Terms of Reference (TOR)
Decentralized Outcome Evaluation of the project: "Building the post-2015 development agenda"

1.1. Background and Context

In July 2011, the Secretary-General presented his annual report on accelerating progress towards the MDGs to the UN General Assembly. In his report, the SG suggested that the post-2015 development agenda would be best facilitated by adopting "an inclusive, open and transparent process with multi-stakeholder participation".

Seizing upon this recommendation, in November 2011 UNDP launched the project "Building the Post-2015 development agenda: open and inclusive global consultations" under the umbrella of the UNDG.

Since that time, the post-2015 process has progressed considerably. The first phase of multi-pronged consultations was completed in early 2014, with over 1.3 million participants through 88 national consultations, 11 thematic consultations, an online platform and the global MY World survey. A second round of dialogues, still ongoing, which has a focus on the implementation of agenda, builds on this strong foundation. Participation has increased to over 7 million persons globally.

This body of work spearheaded by UNDP and the UNDG serves as a strong foundation to inform and shape activities in the service of Member States. The findings of these initiatives have contributed to key reports and intergovernmental processes, such as those of the High Level Panel, the Open Working Group, and the Secretary-General's synthesis report.

The post-2015 development agenda is the first major intergovernmental policy process informed by a comprehensive global consultation. UNDP has developed an approach of unprecedented engagement and consultation in shaping the global future agenda with proof of concept for connecting people around the world to global policy developments.

Operating at the heart of the UN Development System (UNDS) as manager of the Resident Coordinator System and Chair of the UNDG, UNDP was able to bring to the table the full capabilities of the UNDS as well as act as an impartial facilitator of dialogue and cooperation between stakeholders on important, and in some contexts, sensitive development issues.

The UNDP Strategic Plan 2014-2017 acknowledges the importance of the post-2015 agenda and provides guidance on how UNDP can continue supporting the realization of a transformative and ambitious development agenda. This evaluation falls under Outcome 7 of the Strategic Plan: "Development debates and actions at all levels prioritize poverty, inequality and exclusion, consistent with our engagement principles".

1.2. Rationale and Purpose of the Evaluation

The evaluation will be used not only to assess the UNDP project but also to guide future development work. It is expected that the evaluation findings will assist UNDP in further refining appropriate strategies, policies and programme approaches to strengthen UNDP's support to SDG implementation. Furthermore, donors have invested significant resources in the post-2015 project, hence the evaluation is part of UNDP's accountability to those donors.

i. The evaluation will be carried out within the overall provisions contained in the UNDP Evaluation Policy with the following purpose:
    - Assess the roles played and results achieved by UNDP in support of the post-2015 process
    - Identify the factors that have affected UNDP's contribution and performance in supporting the post-2015 agenda: strengths and weaknesses, risks and opportunities, what decisions, strategies and approaches have worked and what have not;
    - Draw lessons from UNDP's role in building the post-2015 development agenda, in particular for UNCTs and Country Offices;
    - Inform UNDP's strategy of support to the SDGs
    - Assess lessons for the UN system in the future.

ii. **The specific areas of investigation of the evaluation include:**

- What role did UNDP play in the provision of **"thought leadership"**, and in **coordinating** within the UN system and beyond?
- How successful was UNDP at **including** different groups, including poor and marginalized people?
- What lessons can be learned for **future processes?**
- The post-2015 agenda has connected people from around the world to global policy developments at the United Nations. How can this connection **continue during the implementation** of the new global agenda?
- Which **tools and new technologies** developed and used by UNDP can be transferred to the 'implementation era', in view of working with countries to translate global agreements into national and local strategies, policies and action plans?
- Assess the impact of the **reports and products** generated throughout the various stages of consultations.
- Assess the **micro-grants** provided to COs

1.3 Scope of the Evaluation

The evaluation will cover the period Nov 2011- March 2015 and a broad range of initiatives. Given the complex multi-stakeholder nature of the post-2015 process, and the fact that the SDGs are influenced by many external factors, it is understood that the evaluation may not be able to isolate UNDP's unique contribution. Yet the evaluation will attempt to discern how UNDP enabled collaboration with other UN entities, national governments, other intergovernmental bodies, academia, foundations and NGOs. The evaluation will focus on documenting UNDP's contribution, in particular at the outcome level within UNDP's sphere of influence, while acknowledging other intervening factors and the contribution of partners.

1.4 Evaluation Criteria and Questions

The evaluation will be guided initially by the following questions:
- Effectiveness: what results did UNDP contribute to in support of the post-2015 agenda?
- Efficiency: how efficiently did UNDP use its resources to support the 2015-agenda process?
- Positioning and partnerships: How did UNDP work with others?
- Relevance: was the UNDP work relevant to member states, countries' needs and consistent with the organization's mandate?
- Innovation: did UNDP support innovation in the process?

The detailed list of questions is to be determined with the selected consultants.

1.5 Data Collection and Analysis

The evaluation will rely on multiple sources of information for analysis, validation and triangulation of evidence against the evaluation questions. Sources of data and methods of collection should include (final methodology to be determined jointly with the consultants):
- Desk review of project documents
- Interviews at headquarters with key personnel in UNDP, other UN agencies, donors, permanent missions, NGOs, and other key stakeholders
- Information collection from country offices
- Country case studies
- Questionnaires, surveys, score cards
- A review of guidance notes provided to COs
- Reports produced by the project
- An analysis of e-discussions and the web platform

1.6 Evaluation products (deliverables)
- **Evaluation inception report**. An inception report should be prepared by the evaluators before going into the full fledged data collection exercise. It should detail the evaluators' understanding of what is being evaluated and why, showing how each evaluation question will be answered by way of: proposed

methods, proposed sources of data and data collection procedures. The inception report should include a proposed schedule of tasks, activities and deliverables.

- **Draft evaluation report.** UNDP and key stakeholders will review the draft evaluation report to ensure that the evaluation meets the required criteria.
- **Final evaluation report**
- **Evaluation brief and other knowledge products** or participation in knowledge sharing events, if relevant.

1.7 Time Frame for the Evaluation Process

Output/activity	Proposed period
Finalize evaluation questions once contract is signed	May
Share agreed work plan and questionaries' with RG and UNDG	May
Data collection	May-June-July
Analysis / synthesis	August
Sharing emerging findings and conclusions	August
Report drafting	September-October
Sharing zero draft with UNDP and RG	End October
Incorporate UNDP and RG comments	Early November
Share first draft with UNDP management	Mid November
Incorporate UNDP management comments	End November
Editing, design and printing	December
Presentations/events/Dissemination	December

Implementation Arrangements

- **Reference Group.** UNDP intends to form a Reference Group for this evaluation, a group representing key internal and external stakeholders to be involved in all key stages of the evaluation process. The reference group will be a consultative body that serves as sounding board for feedback. The constitution of the group aims to enhance ownership of the evaluation findings and their use. The Group will be informed throughout the evaluation process for feedback on key steps: comments to the ToR, comments to the inception report. The members shall support wide dissemination of evaluation findings.

Key functions of the Reference Group:
- To facilitate the participation of the different stakeholders involved in the evaluation;
- To provide feedback on evaluation-related documents;
- To provide relevant information and data to the evaluation team;
- To provide inputs to the different products delivered by the evaluation team;
- To support wide dissemination of the evaluation results.