

Terms of Reference for the Evaluation of UNCDF’s 2018 – 2021 Strategic Framework

November 25th, 2020

1. Background:

The United Nations Capital Development Fund (UNCDF) aims to make public and private finance work for the poor in the world’s 47 least developed countries (LDCs). With its capital mandate and instruments, UNCDF uses official development assistance to propose “last mile” finance models that unlock public and private resources, especially at the domestic level, to reduce poverty and support local economic development.

UNCDF’s Strategic Framework 2018 – 2021¹ sets out a series of objectives and key expected results for its work in support of two overarching development outcomes that articulate UNCDF’s ambition to ‘unlock public and private finance for the poor’ and support ‘enhanced inclusive financial markets and local development finance systems that benefit poor and vulnerable populations’ in the LDCs.

UNCDF’s financing models work through three channels:

- inclusive digital economies², which connect individuals, households, and small businesses to financial eco-systems that catalyse participation in the local economy, and provide tools for people to climb out of poverty and manage their financial lives;
- local development finance³, which capacitates local government through fiscal decentralization, new methods of generating municipal finance, and structured project finance to drive local economic expansion and sustainable development;
- investment finance⁴ to small enterprises and infrastructure projects, which provides catalytic financial structuring, de-risking, and capital deployment to drive SDG impact and domestic resource mobilization.

Promoting gender equality and empowerment of women is a key strategic priority for UNCDF to contribute to the Sustainable Development Goals and is cross-cutting to all its interventions and institutional set-up. Its Strategic Framework 2018 – 2021 particularly targets women and young people, noting that women and young people are disproportionately represented amongst “poor, underserved, and vulnerable populations experiencing sharp inequalities and exclusions in terms of access to finance” and consequently can particularly benefit from public/private investments in infrastructure and enterprise.

¹ <https://www.uncdf.org/strategic-framework-2018-2021>

² For more information, please see: <https://www.uncdf.org/article/4931/global-strategy-leaving-no-one-behind-in-the-digital-era>

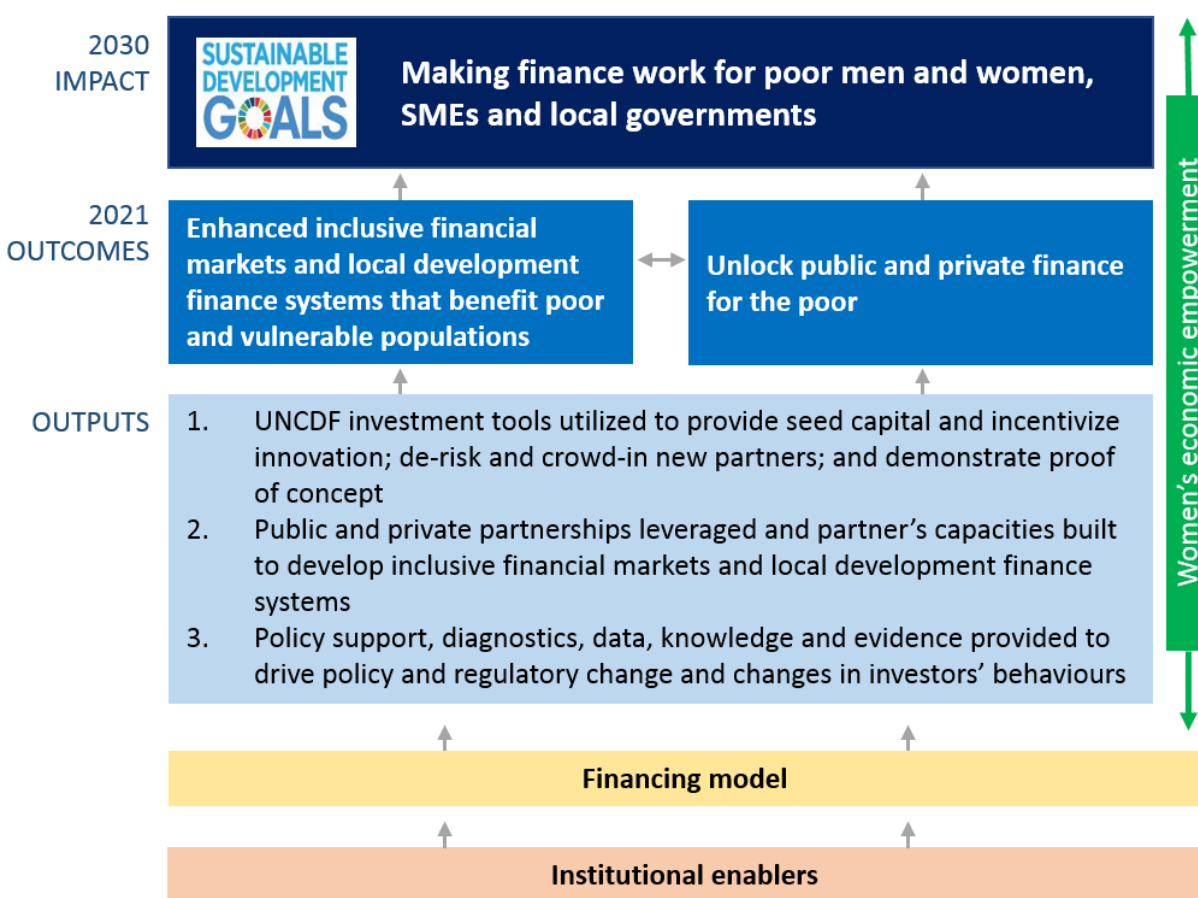
³ For more information, please see: <https://www.uncdf.org/local-development-finance-and-the-sdgs>

⁴ For more information, please see: <https://www.uncdf.org/ldcip>

UNCDF's Strategic Framework

As set out in Figure 1 below, UNCDF's Strategic Framework is structured according to a theory of change that articulates a set of expected 'output to outcome pathways' with progress under each of the two outcomes requiring, and contributing to, progress under the other. For example, the objective of 'building inclusive financial markets' is intended to contribute to helping poor households and SMEs access finance, while 'unlocking public and private finance for local investments' should help build robust local development finance systems. The Strategic Framework is also informed by a dedicated theory of change for gender equality and women's economic empowerment: *the Pathway to Gender Equality and Women's Economic Empowerment 2018 – 2021*⁵ presented below in Figure 2 and by a set of risks and assumptions described in its Annex 3.

Figure 1: UNCDF's high-level theory of change

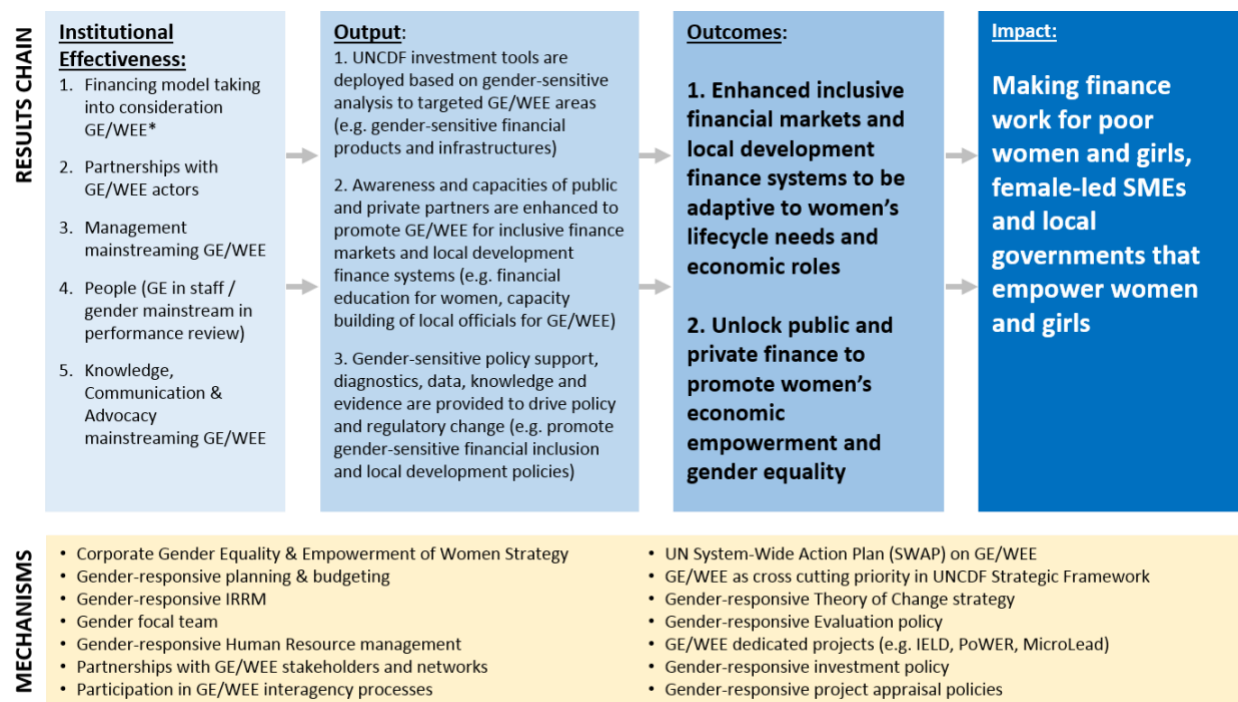


Source: UNCDF Strategic Framework⁶

⁵ https://papersmart.unmeetings.org/media2/18271162/dp2018-5_annex-3.pdf

⁶ This is further developed in Annex 2 of the Strategic Framework which presents results chains for both Outcome Areas and describes how the outcomes are intended to contribute to broader development impacts.

Figure 2: UNCDF’s Pathway to Gender Equality and Women’s Economic Empowerment 2018 – 2021⁷



Source: Annex 3, UNCDF Strategic Framework 2018 - 2021

The Strategic Framework is operationalized into a set of gender-responsive expected development and institutional results and indicators via the broader UNCDF *Integrated Results and Resources Matrix (IRRM)*⁸, which is then further operationalized into a portfolio of programmes and projects across UNCDF’s two programmatic divisions: the Financial Inclusion Practice Area (FIPA); the Local Development Finance Practice Area (LDFPA) which is supported in channeling finance to UNCDF partners by a third division: the Least Developed Country Platform (LDCIP).

The Strategic Framework also sets out a series of three institutional enablers – in the areas of 1) human resources, 2) management and 3) UNCDF’s work around knowledge, thought leadership, communications and advocacy – which are intended to ensure that UNCDF has the systems, staff and tools to deliver the results that are set.

2. Evaluation Objectives and scope

The evaluation of UNCDF’s Strategic Plan 2018 – 2021 is being conducted in accordance with UNCDF’s Evaluation Plan 2018–2021, and in line with UNDP’s Evaluation Policy (to which UNCDF is party), which sets out a number of guiding principles for evaluation in the organization following the Norms and

⁷ https://papersmart.unmeetings.org/media2/18271162/dp2018-5_annex-3.pdf

⁸ https://www.undp.org/content/dam/undp/library/corporate/Executive%20Board/2019/Annual-session/dp2019-18_UNCDF%20IRRM%202018.docx

Standards of the United Nations Evaluation Group (UNEG). Amongst the norms that the Policy seeks to uphold, the most important are that evaluation exercises be conducted by independent experts, and that they provide technically and methodologically credible findings that are useful, and can support the strategic learning and accountability objectives of UNDP and its associated agencies, including UNCDF.

The **purpose of the evaluation** is to strengthen UNCDF's accountability to its key development partners, including the Executive Board; support the development of the next Strategic Framework 2022 – 2025; and enable organisational learning. The evaluation will also look closely at UNCDF's performance against the gender strategy embedded into its Strategic Framework and is intended to fulfil the requirements of the evaluation performance criterion under the UN's System-Wide Action Plan on gender equality and women's empowerment (SWAP).⁹ The primary users of the evaluation are UNCDF staff at all levels and UNCDF's Executive Board.

The **general objectives** of this evaluation are to:

- Generate evaluative evidence concerning the performance of UNCDF against the objectives and expected results of its Strategic Framework 2018 – 2021
- Assess UNCDF's organizational and programmatic performance in promoting gender equality and women's economic empowerment in the countries where UNCDF operates and in line with the objectives of the UN System-Wide Action Plan for Gender Equality and Women's Empowerment (SWAP).

The evaluation has been designed with the following **specific objectives**:

- To assess the relevance, coherence, efficiency, effectiveness and sustainability of UNCDF's organizational and programmatic work under its Strategic Framework 2018 – 2021, and in line with the objectives of UNCDF's gender strategy;
- To validate and explore further - on the basis of existing evaluative and programmatic evidence - UNCDF's contribution to making finance work for the poor – including women and girls - across a sample of programmes in its portfolio under the current Strategic Framework 2018-2021;
- To provide evidence-based and actionable recommendations to inform the drafting of the new Strategic Framework.

The **scope** of the evaluation is aligned with the overall objective of UNCDF's 2018 - 2021 Strategic Framework to make finance work for inclusion for men and women and for girls and boys, in collaboration with UNDP and other United Nations partners, and specifically UNCDF's objective to support the expansion of inclusive financial markets and local development finance systems that help unlock public and private finance at the local level in the Least Developed Countries.

⁹ The UN SWAP specifically requires signatories to conduct a corporate or institutional gender evaluation every five to eight years. More specifically, the evaluation should look at how UNCDF has used the Strategic Framework (SF), its GE/WEE pathway annexed to the Strategic Framework, and UNCDF's gender strategy (GS) to promote gender equality in UNCDF at the technical, policy and organizational levels within the organization. Please see Box 1 for more information.

It will cover two distinct but inter-linked results areas: i) the expected **programmatic** results and ii) the expected **institutional** results for UNCDF that are set out in the Strategic Framework and the accompanying Integrated Results and Resources Matrix.

The evaluation is also intended to cover the requirement for UN entities to commission periodic evaluations of their gender policies and strategies under the UN SWAP. For more information, please see box below:

Box 1: Gender mainstreaming and the UN SWAP 2.0¹⁰

As the international community recognized the necessity to integrate gender equality in the ‘mainstream’ of activities rather than address it as an ‘add-on’ activity it was, a strategy for gender mainstreaming (GM) - described by the UN’s ECOSOC as: ‘the process of assessing the implications for women and men of any planned action, including legislation, policies or programmes, in all areas and at all levels ’ - was established in 1995 with the *Beijing Platform for Action*. Responding in 2006 to a request from ECOSOC for a gender mainstreaming accountability mechanism within the UN system, the UN Chief Executives Board (CEB) endorsed a System-wide Policy on Gender Equality and the Empowerment of Women. The resulting UN-System Wide Action Plan (UN-SWAP), agreed in 2012 and coordinated by UN Women, is the accountability framework which for the first time has enabled gender issues to be mainstreamed systematically and measurably across all major institutional functions of the UN system entities. Upon expiry of the initial UN-SWAP duration, a second generation (UN-SWAP 2.0) was developed with widespread consultation across UN system entities and launched in 2018. It updated and expanded UN-SWAP 1.0, building refinements and lessons learned, as well as aligning it with the 2030 Agenda with a focus on results.

3. Approach and methodology

The evaluation should be transparent, inclusive, participatory and utilisation-focused. The overall methodology will be organized following a theory-based approach reflecting UNCDF’s theory of change set out in the Strategic Framework and its accompanying annexes. The proposed evaluation questions (which may be adjusted and/or refined during the inception phase) are framed overall by the UN/OECD DAC evaluation criteria and evaluators should draw upon a number of mixed methods (quantitative and qualitative) data to answer the evaluation questions. The overall methodology will be based on three concrete pillars:

- UNCDF’s theory of change set out in UNCDF’s Strategic Framework 2018 – 2021 and how this have been operationalized into a set of gender-focused expected results in the revised 2018 – 2021 *Integrated Results and Resources Matrix* and as well as in the programme and project documents across UNCDF’s portfolio of interventions;

¹⁰ For more information, please see: <https://www.unwomen.org/en/how-we-work/un-system-coordination/promoting-un-accountability>

- An evaluation matrix, grouping key evaluation questions and sub-questions by broad UN/OECD DAC evaluation criteria generating analysis at different levels of UNCDF’s results chain: and notably in terms of the relevance, efficiency, effectiveness and likely sustainability of UNCDF’s work;
- A data collection and analysis toolkit for the evaluation describing the quantitative and qualitative primary and secondary data collection tools that will be deployed to generate, collect and analyse data to answer the evaluation questions.

a. UNCDF Theory of Change

The high-level theory of change set out in Figure 1 is supported by a more detailed theory of change presented in Annex 2 to the Strategic Framework¹¹. This includes detailed results chains supporting the achievement of Outcome 1, which targets ‘enhanced inclusive financial markets and local development finance systems that benefit poor and vulnerable populations’ and Outcome 2, which aims at ‘unlocking public and private finance for the poor. These are further operationalised into a set of expected results and targets in the Integrated Results and Resources Matrix in Annex 1.

UNCDF’s theory of change is also backed up by a set of assumptions and risks at the output, outcome and impact levels. In finalising the analytical framework for the evaluation during the inception phase, it will be important that these assumptions and risks are incorporated into the evaluation matrix.

b. Evaluation Questions

The specific focus of the evaluation questions will be finalised in the inception report in the form of an evaluation matrix that will respond to the specific expectations for the evaluation from UNCDF’s senior managers and key stakeholders. In general, the evaluation should examine the results that have been achieved or expected to be achieved under the Strategic Framework, including UNCDF’s progress against its gender strategy. The evaluation will also attempt to understand what worked and what did not work regarding planning, implementation and processes related to the Strategic Framework.

Below are a set of draft questions that should help bidders propose a methodology for the evaluation.

Evaluation Criterion	Evaluation Questions
Relevance and Coherence	<ul style="list-style-type: none"> • How well has the Strategic Framework positioned UNCDF to respond to the 2030 Agenda and to the UN’s evolving development finance architecture? • How well has the Strategic Framework supported the planning of UNCDF’s programmatic work to unlock public and private finance for the poor in LDCs? • How relevant has UNCDF’s support to gender mainstreaming and women’s empowerment been to the needs of its partner countries and how

¹¹ <https://www.uncdf.org/strategic-framework-2018-2021>

	<p>consistent has it been with UNCDF’s mandate to unlock public and private finance for the poor in the LDCs?</p> <ul style="list-style-type: none"> • How relevant has UNCDF’s Gender Strategy been in supporting the mainstreaming of gender equality and women’s empowerment within UNCDF in line with the priorities of the System-Wide Action Plan 2.0?
Efficiency	<ul style="list-style-type: none"> • To what extent have UNCDF resources been used efficiently in delivering the expected results of the Strategic Framework? • How efficient is coordination and collaboration, specifically management arrangements, at the global and country levels, in supporting the implementation and results achievement of the Strategic Framework? • How well are the priorities and mechanisms of UNCDF’s support to gender mainstreaming and women’s empowerment embedded in UNCDF policy and programme development and implementation (for example in programme strategy, programme implementation and results monitoring systems)? • How adaptable has UNCDF proven to be to the requirements of the COVID global emergency in its partner countries?
Effectiveness	<ul style="list-style-type: none"> • How effective has UNCDF been in achieving the expected outcomes of its Strategic Framework? • How have UNCDF’s different partnerships and stakeholder relationships contributed to the outcomes of the Strategic Framework? • To what extent has UNCDF programming contributed to gender responsive and transformative results in its partner organisations, and in the broader policy and market systems in which UNCDF is active?
Sustainability	<ul style="list-style-type: none"> • How sustainable is UNCDF’s work at the level of markets and policy systems likely to be? • How sustainable is UNCDF’s work at the partner level (local governments, inclusive finance partners, MSMEs, regulators and national decision makers) likely to be? • How sustainable are the results from UNCDF’s gender strategy likely to be? Which organisational level results, if any, are not likely to be sustained without continued investment, either technical, financial, or through other activities?
Cross Cutting Issues	<ul style="list-style-type: none"> • To what extent has the Strategic Framework enabled the incorporation of core ‘leaving no one behind’ principles in UNCDF’s work, such as human rights, gender equality, and equal opportunities for people with disabilities and marginalised groups?

	<ul style="list-style-type: none"> To what degree was the UNCDF Strategic Framework sufficiently flexible and adaptable to address the challenges caused by the global COVID – 19 crisis?
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c. Methodology and data sources

Within the broader framework of a theory-based evaluation design, the methodological approach for the evaluation should combine both synthesis of existing secondary data documenting and reporting UNCDF’s performance at different stages of the planning and implementation cycle of the Strategic Framework, as well as generation of new primary data to answer the evaluation questions. Interested bidders are requested to propose a set of mixed method data collection and analysis techniques that can answer the evaluation questions in a cost-effective manner and in full respect of UN standards for gender-responsive collection and analysis of data.

Examples of data collection techniques could include desk review, group interviews/focus groups, individual key informant interviews and surveys. Anonymity and confidentiality should be ensured throughout the process and when reporting in the final evaluation report. An important source of additional data will be evaluations completed by UNCDF’s Evaluation Unit over the period 2018 – 2020 which have been subject to external quality assessment by the Independent Evaluation Office.¹²

In line with the second objective of this evaluation to assess UNCDF’s performance in implementing its Gender Strategy, an important source of secondary quantitative and qualitative data will be UNCDF’s annual submissions to the UN-SWAP 2.0 reporting exercise - coordinated by UN Women - and organized according to the 17 system-wide performance indicators.

4. Management and Stakeholder Engagement

Management of the evaluation

In line with the organisational set up for evaluation in UNCDF, the Evaluation Unit – reporting directly to the Executive Secretary of UNCDF and working with a team of specialised, independent evaluators - is responsible for the management of this evaluation, and for the overall quality of the evaluation report in line with the standards arising from the *UNDP Evaluation Policy*, the *UN Evaluation Group Code of Conduct for Evaluation in the UN System* and *UN Evaluation Group Guidance for Integrating Human Rights and Gender Equality in evaluation*.

To respect the principles of independent evaluation, the evaluation team will be fully responsible for planning and implementing the evaluation and coming up with evidence-based evaluation findings, conclusions and recommendations. The Evaluation Unit will provide substantive and logistical support where necessary.

¹² All completed UNCDF evaluations are published alongside management responses on UNDP’s Evaluation Resource Centre and can be found here: <https://erc.undp.org/evaluation/units/255>

The evaluation team is also responsible for respecting the ethical foundations of evaluation within the United Nations in line with relevant standards, including safeguarding the rights and confidentiality of information providers and taking measures to ensure the secure and transparent management and storage of data collected for the evaluation.

Core Stakeholders

Starting with the inception phase, the evaluation will be managed in a way that ensures that representatives of key internal and external stakeholders - defined as those individuals, groups or entities directly involved in implementing the Strategic Framework or that support UNCDF to conduct its work - are identified and consulted.

Core UNCDF stakeholders include:

- Member States, programme countries and donor countries;
- Partner organisations of the UN system, including UNDP as UNCDF's administering agency, Development Coordination Offices, Resident Coordinator's Offices and other UN organisations with which UNCDF regularly cooperates;
- Central and local governments in the LDCs; public and private sector actors involved in regulating and participating in public and private local development finance systems; actors involved in regulating and participating in inclusive finance systems;
- UNCDF staff and management, including those at HQ and country offices.

To strengthen the independence of the exercise, the Unit will be supported by UNDP's Independent Evaluation Office, which will play a supervisory role at key points in the evaluation exercise.

Advisory Panel

Finally, to support ownership and later utilisation of the report by UNCDF management, the Evaluation Unit will work with an Advisory Panel throughout the evaluation. The Advisory Panel will be made up of representatives of UNCDF's Senior Management Team, UNDP's Independent Evaluation Office and representatives from Member States as appropriate.

The main responsibilities of this Panel are to provide guidance in relation to the evaluation questions, stakeholders and information expected from the evaluation. The Panel will also review the inception report and draft report(s). In line with UN evaluation standards around independence and objectivity, the focus of these reviews should be factual accuracy and quality assurance against the evaluation ToR and the approach agreed for the evaluation in the inception report.

5. Planned timeframe and evaluation deliverables

The timeframe for the evaluation is the period from December 2020 – May 2021. Evaluators will be expected to work from home and conduct most of their data collection work using modern technologies such as Zoom and online data gathering platforms.

The main evaluation deliverable is the evaluation report. It will be drafted according to UNCDF's template for evaluation reports.

It will be important that the evaluation team is available for various dissemination activities of the findings of the report, starting with technical and then policy-level debriefs of emerging and then final evaluation findings. More information on this will be provided during the inception phase of the evaluation.

Milestone plus deliverable	Date
Development of TOR	October – November 2020
Recruitment of independent evaluators	November - December 2020
Inception phase culminating in an inception report	December 2020 – January 2021
Data collection, analysis and synthesis	January 2021 – March 2021
Debriefing/mini-workshop on preliminary findings with identified UNCDF stakeholders	March 2021
Draft and final reports the format for which will be agreed during the inception phase	April – May 2021
Final report submitted to UNCDF management at a HQ debrief	May 15 th 2021
Management response completed and available on Evaluation Resource Center	June 30 th , 2021

6. Duration and location of the work

The evaluation will be undertaken over a period of 50 working days from December 2020 – June 2021. The number of working days available for the assignment overall is equal to 100 days in total.

The evaluation will mainly be conducted from consultants’ home bases, with up to three potential visits to UNCDF’s New York HQ if it is safe to do so and if such a mission is possible within the evaluation schedule.

7. Qualifications of the Team

UNCDF is looking for a company that can provide an evaluation team that combines various expert profiles. These include:

- i) Team Leader and evaluation expert with experience in evaluating the Strategic Plans of international organisations, as well as similar organizational assessment exercises
- ii) two development finance experts with specific expertise and experience in each of UNCDF's two thematic practice areas of local development finance and digital inclusive finance, and knowledge and experience of working with the different investment finance modalities that UNCDF uses to achieve its results (grants, loans, guarantees, technical assistance etc) such as the instruments currently being deployed by UNCDF's LDC Investment Platform
- iii) one gender expert who is knowledgeable about the priorities of the UN's approach to promoting gender equality and women's empowerment across all of its activities, including the UN's System-Wide Action Plan, and the steps being taken by specialized UN agencies to roll out strategies, policies and procedures to meet the objectives of gender-responsive economic development in UNCDF's partner countries

Together the team should have extensive evaluation experience, specifically within the international context and ideally within the United Nations. Knowledge and experience in strategic planning and organisational management are imperative, ideally within the settings of international development organisations with a development finance brief. The evaluation team should also strive for gender balance in its composition and in view of the current constraints linked to COVID should demonstrate experience in implementing evaluations remotely.

7.1 Evaluation Team Lead

We expect the Team Leader for the evaluation to have extensive expertise in designing and managing evaluations of international organisations working in complex policy and institutional settings, and with specific experience of evaluating the results of strategic planning exercises.

The Team Leader should be able to demonstrate the following skills and experience:

- At least 15 years' experience of work within or for international organisations in the area of strategic planning, organizational assessment, evaluation, results-based management or measurement, including experience of managing international evaluation teams and working with virtual and remote data collection techniques
- Extensive knowledge and experience of working with different evaluation methodologies and approaches, including theory-based evaluation, used in international development
- Familiarity and experience with the mandates and operations of development finance agencies working in the international space and/or international organisations working to support (local) economic development in developing countries
- Familiarity with the UN system preferred, including UNDP and UNCDF
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7.2 International development finance experts (2)

The team should include at least two development finance experts with experience and expertise in UNCDF's two thematic areas of specialization: digital financial inclusion and local development finance as mechanisms to unlock public and private finance for the poor in the Least Developed Countries (LDCs) as well as knowledge of, and experience in, deploying the full range of investment finance instruments

that UNCDF has at its disposal (grants, loans, technical assistance and guarantees). Collectively it is expected that the team has the expertise and experience to assess the work of the full range of UNCDF's operations and activities in the areas of local public and private development finance, inclusive finance and investment finance in LDCs.¹³

In more detail, the specific skills and experience sought are in at least some of the following areas:

Financial inclusion

- Technical expertise and experience in designing and managing interventions in the field of digital financial inclusion, financial inclusion diagnostics, and the development of financial inclusion markets in developing countries and LDCs working with a variety of partners such as government regulators, private sector actors as well as financial service providers
- Knowledge of, and experience in applying, good practice in measuring the results of inclusive finance interventions at the level of financial service providers as well as at the level of the markets and policy systems that UNCDF is trying to influence
- Expertise and experience in designing and conducting evaluations in the field of financial inclusion, especially digital, in developing countries; familiarity with approaches used to assess progress in market development in financial inclusion systems
- Knowledge of, and experience with, applying approaches to promote gender equality and women's empowerment in international development interventions targeting financial inclusion

Local Development Finance

- Expertise and professional experience in the fields of local economic development, public finance, inter-governmental fiscal transfer systems and public and private partnerships particularly at the municipal and local levels
- Knowledge and expertise of approaches to international development finance, including experience in designing, managing and assessing the performance of development finance instruments supporting infrastructure development in developing countries at the national and local levels. This experience can include expert knowledge and awareness of different tools and methods to promote and enhance local fiscal systems (including for example municipal finance, knowledge of public-private partnership mechanisms, knowledge of SME financing).
- Technical expertise and experience in supporting interventions to strengthen local government finance and local economic development finance systems in the least developed countries, including evidence of engaging with sub-national layers of government and with the practice of local economic development (such as support to inter-governmental fiscal transfer system, local government revenue systems, public financial management, infrastructure finance and investment at the sub-national level and local economic development activities such as clustering, promoting economic activity with specific social impacts).

Investment financing

¹³ Please see the original ToR for the RfP for more information on the work done by UNCDF and the skills sought to evaluate it.

- Knowledge and experience of the full impact investment management cycle in an international development finance organization including setting objectives, establishing organizational standards on accountability, due diligence, monitoring and transparency, promoting portfolio-level management to ensuring sustainable impact post-investment
- An understanding of the appropriate results measurement frameworks for impact investments including the expected financial and development impacts, and the tools used to measure these results, including standards such as the IFC Impact Management Principles, Impact Management Project, GIIN framework as well as emerging standards around measuring the results of blended finance interventions, among others

7.3 Gender expert

Under the supervision of the Team Leader, the gender expert will be responsible for designing and implementing an approach to assessing UNCDF's performance against its gender policy and strategy as well as the pathways to gender impact set out in Annex to the Strategic Framework. A core task will be to review UNCDF's annual submissions to the System-Wide Action Plan (SWAP) exercise against the thirteen dimensions of performance and conduct additional data collection and analysis to answer the gender-focused questions in the matrix. More broadly, the team will be expected to rely on the *UNEG Guidance on conducting institutional gender evaluations* under the SWAP as guidance. Specific skills and guidance sought include:

- Knowledge and, ideally, experience of supporting the UN's System – Wide Action Plan on promoting gender equality and women's empowerment across all dimensions of the work of UN organisations, and the steps being taken by UN agencies to roll out strategies, policies and procedures to meet the objectives of gender-responsive economic development in UNCDF's partner countries
- Knowledge and experience of approaches to supporting women's economic empowerment through support to local government planning, gender-lens investment work, support to women's micro and small enterprise development as well as gender-focused financial inclusion initiatives
- Knowledge of approaches to support sub-national governments integrate gender responsive into their planning work

8. Selection process

8.1 Selection process and proposal requirements

UNCDF will attempt in the first instance to procure an evaluation from UNCDF's Long-Term Agreement arrangement with a set of pre-selected evaluation firms. Interested bidders should submit a proposal that meets the requirements stated below.

Consistent with the principles of fairness, transparency and best value for money prescribed by the United Nations public procurement rules, UNCDF shall "call-off" the services of the LTA holders based on a process of secondary competition. Under the secondary competition, UNCDF will solicit proposals from the LTA holders, and the firm that presents the proposal that achieves the highest combined technical and financial score will be awarded the call-off in the form of a Purchase Order (PO). The TOR for the call-off shall be attached to the PO.

During the secondary competition, UNCDF will send the TORs to LTA holders and provide a fixed period (two weeks maximum) to submit a technical and financial proposal. The technical proposal should include a proposed methodology for the evaluation - not more than 10 pages - as well as the names, CVs and roles of the evaluation experts proposed to conduct the evaluation. The LTA holder shall endeavor to draw from the pre-approved experts under the LTA to the extent that their expertise matches the requirements of this evaluation, drawing on additional experts as necessary.

UNCDF shall perform a comparative analysis and evaluate the proposals received using the 70:30 method, with 70% of scores going to the technical proposal and 30% to the financial offer. The LTA holder who achieves the highest combined score shall receive the call-off PO and perform the assignment. The comparative analysis of the technical proposal will focus on the appropriateness of the proposed methodology and team to the evaluation terms of reference.

The technical proposal shall consist of:

- A focused proposed methodology, approach and implementation plan for the evaluation (maximum 10 pages);
- Presentation of the proposed evaluation team, drawn from the pre-approved list of experts in the LTA. For team members sourced outside of the pre-approved list, a complete CV and justification for not sourcing from the pre-approved list shall be provided;
- As part of the final stage of the technical assessment, an interview will be conducted for all proposed team members.

The technical proposal will be assessed against the following criteria:

1. Proposed Methodology, Approach and Implementation Plan

Points obtainable

1.1	<p>Appropriateness of evaluation design to the intervention [UNCDF Strategic Framework] being evaluated. This includes but it is not limited to:</p> <ul style="list-style-type: none"> • Appropriateness of the overall methodological approach to an evaluation of this kind and variety of evaluation methods and techniques/lines of evidence being proposed to answer the evaluation questions (including those focused on UNCDF’s gender strategy), bearing in mind the complex nature of the financial and market systems that UNCDF is seeking to influence under its Strategic Framework • Quality and appropriateness of the proposed evaluation matrix, including proposed judgement criteria/performance indicators and different lines of evidence that will be deployed to answer the evaluation questions throughout the matrix • Quality and appropriateness of the data collection strategy to be applied in answering the evaluation questions, including details of the qualitative and quantitative tools that will be used in managing existing secondary data and generating new primary data to answer the evaluation questions. 	175

	<ul style="list-style-type: none"> • Appropriateness of the proposed data analysis strategy, including plans to transform the analysis and aggregation of data into evaluation findings 	
1.2	<ul style="list-style-type: none"> • Extent to which the proposal highlights how the evaluation will meet the requirements of an institutional evaluation of UNCDF's various gender policies and frameworks in line with the UNEG guidelines on evaluating institutional gender mainstreaming linked to the SWAP¹⁴ 	100
1.3	<ul style="list-style-type: none"> • A detailed evaluation work plan for conducting the evaluation, showing the overall time commitment for the evaluation, as well as specific activities and time allocated to each individual team member. 	75
<i>Total Section 1</i>		350

2. Management Structure and Key Personnel

**Points
obtainable**

2.1	<p>Responsiveness of the proposed evaluation team to the team composition set out in the Terms of Reference.</p> <p>In the event that the LTA holder wants to propose the engagement of experts that are not in the pre-approved list of experts in the LTA, the LTA holder shall : (a) submit a complete CV that UNCDF will review; and (b) paying attention to the specific expert profiles being sought in the evaluation ToR, provide a justification as to why an expert outside of the pre-approved list is being proposed. Both documents shall be reviewed by UNCDF and shall be considered in the determination of rating of the Technical Proposal.</p> <p>In case where the non pre-approved proposed experts do not meet the requirements as set-out both in the LTA scoring grid and call-off terms of reference, UNCDF reserves the right to request submission of CVs that meet the both those sets of criteria</p> <p>The specific expert profiles include:</p> <p>i) 1 Team Leader and evaluation expert with experience in evaluating Strategic Plans of international organisations</p> <p>ii) 2 development finance experts with specific expertise and experience in each of UNCDF's two thematic practice areas of local development finance and digital inclusive and knowledge of the different development finance modalities that UNCDF uses to achieve its results (grants, loans, guarantees, technical assistance etc)</p> <p>3) 1 gender expert with experience in international development finance as applied to gender equality and women's economic empowerment initiatives and who is ideally knowledgeable about the UN's System-Wide Action Plan and the steps being taken by UN</p>	350
		130
		130
		90

¹⁴ <http://www.uneval.org/document/detail/2133>

agencies to roll out strategies, policies and procedures to meet the objectives of gender-responsive economic development in UNCDF's partner countries	
<i>Total Section 2</i>	350

Only firms totaling > 490 points out of 700 points during the first step of the technical evaluation will be invited to the interview.

3. Interview

Points obtainable

3.1	Clarity of presentation and understanding of the proposed methodology and evidence of clear division of labour within the team	150
3.2	Quality of responses to follow up questions during the interview	150
<i>Total Section 3</i>		300

9. Impartiality requirements

We take the opportunity to remind potential bidders that in line with UN norms and standards for evaluation, the ability of the evaluation team to conduct an independent and impartial evaluation is a pre-requisite. With this in mind, interested bidders should ensure that members of the proposed evaluation team have not had previous experience of working with UNCDF in the implementation of its 2018 – 2021 Strategic Framework nor that they have any plans to do so in the remaining year of its implementation.

10. Price and schedule of payments

The technical proposal cannot include any information on costs. The financial proposal should provide a detailed costing for the scope of work and deliverables described for the above-mentioned evaluation. The Financial Proposal should list all major cost components associated with the services and a detailed breakdown of costs, including fees, travel costs, per diem etc). All outputs and activities described in the offer must be priced separately on a one-to-one correspondence.

Any output and activities described in the offer but not priced in the Financial Proposal shall be assumed to be included in the price of other activities, or items, as well as in the final total price.

Schedule of payments:

- 30% of the contract upon submission of the finalized Evaluation Plan
- 35% of the contract upon submission of the draft evaluation report

- 35% of the contract upon approval of the final evaluation report and completion of final HQ debriefing

Annex 1. Quality Grid for UNCDF Evaluations

Following UNDP’s Evaluation Policy, to which UNCDF is party, all external evaluations commissioned by UNCDF’s Evaluation Unit are subject to external quality control by UNDP’s Independent Evaluation Office. Bidders are requested to respect the elements of this quality assessment tool in coming up with their proposed approach for the evaluation. Full details of previous UNCDF evaluations can be found here: <https://erc.undp.org/evaluation/units/255>

TOR and Design (Weight 15%)
1. Do the Terms of Reference clearly outline the focus for the evaluation in a logical and realistic manner?
2. Do the Terms of Reference detail timescales and budgets for the evaluation?
3. Does the TOR clearly outline the evaluation's planned approach?
4. Is the proposed outline of the evaluation approach and methodology clearly detailed in the ToR?
5. Does the ToR request the evaluator to include gender and vulnerable group issues within the evaluation?
Report and Methodology (Weight 30%)
STRUCTURE
1. Is the evaluation report well-balanced and structured?
2. Does the Evaluation report clearly address the objectives of the evaluation as outlined in the ToR?
METHODOLOGY
3. Is the evaluation's methodological approach clearly outlined?
4. Is the nature and extent of the project/ programmes stakeholders or partnerships and their role and involvement in the project/ programme explained adequately?
5. Does the Evaluation clearly assess the level of RELEVANCE of the intervention?
6. Does the Evaluation clearly assess the level of EFFECTIVENESS of the intervention?
7. Does the Evaluation clearly assess the level of EFFICIENCY of the intervention?
8. Does the Evaluation clearly assess the level of SUSTAINABILITY of the intervention?
DATA COLLECTION
9. Are data collection methods and analysis clearly outlined?
10. Is the data collection approach and analysis adequate for scope of the evaluation?
11. Are any changes to the evaluation approach or limitations in implementation during the evaluation mission clearly outlined and explained?
REPORT CONTENT
12. As relevant, does the evaluation draw linkages to the UNDP country programme strategy and/ or
13. As relevant, does the evaluation draw linkages to related National government strategies and plans in the sector/ area of support?
14. Does the evaluation detail programme/ project funding and provide funding data?

15. Does the evaluation include an assessment of the projects M&E design, implementation and overall quality?
16. Are all indicators in the logical framework assessed individually, with final achievements noted?
Crosscutting (Weight 15%)
1. Are human rights, disabilities, minorities and vulnerable group issues addressed where relevant?
2. Does the report discuss poverty/ environment nexus or sustainable livelihoods issues, as relevant?
3. Does the report discuss disaster risk reduction and climate change mitigation and adaptation issues where relevant?
4. Does the report discuss crisis prevention and recovery issues, as where relevant?
5. Are the principles and policy of gender equality and the empowerment of women (GEEW) integrated in the evaluation scope and indicators, as relevant?
6. Does the Evaluation's Criteria and Evaluation Questions specifically address how GEEW has been integrated into the design, planning, implementation of the intervention and the results achieved, as relevant?
7. Are gender-responsive Evaluation methodology, Methods and tools, and Data Analysis Techniques selected?
8. Do the evaluation findings, conclusions and recommendation take gender equality and the empowerment of women (GEEW) aspects into consideration?
9. Does the evaluation draw linkages to the SDGs and relevant targets and indicators for the area being evaluated?
Evaluation Findings, Conclusions and Recommendations (Weight 40%)
FINDINGS AND CONCLUSIONS
11. Are any changes to the evaluation approach or limitations in implementation during the evaluation mission clearly outlined and explained?
REPORT CONTENT
12. Does the evaluation draw linkages to the UNDP country programme strategy and/ or UNDAF?
13. Does the Evaluation draw linkages to related National government strategies and plans in the sector/ area of support?
14. Does the evaluation detail programme/ project funding and provide funding data?
15. Does the evaluation include an assessment of the projects M&E design, implementation and overall quality?
16. Are all indicators in the logical framework assessed individually, with final achievements noted?
Crosscutting (Weight 15%)
1. Are human rights, disabilities, minorities and vulnerable group issues addressed where relevant?
2. Does the report discuss poverty/ environment nexus or sustainable livelihoods issues, as relevant?
3. Does the report discuss disaster risk reduction and climate change mitigation and adaptation issues where relevant?
4. Does the report discuss crisis prevention and recovery issues, as where relevant?
5. Are the principles and policy of gender equality and the empowerment of women (GEEW) integrated in the evaluation scope and indicators, as relevant?

6. Do the Evaluation Criteria and Evaluation Questions specifically address how GEEW has been integrated into the design, planning, implementation of the intervention and the results achieved, as relevant?
7. Are gender-responsive Evaluation methodology, Methods and tools, and Data Analysis Techniques selected?
8. Do the evaluation findings, conclusions and recommendation take gender equality and the empowerment of women (GEEW) aspects into consideration?
9. Does the evaluation draw linkages to the SDGs and relevant targets and indicators for the area being evaluated?
Evaluation Findings, Conclusions and Recommendations (Weight 40%)
FINDINGS AND CONCLUSIONS
1. Does the evaluation report contain a concise and logically articulated set of findings?
2. Does the evaluation report contain a concise and logically articulated set of conclusions?
3. Does the evaluation report contain a concise and logically articulated set of Lessons learned?
4. Do the findings and conclusions relate?
5. Are the findings and conclusions supported with data and interview sources?
6. Do the conclusions build on the findings of the evaluation?
7. Are risks discussed within the evaluation report?
RECOMMENDATIONS
8. Are the recommendations clear, concise, realistic and actionable?
9. Are recommendations linked to Country Office outcomes and strategies and actionable by the CO?