



United Nations System in Equatorial Guinea

Terms of Reference for UNDAF 2013-2016 Evaluation

June 2016

A. BACKGROUND TO THE UNDAF 2013-2017 EVALUATION

After the discovery of large oil reserves in the 1990s, Equatorial Guinea became the third-largest

producer of oil in Sub-Saharan Africa, after Nigeria and Angola. More recently, substantial gas reserves have also been discovered. However, the country's macroeconomic and fiscal situation has deteriorated following the decline of oil prices.

The government's development agenda is guided by a medium-term strategy, the National Economic Development Plan (NEDP): Horizon 2020, which targets economic diversification and poverty reduction. The first phase of Horizon 2020, focused on infrastructure development, was concluded in 2012. The second phase started in 2015 will focus on economic diversification, targeting strategic new sectors such as fisheries, agriculture, tourism, and finance.

As the country moves into the second phase of the National Development Plan, the government is planning to redirect public investment from infrastructure towards the development of new economic sectors with a focus on social spheres. Equatorial Guinea is largely dependent on oil. The significant economic impact of the recent drop in international oil prices has underscored the importance of promoting non-oil growth and increasing efficiency of spending to meet challenges the country is still facing, particularly for the unmet MDG targets.

The United Nations Country Team (UNCT) in Equatorial Guinea support the country through the implementation of a five (5) years programme adopted in 2013, namely the United Nations Assistance Framework (UNDAF) 2013-2017. The UNDAF development process in Guinea Equatorial was inspired by the UN Reform Agenda with emphasis on a unified UNCT and Delivery as One (DAO) approach in addressing common national development challenges and goals including simplification, harmonization, collaboration and joint programming in order to maximize effectiveness and impact of programmes thereby advancing the achievement of the MDGs and national priorities.

The UNDAF 2013-17 for Equatorial Guinea is aligned to the NEDP Horizon 2020 and outlines key strategic interventions by the UN in support of the national priorities. The UNDAF is highly funded by the Government of Equatorial Guinea who committed to provide up to 70% of the UNDAF's resources which amount to US \$ 58 million.

The UNDAF 2013-2017 for Equatorial Guinea has three main priorities, articulated to priorities identified in the National Plan for Economic and Social Development, Horizon 2020. Each UNDAF priority has corresponding effects to be achieved through joint work between Agencies and between the Government and other stakeholders. The priorities and related effects are: (i) Socio-economic and cultural Welfare, whose effects include improving access to key social services, productive employment opportunities, especially for women and youth; strengthening human capital to achieve the objectives of the Horizon 2020; (ii) Good governance, which includes strengthening public institutions, human rights and gender equality. Stronger capacities for evidence based planning, implementation, and monitoring of development policies; and (iii) Sustainable Environment, which includes strengthening legal and institutional framework for environmental sustainability and dealing with climate change.

Participating agencies include: (*WHO*) World Health Organization, (*FAO*) Food and Agriculture Organization of the United Nations, (*UNAIDS*) Joint United Nations Programme on HIV/AIDS, (*UNDP*) United Nations Development Programme, (*UNFPA*) United Nations Population Fund, (*UNICEF*) United National International Children's Emergency Fund,.

The key partners in the implementation of the Programme of Cooperation are the following: Government; UN Agencies; development partners; and civil society organizations. The management processes are implemented by the UNCT, which is supported by inter-agency working group including: (i) the Operations Management Team; (ii) the Communications Team; (iii) the HIV/AIDS

Theme Group; and (v) the working group on programme and monitoring and evaluation. A Steering Committee as well as a Technical Committee have been set up as a framework for the overall monitoring of the UNDAF and as a concertation mechanism for the funding of the UNDAF.

Early in 2016, UN Equatorial Guinea in partnership with the Government conducted the Mid Term Review the UNDAF 2013-2017. The Mid Term Review aimed to look back at the first two years of implementation of the Government of Equatorial Guinea and United Nations Programme of Cooperation 2013-2017, and draw lessons and recommendations from it.

B. EVALUATION

The UNCT Equatorial Guinea in close partnership with the Government and other National Counterparts is currently in process of preparing the UNDAF 2013-2017 Evaluation, which is mandatory in the penultimate year of the UNDAF cycle and should serve as a major input for the planning process of next UNDAF cycle. The UNDAF Evaluation will use the United Nations Evaluation Groups (UNEG) Standards criteria (*relevance, effectiveness, efficiency 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. Its major focus is on policy and strategy coherence, donor co-ordination, development effectiveness and organizational efficiency. In addition, the UNDAF evaluation will address how the intervention sought to mainstream the five programming principles: Human Rights Based Approach, Gender, Environmental Sustainability, Result Based Management and Capacity Development.

National counterparts will be major partners in the evaluation contributing both through data from national systems and validation of UNDAF evaluation results. The main users of the UNDAF Evaluation will be the UN partners, i.e. the Government, UNCT, other development partners and civil society participating in UN programmes.

The UNDAF evaluation process will also seek to capitalise on other evaluations that took place earlier or at the same time, including the 2016 Mid Term Review, Annual Reviews and Progress Reports. Human rights and gender equality assessments will be mainstreamed throughout all aspects of the UNDAF evaluation.

The UNDAF evaluation will seek to be independent, credible and useful, and will adhere to the highest possible professional standards in evaluation. It will be responsive to the needs and priorities of Equatorial Guinea and provide accountability and learning opportunities to the UN system. The evaluation will be conducted in a consultative manner and will engage the participation of a broad range of stakeholders.

Evaluation purpose, objectives and scope

The purpose of the present UNDAF evaluation is, on the one hand to gather key findings and lessons learned to inform the next UNDAF planning cycle and to improve UN coordination in Equatorial Guinea and, on the other hand to support greater accountability towards agreed national objectives and priorities in the country.

UNDAF Evaluation objectives are:

- I. To assess the contribution of UN system to national development targets through the UNDAF outcomes. It will assess the effectiveness and efficiency by which UNDAF Outcomes are being achieved, their sustainability and relevance to national priorities and goals.

- II. To assess the process of UN system contribution through the UNDAF to the national priorities and goals. It will assess the processes, mechanisms and procedures in the light of effective and efficient contribution to the national development efforts and capacity building.

The UNDAF Evaluation report should generate lessons from the experiences of the current programming cycle, and identify issues and opportunities emerging from the implementation of the current UNDAF.

Scope and key issues: The UNDAF evaluation will examine the result outcomes outlined in the Government of Equatorial Guinea-UN Programme of Cooperation 2013-2017 and the Evaluation Team will examine the following issues in preparation for the UNDAF Evaluation 2016 in Equatorial Guinea:

For the purpose I (To assess the contribution of UN system to national development targets through the UNDAF outcomes):

- 1.1. To assess the role, relevance and effectiveness of the UNDAF: (i) in relation to the issues, their underlying causes, and challenges identified at the beginning of the current programme cycle and in the context of national policies and strategies; (ii) as a reflection of the internationally agreed goals, particularly those in the Millennium Declaration and relevant human rights guidance, and international norms and standards guiding the work of agencies of the UN system and adopted by UN member states; and (iii) in terms of progress towards agreed UNDAF outcomes:

Evaluation Questions

- Has the UNDAF document been used by UN agencies and Government institutions in planning their activities, setting goals, and in cooperation?
- To what extent did the UNDAF succeed in strengthening national capacities (including national execution), building partnerships, the realization of human rights and promoting gender equity and equality?
- Was the UNDAF results matrix sufficiently flexible and relevant to respond to new issues and their causes as well as challenges that arose during the UNDAF cycle?
- Have the UNDAF outcomes been relevant in terms of internationally agreed goals and commitments, norms and standards guiding the work of agencies of the UN system (including the Millennium Development Goals, ICCP, ICESCR, ICERD, CEDAW, CPRD, CRC, etc. all international human rights treaties binding on Equatorial Guinea, and other relevant human rights standards and evaluations)
- 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?

- 1.2. To assess the effectiveness of the UNDAF in terms of progress towards achievement of UNDAF outcomes:

Evaluation Questions

- What progress has been made towards the realization of UNDAF outcomes as a contribution to the achievement of nationalized MDGs and in terms of indicators as reflected in the UNDAF framework?
- Which are the main factors that contributed positively or negatively to the progresses towards the UNDAF outcomes and National Development Goals?
- To what extent and in what ways did UN support promote national execution of programmes and / or the use of national expertise and technologies?

1.3. To analyse to what extent results achieved and strategies used in the frame of the UNDAF are sustainable: i) as a contribution to national development, and (ii) in terms of the added value of UNDAF to cooperation among individual UN agencies:

Evaluation Questions

- To what degree did the UNDAF contributed to the UN role in establishing and enhance the critical factors for progress towards national development goals?
- How flexible and appropriate was the UNDAF in adapting to the major development changes in the country?
- To what extent and in what way have national capacities been enhanced in government, civil society and NGOs?
- Have complementarities, collaboration and /or synergies fostered by UNDAF contributed to greater sustainability of results of Donors intervention in the country?
- To what extent has institution-building and institution-strengthening taken place in human rights and gender equality terms?

For the purpose II (To assess the process of UN system contribution through the UNDAF to the national priorities and goals)

2.1. To assess the design and focus of the UNDAF i.e. the quality of the formulation of results at different levels i.e. the results chain:

Evaluation Questions

- To what extent is the current UNDAF designed as a results-oriented, coherent and focused framework? Are expected outcomes realistic given the UNDAF timeframe, resources and the planned Country Programmes, projects and programme strategies?
- To what extent were the risks and assumptions addressed by the UNDAF design and later during the implementation of programmes and projects?
- Is the distribution of roles and responsibilities among the different UNDAF partners well defined, facilitated in the achievements of results and have the arrangements largely been respected in the course of implementation?
- Does the UNDAF help achieve the selected priorities defined by national development framework?
- Do the UNDAF and Country Programmes respond to the challenges of national capacity development and do they promote ownership of programmes by national partners?
- To what extent have human rights principles and standards been reflected or promoted in the UNDAF? To what extent and in what ways has a human rights approach been reflected as one possible method for integrating human rights concerns into the UNDAF?
- To what extent and in what ways the concepts of gender equity and equality were reflected in UNDAF (in terms of specific goals and targets set, sex disaggregated data and indicators etc.)
- What gaps exist in human rights and gender equality terms?

2.2. To assess the validity of the stated collective comparative advantage of the UN System in Equatorial Guinea:

Evaluation Questions

- To what extent and in what way have the comparative advantages of the UN organizations been utilized in the national context specifically in relation to other Development Partners active in the country (including universality, neutrality, voluntary and grant-nature of contributions, multilateralism, and the special mandates of UN agencies)?

2.3. To assess the effectiveness of the UNDAF, as a coordination and partnership framework:

Evaluation Questions

- To what extent and in what way has the UNDAF contributed to achieving better synergies among the programmes of UN agencies with an effect on the progress towards the National Development priorities? Has the UNDAF enhanced joint programming by agencies and /or resulted in specific joint programmes?
- Did the UNDAF promote effective partnerships and strategic alliances around the main National development goals and UNDAF outcomes areas (e.g. within Government, with national partners, International Financial Institutions and other external support agencies)?
- Have agency supported programmes been mutually reinforcing in helping to achieve UN-DAF outcomes? Has the effectiveness or programme support by individual agencies been enhanced as a result of joint programming?

2.4. To assess the efficiency of the UNDAF as a mechanism to minimize transaction costs of UN support for the government and for the UN agencies:

Evaluation Questions

- To what extent and in what way has the UNDAF contributed to a reduction of transaction costs for the government and for each of the UN agencies? In what ways could transaction costs be further reduced?
- Were the results achieved at reasonably low/lowest possible cost?
- To what extent have the organisations harmonized procedures in order to reduce transaction cost and to enhance results?

C. PROPOSED EVALUATION METHODOLOGY AND APPROACH FOR THE UNDAF EVALUATION

The UNDAF Evaluation will be conducted in close collaboration with the UN Resident Coordinator's Office, UNCT and national counterparts.

Methodology:

Once the Evaluation Team for the UNDAF evaluation has been selected, a thorough preparatory work should be conducted by the consultants, one international and one local consultant, to define the specific evaluation strategies, data collection methods and required evaluation tools. An Evaluation Plan will be developed accordingly.

Data collection - The UNDAF evaluation will use a multiple method approach, which could include the following: desk reviews of reference material, interviews with relevant stakeholder groups (e.g. government officials, donors, civil society organizations, the private sector and beneficiaries), site visits and surveys.

Stakeholder participation – The UNDAF evaluation will be conducted in a participatory manner, ensuring the involvement of key stakeholders (e.g. government, civil society organizations, beneficiary groups, and donors) in all phases of the evaluation.

Validation - All findings should be supported with evidence. Triangulation will be used to ensure that the information and data collected are valid. A report will be prepared including identified constraints, lessons and challenges in relations to the priority interventions as well as specific recommendations made both to the UNCT and to individual agencies.

Processes:

The evaluation will be conducted in three phases:

Phase 1- Preparation:

- a) Collection of reference material: The UN RC Office in close consultations with UNCT members will compile a list of background material, documents, and reports relevant to the UNDAF evaluation.
- b) Identification and selection of an Evaluation Team: The UNCT will jointly identify and select the appropriate consultants, one international and one local, for the UNDAF evaluation. The UN RC Office will take the lead, jointly with UNCT, in soliciting CVs of consultants available in the country or region.
- c) Development of evaluation strategy and design: Prior to the main data collection phase, the UNDAF Evaluation Team, facilitated by UNCT, will develop an operational plan (an *evaluation plan*), which will include a design matrix, data collection and analysis methods, potential sites for field visits, iv) assess the availability of logistical and administrative support; and v) further identify and collect relevant reference material. This evaluation plan will be shared with the UNRC and the UNCT for approval.

Phase 2 – Conduct of data collection activities and the preparation of the evaluation reports:

- a) Desk review of reference material: The evaluation team is responsible for reviewing the reference documents, reports and any other data and information provided by the UN RC Office.
- b) Main data collection: The evaluation team will conduct data collection activities as guided by the evaluation plan. They will conduct agreed-upon interviews with stakeholders and site visits. At the end of the data collection activities, a meeting will be organized by the evaluation team, led by the evaluation team leader, participated by key stakeholder representatives, to present preliminary findings and obtain feedback from the stakeholders.
- c) Data analysis and reporting: The evaluation team will conduct further data analysis based on all information collected, and prepare a draft evaluation report for the UNDAF Evaluation within three weeks upon completion of the main data collection and analysis activities. The UNDAF Evaluation Team Leader will submit the report to the UNCT.
- d) Review of the draft report and finalization of the report: the draft UNDAF Report will be submitted for factual correction and feedback to key stakeholders, including the Peer Support Group (PSG). The UNDAF Evaluation Team, in consultation with the UNCT, will prepare an audit trail to indicate how the comments were taken into account, and will finalize the UNDAF evaluation report.

Phase 3 - Follow-up:

The UNCT together with the UN RC Office will conduct follow-up activities, as guided by their respective processes and mandates.

In the context of the UNDAF Evaluation:

1. Dissemination of the evaluation findings and recommendations
1. Implementation of a follow-up plan, in particular focusing on the design of a new UNDAF cycle.

D. EVALUATION TEAM STRUCTURE FOR THE UNDAF EVALUATION

The UNDAF Evaluation will be undertaken by a team of one international consultant and one national consultant between July and August 2016 with an indicative time frame of 25 working days.

The international consultant will be the UNDAF team leader and will be assisted by the national consultant. In addition, the UNDAF Evaluation team will receive inputs from UNCT members, particularly through the **UNDAF Evaluation Management Group (Inter Agency Working Group on Programme)**.

E. DURATION OF THE CONSULTANCY

The consultancy is expected to take 25 working days (International consultant: 10 working days onsite and 15 working days offsite; National consultant: 25 working days onsite). The consultancy will start on 1st July 2016 and must be completed by 11th August 2016 with submitting a final report.

F. MANAGEMENT PROCESS

The UNDAF Evaluation Team, led by the UNDAF team leader, will have overall responsibility for producing the UNDAF Evaluation Report and for quality and timely submission of the same Report to the UN RC office and UNCT.

Direct supervision is provided by the **UNDAF Evaluation Task Manager**, a role to be carried out by the Resident Coordinator's Office, responsible for the day to day implementation of the evaluation and the management of the evaluation budget.

The Task Manager reports to the **UNDAF Evaluation Management Group (Inter Agency Working Group on Programme)**. The key roles of the EMG are to ensure that 1) the evaluation process meets UNEG Norms, Standards and Ethical Guidelines and that 2) the evaluation findings are relevant and recommendations are implementable and that 3) the evaluation findings are disseminated and available for use and learning from the evaluation.

The **UNDAF Evaluation Steering Committee (Joint Executive Committee - JEC)** will be chaired by UN RC with the major task to facilitate the process of evaluation and ensuring the adequate data flows with the represented institutions/agencies. The work of the UNDAF Steering Committee will be supported by the Chairs of the UN Theme Groups on data collection in TG specific areas of expertise.

The UNDAF Evaluation will be commissioned and overseen by the UNCT and UNDAF Evaluation Steering Committee. Day-to-day management will be ensured through the RC Office with the support of the UNDAF Evaluation Management Group.

G. BUDGET

The costs of the UNDAF evaluation will be shared among all involved parties including UN Agencies present in Equatorial Guinea and the RC Office, based on the agreement reached within the UNCT.

H. EXPECTED DELIVERABLES

The evaluation team, led by the UNDAF team leader is expected to produce the following deliverables:

- An Evaluation Work Plan, which defines the specific evaluation design, tools and procedures, outlining specific dates for key deliverables;
- An inception report outlining the evaluation team's understanding of the issues under review including a review framework and a detailed work plan. It further refines the overall evaluation scope, approach, design and timeframe, provides a detailed outline of the evaluation methodology;
- A presentation with preliminary findings to be shared in a JEC meeting;
- A first draft report for circulation and identification of factual corrections from stakeholders;
- A second draft report for circulation to the external advisory panel for quality assurance;
- A final review report and presentation.
- Assist UNCT in developing the Plan of Engagement document, based on the agreed UNDAF Roadmap.

I. STRUCTURE¹ OF THE UNDAF EVALUATION REPORT

The report should include the following sections:

Executive Summary (max 2 pages)

1. Introduction (Context and national priorities, goals, and methodology, brief description of the results, limitations)
2. A Reflection on the main findings which considers: (a) the results of the desk review of existing documentation available, and (b) the interviews conducted with Heads of UN Agencies, selected senior programme staff, and selected senior Government officials
 - 2.1. Results by UNDAF Outcomes as outlined in the Government of Equatorial Guinea UN Programme of Cooperation 2013-2016
 - 2.1.1. UNDAF Outcomes: national progress, specific contribution of UN agencies and resources mobilized etc.
3. Partnership and collaboration strategy among UNCT and other donors; and evaluation of the efficiency and effectiveness of UNDAF as a partnership framework
4. Lessons Learned
5. Conclusion
6. Recommendations identifying issues and opportunities to consider in preparing for the next UNDAF 2018-2021

J. QUALIFICATIONS OF THE CONSULTANT – TEAM LEADER

One international consultant, in his role as the UNDAF Evaluation Team Leader, is needed with the following skills and experience:

- Advanced university degree (Masters and equivalent) in development studies, economics, international relations, or related field; PhD an asset.

¹ The UNDAF Evaluation Report should be developed in accordance with the UNEG “Standards for Evaluation in the UN system”, “Norms for Evaluation in UN System and “Ethical Guidelines for Evaluation.” Analysis should include an appropriate discussion of the relative contributions of stakeholders to results. It will consider the evaluation objectives as per *relevance, effectiveness, efficiency and sustainability of results*, as well as the key issues of *design, focus and comparative advantage*.

- 10 years of relevant professional experience is highly desirable, including previous substantive involvement in evaluations and/or reviews at programme and/or outcome levels in related fields with international organizations, preferably in DaO countries.
- Excellent knowledge of the UN system and UN common country programming processes;
- Millennium Development Goals (MDGs), Sustainable Development Goals (SDGs)etc.;
- Specialized experience and/or methodological/technical knowledge, including some specific data collection and analytical skills, particularly in the following areas: understanding of human rights-based approaches to programming; gender considerations; environmental sustainability, Results Based Management (RBM) principles; logic modelling/logical framework analysis; quantitative and qualitative data collection and analysis; participatory approaches;
- Knowledge of the development issue in mid-income countries is an asset;
- Excellent written and spoken Spanish and good knowledge of English or French.
- Excellent report writing skills as well as communication and interviewing skills.

K. QUALIFICATIONS OF THE CONSULTANT - NATIONAL

One national consultant, in his assisting role to the UNDAF Evaluation Team Leader, is needed with the following skills and experience:

- Advanced university degree (Masters and equivalent) in development studies, economics, international relations, or related field;
- 7 years of relevant professional experience is highly desirable, including previous substantive involvement in evaluations and/or reviews.
- Excellent knowledge of the UN system and UN common country programming processes;
- Good knowledge and experience with the national development frameworks, especially
- Millennium Development Goals (MDGs), Sustainable Development Goals (SDGs)etc.;
- Specialized experience and/or methodological/technical knowledge, including some specific data collection and analytical skills, particularly in the following areas: understanding of human rights-based approaches to programming; gender considerations; Results Based Management (RBM) principles; logic modelling/logical framework analysis; quantitative and qualitative data collection and analysis; participatory approaches
- Excellent written and spoken Spanish and good knowledge of English or French.
- Excellent report writing skills as well as communication and interviewing skills.

L. EVALUATION TIMELINE

The evaluation should follow the steps and deliverables as presented in the following evaluation calendar:

Phase I – Preparation	Responsible Parties		Timeframe	
	Lead Party	Other Parties	Begin	End
1.Evaluation Management Group (EMG) and Evaluation Steering Committee (ESC) are established.	UNCT	National Counterparts	June 2016	June 2016
2. Evaluation Task Manager (ETM) is designated.	EMG	UNCT	June 2016	June 2016
3. <u>Drafting of TOR:</u> ETM is responsible for drafting the TOR, in close consultation with EMG and ESC that will validate the final TOR.	ETM	EMG ESC, UNCT	June 2016	June 2016

4. <u>Selection of an Evaluation Team</u> : the EMG will open a bidding process for the recruitment of an Evaluation Consultants based on the agreed upon TOR for the evaluation. The Evaluation Consultants 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 UNCT	ETM	July 2016	July 2016
5. <u>Contracting of Evaluation Team</u> : the ETM prepares a contract with the Evaluation Consultants based on the agreement to conduct the evaluation according to the specifics outlined in the TOR. The contract outlines the responsibilities of the Evaluation Consultants, duration, fees, travel, etc.	ETM	EMG UNCT	July 2016	July 2016
PHASE II - Conduction of the Study	Responsible Parties		Time frame	
	Lead party	Other	Begin	End
1. <u>Briefing of the Evaluation Team</u> : the ETM , in close collaboration with the UNCT members, 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, including the Evaluation Management Group (EMG) , facilitate access to all necessary information.	ETM	EMG UNCT	July 2016	July 2016
2. <u>Development of an evaluation work plan</u> : in consultation with the EMG , the evaluation team, led by the team leader, prepares a detailed work plan outlining specific dates for key deliverables.	Evaluation Team	ETM EMG UNCT	Second week of July 2016	Second week of July 2016
3. <u>Inception Report</u> : 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	ETM EMG UNCT	Second week of July 2016	Second week of July 2016
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 and organisational support.	Evaluation Team	ETM EMG UNCT	Second week of July 2016	Second week of July 2016
5. <u>Preliminary findings</u> : the Evaluation Team , led by the Team Leader, delivers a presentation on the evaluation preliminary findings to the ESC and the EMG	Evaluation Team	ETM EMG ESC	Third week of July 2016	Third week of July 2016
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	ETM EMG	Fourth week of July 2016	Fourth week of July 2016
7. Evaluation Team , led by the team leader, delivers a presentation for the ESC and EMG .	Evaluation Team	ETM EMG ESC	First week of August 2016	First week of August 2016
8. EMG and ESC provide final feedback to the Evaluation Team.	EMG ESC	ETM Evaluation Team	First week of August 2016	First week of August 2016
9. Evaluation Team produces a final report based on the ESC and EMG final feedback.	Evaluation Team	ETM ESC EMG	First week of August 2016	First week of August 2016

Phase III – Follow-up	Responsible Parties		Timeframe	
	Lead party	Other	Begin	End
1. <u>Dissemination of Evaluation Findings</u> : in coordination with EMG , the ETM 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. The report will also be published on the UNCT website and shared with UN DOCO for posting on the UNDG website.	ETM, EMG	UNCT	August 2016	Sept. 2016
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.	ETM EMG	UNCT	Sept. 2016	Oct. 2016
1. <u>Development of the Evaluation Management Response</u> : 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	Oct. 2016	Nov. 2016
2. <u>Follow up of implementation of management response actions</u> : 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	Nov. 2016	Nov. 2016

Annex 1 - Documents for desk review

- Base document for analysis
- UN Country Programme document
- Annual Progress Report 2014
- Annual Progress Report 2015
- Mid-Term Review 2016
- Minutes UNCT Retreat , 2015, 2016
- RC Annual Report 2014, 2015
- + Other documents as required