, Kazakhstan embraces the ambitious objective of becoming one of the 30 most developed countries in the world. It is an upper middle-income country with steadily increasing GDP per capita, which has grown 8-fold: from U$1,500 in 1998 to nearly U$13,000 in 2013. Kazakhstan’s rich oil and gas reserves have helped to bring the country to where it is today. Success, however, lies in the Government’s ability to utilize its resource-gained wealth for further investment into the economy. Increased revenues have helped improve infrastructure and social services, and the country has experienced significant progress in terms of human development and the fight against poverty. However, social and regional disparities remain great obstacles to Kazakhstan’s development and the country still faces environmental, health and social challenges.

The country’s health outcomes lag behind its rapidly increasing income. Low life expectancy, high infant and maternal mortality, and high rates of tuberculosis and non-communicable diseases are among the major challenges facing Kazakhstan’s Government.

Kazakhstan has inherited significant environmental problems from past military nuclear testing programmes and industrial and mining activities. The country also faces land deterioration, desertification and water scarcity. Kazakhstan is prone to a number of natural disasters - including earthquakes, floods, draughts and landslides.

1. **THE UN SYSTEM IN KAZAKHSTAN**

At present, the UN Country Team in Kazakhstan is comprised of 19 UN organizations (ILO, OHCHR, UNAIDS, UNDP, UNDPI, UNDSS, UNEP, UNESCAP, UNESCO, UNFPA, UNHCR, UNICEF, UNISDR, UNOCHA, UNODC, UNRCCA, UNV, UN Women, and WHO). IOM and WB are invited members of the Country Team. Eleven of those agencies also have sub-regional as well as national coverage. IOM and WB are invited members of the Country Team. Non-resident agencies engaged in country programming are UNIDO, FAO, and IAEA.

1. **UNDAF EVALUATION**

In compliance with the QCPR and UNDAF guideline requirements, the UN Country Team will conduct UNDAF evaluation, which is critical to enhancing the UN’s accountability.

The UNDAF evaluation process will be light, to the extent possible, and the lessons learned generated through UNDAF evaluation will guide the implementation of the new programming framework. The evaluation process will follow an inclusive approach, involving a broad range of stakeholders and partners. The process will include 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.

In this context, the UNCT seeks the consultancy services to undertake light UNDAF evaluation, which will use standard OECD/DAC criteria (relevance, effectiveness, efficiency, impact and sustainability of results) as well as the key issues of design, focus and comparative advantage of the UN system, as basis for its objectives and key questions.

The UN Country Team works within the framework of the third generation UNDAF (2010-2015), which was adopted by the Government in 2009 and covers three Outcomes: (1) Economic and Social Well-Being For All, (2) Environmental Sustainability, and (3) Effective Governance.

The evaluation will, to the greatest possible extent, seek to be independent, credible and useful and adhere to the highest possible professional standards in evaluation. It will be responsive to the needs and priorities of the Republic of Kazakhstan and serve as accountability and learning mechanism for the UN system.

1. **PURPOSE OF WORK**

UNDAF evaluation will pursue the following purposes:

* 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 implementation for the next programming cycle and for improving United Nations coordination at the country level.
* 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 partners, to hold the UNCT and other parties accountable for fulfilling their roles and commitments.

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 light UNDAF evaluation process will be based on desk review of the reports, surveys, mid-term progress reviews, and assessment reports relating to UNDAF evaluation.

1. **SCOPE OF WORK**

The external evaluation should satisfy the following objectives:

1. Assess the role and relevance of the UNDAF in relation to the issues and their underlying causes and challenges identified by the CCA and in the context of national policies and strategies; and as a reflection of the internationally agreed goals, particularly those in the Millennium declaration, and international norms and standards guiding the work of the agencies of the UN system and adopted by the UN member states.
2. Assess the design and focus of the UNDAF, i.e. the quality of the formulation of results at different levels, the result chain.
3. Assess the validity of the collective comparative advantages of the UN System.
4. Assess the effectiveness of the UNDAF in terms of progress towards agreed UNDAF outcomes, including an assessment of the performance of its Joint Programs.
5. Analyse to what extent results achieved and strategies used by the UNDAF are sustainable as a contribution to national development and in terms of the added value of UNDAF for cooperation among individual UN agencies.

**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 UNDAF evaluation:

* **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 CEDAW, CPRD, CRC, ICCPR, ICESCR, ICERD, 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 whichthe benefits from a development intervention are likely to continue after the current UNDAF will have been completed in 2015.

Given below are standard issues that can be assumed to affect performance:

* **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?
* 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?
* 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?
* Did the UNDAF effectively use the principles of **environmental sustainability** to strengthen its contribution to national development results?
* Did the UNDAF adequately use **RBM** to ensure a logical chain of results and establish a monitoring and evaluation framework?
* 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?

Other factors that have affected the performance of the UNCT in the framework of the UNDAF will also be examined:

* How well did the UNCT use its partnerships (with civil society and Academia /the private sector/local government/parliament/national human rights institutions/ /international development partners) to improve its performance?
* 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?
* 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?

**6. METHODOLOGY**

**Evaluation Methodology.** The methodology for the independent evaluation will follow the United Nations Evaluation Group Guidelines and include:

* Review of documentation;
* Semi-structured interviews with key UN staff and government counterparts, CSOs and beneficiaries;
* Drafting of preliminary findings, based on literature review and interviews with UN staff and government, to obtain feedback from the extended UNCT;
* Possible visiting a project site;
* Finalization of the draft report based upon feedback received from UNCT

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

* Collection of reference materials: The Consultant is responsible for reviewing the reference documents, reports and any other data and information provided by the UNCT/UN RC’s Office.
* Document review focusing on UNDAF planning documents, UNDAF mid-term review and mid-term progress reviews undertaken by UN agencies, 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.
* Reviewing the inputs from key stakeholders including key government counterparts, donor community members, representatives of key civil society organisations, UNCT members, and implementing partners.
* Questionnaires with the UN Theme Groups and UN Task Forces, participants in development programmes, UNCT members, and/or surveys and questionnaires involving other stakeholders.

Data collection methods must be linked to the evaluation criteria and evaluation questions that are included within the scope of the evaluation. The evaluation process should consider gender sensitivity and data should be 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.

1. **STRUCTURE AND CONTENT**

***Overall structure of the final UNDAF Evaluation Report:***

The final UNDAF Evaluation Report will be structured as follows, taking into account the scope and focus of the evaluation process:

* **Executive Summary**
* **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 be kept short (15-20 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 (please find attached [Quality Checklist for Evaluation Reports](http://www.unevaluation.org/QC/evaluationreports)).

**8. DUTIES AND DELIVERABLES**

***Duties and Responsibilities***

The consultant will be engaged in the following stages:

* Collection of reference material and desk review: The UNCT members will provide the assessments, evaluation reports, mid-term progress reports, surveys, studies that are relevant for Country Analysis and UNDAF evaluation for the consultant’s review.
* Country visit and interviews: The consultant will visit the country and conduct interviews with the UNCT, government and other beneficiaries (1 week)
* Drafting the preliminary findings: The consultant will produce draft UNDAF Evaluation report for the UNCT’s feedback.
* Final Report: After reviewing the feedback received from the UNCT, the consultant will produce final UNDAF Evaluation report.

***The Deliverables and Timeframe***

The Consultant will deliver to UNCT in Kazakhstan the following:

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| **Deliverables** | **Deadlines** |
| 1. Desk review of the reference material and relevant documents to be provided by the UN agencies, and RC’s Office 2. Interviews with the UNCT and beneficiaries 3. The first draft UNDAF Evaluation report 4. Revised draft report, incorporating the UNCT feedback 5. Final UNDAF Evaluation Report | 9 November-13 November  16 November-20 November  30 November  14 December  21 December |

Monitoring and progress controls: The Consultant will be guided by the UN Resident Coordinator, in consultation with the UN Country Team. The RC’s Office will provide support to ensure progress of the services expected.

**9. DURATION AND COST OF THE CONTRACT**

Expected Duration of the Assignment:

The consultant will be hired for the period 9 November -21 December, 2015

Payment:

The Consultant will be paid a lump sum amount including fee and per diem. The consultant should indicate the lump sum and breakdown in the financial proposal.

The Consultant’s payment shall be made in two instalments of:

• 20% upon submission of draft UNDAF Evaluation Report, incorporating inputs received from UN agencies and stakeholders, and

• 80% upon submission of the final UNDAF Evaluation Report

**10. QUALIFICATIONS AND EXPERIENCE**

Functional competencies:

Professionalism

• Good knowledge of the UN system and UN common country programming processes (CCA/UNDAF);

• Specialized experience and/or methodological/technical knowledge, including data collection and analytical skills, mainstreaming HRBA to programming, and gender considerations;

• Results Based Management (RBM) principles, logic modelling/logical framework analysis, quantitative and qualitative data collection and analysis, and participatory approaches.

Communications

• Good communication (spoken and written) skills, including the ability to write reports, conduct studies and to articulate ideas in a clear and concise style.

Required Skills and Experience

Education

• Advanced university degree (Master's or equivalent) in social science, economics, or related field.

Experience

• 10 years of the relevant professional experience; previous experience with CCA/UNDAF evaluations and/or reviews.

• Practical experience in the CIS region and/or knowledge of the development issues in Middle Income Countries is an asset.

Language Requirements

• Excellent written and spoken English. Knowledge of Russian is an asset;

• Excellent report writing skills as well as communication skills.

Other attributes

• An understanding of and ability to abide by the values of the United Nations;

• Awareness and sensitivity in working with people of various cultural and social backgrounds.

Reporting Arrangements

• The successful candidate will report to the UN Resident Coordinator.

Selection criteria:

The consultant will be evaluated based on the lowest price and technically compliant offer.

Application Procedure

The application should contain the following:

• Achievement-based CV

• Brief proposal addressing the requirement (Methodology)

• Financial proposal (daily rate has to be mentioned)