



Terms of Reference

Evaluation of United Nations Development Assistance Framework (UNDAF) 2018-2022

1. Introduction

In collaboration with the Government of Kenya as key implementing partner, the UN country team plans to undertake an evaluation of the UNDAF 2018-2022, which will essentially inform the next UNDAF/cooperation framework and UN agencies' Country Programmes for the period 2018-2027. The Evaluation will adopt an independent, participatory, and consultative system-wide approach that will contribute transparency, objectivity accountability, and collective learning.

Building on the annual reviews and reports that have been generated over time, the evaluation will be guided by UN evaluation guidelines (UNEG) and criteria of Evaluation. Government counterparts through the various line ministries will be key partners to the evaluation, contributing data from national systems and validation evaluation results. The primary users of the UNDAF evaluation will be the UN Country Team and its partners, i.e. the Government, development partners, civil society and relevant stakeholders participating in the UN-supported programmes.

2. Country Context and UNDAF highlights

The Kenya United Nations Development Assistance Framework (UNDAF) 2018-2022 is the instrument that articulates commitment of the United Nations (UN) to support the people of Kenya realize their development agenda and attainment of Sustainable development Goals (SDGs). The UNDAF is a partnership and accountability framework that guides UN's advocacy and resource mobilization efforts in supporting attainment of the SDGs and 2030 Agenda for the country.

The UNDAF was developed in consultation with the Government of Kenya as the key implementing partner among other stakeholders, ensuring close collaboration with Government, national ownership, and alignment to national development priorities. The UNDAF is anchored on the countries blueprint for development the Vision 2030, Medium-Term Plan III (MTP 2018-2022), national priorities outlined in the Big Four Agenda and the Sustainable Development Goals (SDGs) localization process.

The UNDAF was informed by an independent, and objective Common County Analysis (CCA), which identified the key bottlenecks and opportunities for achieving the SDGs at the country level. The CCA was elaborated in close consultation with Government and other key national and international stakeholders, including inter-governmental actors and global/regional financial institutions. The UN in Kenya further reviewed the CCA in 2019 and is currently undergoing further review to inform the ever-changing environment.

The UNDAF has three Strategic Priority Areas that are aligned with the three Pillars (Political, Social and Economic) of the Government's Vision 2030 : 1) Transformational Governance encompassing respect for the rule of law, improved security, and effective implementation of devolution, 2) Human capital development comprised of education ,training and learning, health, Multi-sectoral HIV and AIDS response, access to safe water and sanitation, social protection ,gender based violence and violence against, access to adequate housing and strengthening capacities for addressing disaster and emergencies and 3) Sustainable and inclusive growth focusing on a competitive and sustainable economic growth that is increasingly resilient, green, inclusive, equitable, and creating decent jobs and quality livelihoods for all. The outcomes will support the Government to accelerate the economic transformation of Kenya contribute to an empowered, productive, and healthy nation.

The UNDAF 2018 – 2022 results framework has 14 outcomes that will contribute to the 3 long-term strategic priorities of the UN, towards realization of SDG's, Kenya's Vision 2030 and the Big Four agenda. "Leave No One behind" is the core programming principle of the UNDAF, underpinned by three other principles: 1) human rights, gender equality and women's empowerment; 2) sustainability and resilience; and 3) accountability.

The UNDAF is implemented by the UN agencies in partnership with the Government of Kenya as the key implementing partner among other key stakeholders, working through the joint and flagship programmes. UNDAF strategic results groups led and chaired by heads of agencies provide oversight during implementation of the UNDAF, providing leadership, coordination, monitoring, reporting and communication of results. Implementation of the framework is guided by 1-year annual costed Annual Workplans, reviewed at the end of each year informing future. The initial workplan for 2018-2019 was signed together with the UNDAF in June 26th by both the UN and the Government. Consequent workplans were further signed in 2019 and 2020 workplan.

Monitoring of the UNDAF, is anchored on the results framework indicators that are aligned to the SDGs. Quarterly and thematic reviews at the strategic results group level provide a platform for progress monitoring while annual reviews bring together key stakeholders focusing on decision making and recommendations for the annual planning processes. UN in Kenya has adopted UNINFO, an online global platform for planning, monitoring, and reporting UNDAF outcomes and investments towards realization of the SDGs at national and county level. With this tool the strategic results groups monitor, and report progress of the indicators, baselines and targets as outlined in the UNDAF results framework.

3. Objectives and scope of the evaluation

Objectives

Using the initial UN common country assessment (CCA) , UNDAF theory of change and targets outlined in the results framework as a benchmark, the evaluation will assess whether expected results have been achieved, if other unintended results are observed, and whether the cooperation framework has made coherent, sustainable and cost-efficient contribution to collective UN system outcomes and national development processes to achieve the 2030 Agenda.

The Evaluation will further enable the UN Country Team in Kenya (UNCT) to assess the extent to which the UNDAF guiding principles and approaches in terms of both process and results have been realized. The evaluation will focus on a critical inquiry and learning process to improve future performance while informing the visioning exercise, UNCT configuration, theory of change and the strategic prioritization process of the next Cooperation Framework cycle.

The overall objective of the evaluation is to assess relevance of the UNDAF, results achieved, the processes that have led to realization or non-achievement of results and the collective comparative advantage of the UN system in the country. Given the UN mandates on human rights and gender equality and their inclusion as key programming principles for UNDAF, a main objective of the evaluation will be an assessment of the Human Rights-Based Approach (HRBA), including gender equality, within its key objective as well as the other programming principles: results-based management (RBM), environmental sustainability and capacity development. Specific focus will be on vulnerable groups towards realization of leave no one behind.

Specifically, the UNDAF evaluation will:

- Assess how UNDAF strategic intent has been taken forward by UN agencies in Kenya and outline the factors that have affected or contributed to the UN agencies working together, delivering as one, and within the UN 2017 reforms dispensation

- Assess contribution made by the UN in the framework of the UNDAF to national development priorities and results
- Identify the factors, challenges, risks, working arrangements among others that have affected UNCT's contribution outlining enabling factors and bottlenecks towards realization of agenda 2030
- Generate a set of, forward-looking, and actionable recommendations logically linked to the findings and conclusions, and identify lessons learnt to improve the strategies, implementation mechanism, and management of the next UN sustainable cooperation development framework (UNSCDF) for Kenya.

The objectives will be guided by a set of evaluations questions outlined below. The evaluation questions will be further analysed and finalised at the inception phase of the Evaluation and as part of the evaluation framework, guided by the evaluation steering (reference group).

Scope

Considering that the UNDAF represents the UN approach and framework for supporting national development priorities in Kenya, the evaluation will focus on the UNDAF outcomes as outlined in each of the 3 UNDAF Strategic Result Areas and the low-level results at output level. While the relevance and efficiency criterion will cover the whole UNDAF approach, the effectiveness and sustainability criteria will focus on the UNDAF Outcomes and outputs. The evaluation will further focus on the UNDAF programming principles and cross cutting themes including gender equality, human rights, and environmental as elaborated in the evaluation criteria.

As most UN agencies country programmes (CP)s has been implemented under the umbrella of the UNDAF, the UN agencies undertaking evaluations of their country programmes will coordinate their country programme (CP) evaluations with the UNDAF Evaluation. The UNDAF Evaluation will also use results of these CP evaluations and other assessments undertaken during the UNDAF period to highlight the UN agencies contribution to the UNDAF and establish the link between results at output and outcome levels.

The evaluation will cover all the geographical areas as intended areas of coverage and reach by the UNDAF, at least 2-3 field visits will be included as may be required. Given that the UN partners implement the programme at national and county governments level, scope of the evaluation will further include these areas in the sampling frame. Given the limitation of resources and time a guided representative sample will be included, while limiting bias and misrepresentation and inclusion of key stockholders covering both direct and indirect beneficiaries. At the inception phase, the evaluation will undertake a stakeholder mapping to ensure inclusivity of primary and secondary target beneficiaries. The counties to be include in the evaluation will be selected both purposively and randomly ensuring that coverage is representative across the 14 UNDAF outcomes of the 3 strategic results areas and that clusters of counties selected are guided by features such as , geographical zones, income levels among others , to reduce biased analysis .

4. Evaluation criteria and preliminary evaluation questions

Evaluation criteria

The evaluation will be guided by the OECD DAC criteria of evaluation focusing mainly on relevance, coherence, effectiveness, efficiency, impact, and sustainability.

Relevance :This criterion will focus on the extent to which the UNDAF has made a contribution (i) in relation to the issues and their underlying causes and challenges identified by the country assessment undertaken at the beginning of the UNDAF programme cycle and in the context of national development priorities as outlined in Kenya's vision 2030 and Medium Term Plan III and (ii) as a

reflection of the internationally agreed goals, particularly those in the SDGs, and international norms and standards guiding the work of agencies of the UN system and adopted by UN member state.

Effectiveness: This criterion will assess effectiveness of the UNDAF in terms of progress towards agreed UNDAF outcomes, the extent to which (progress towards) the program has achieved the desired outcomes underpinned in the UNDAF strategic priorities and theory of change, focusing on the results achieved both qualitative and quantitative.

Efficiency: This criterion will primarily focus on optimal transformation of inputs into outputs - and the timeliness of the inputs and outputs among others.

Sustainability: The focus will be on continuity, ownership, and extent to which implementing partners and beneficiaries will sustain program results.

Impact: The focus will be on assessing impact of the UNDAF on lives of the poor/vulnerable groups and those left behind, i.e. determine whether there is any major change in UNDAF indicators that can reasonably be attributed to or be associated with UNDAF, notably in the realization of SDGs, national development goals and implementation of internationally agreed commitments and UN Conventions and Treaties.

Preliminary evaluation questions

Each of the evaluation criteria will be further guided by preliminary questions as outline below.

Relevance: To what extent is the UNDAF relevant to addressing national development priorities

1. Do the UNDAF outcomes address vital issues, underlying causes, and challenges identified by the Common Country Assessment?
2. Has the UNDAF results framework been sufficiently flexible to adjust to evolving national policies and strategies such as the County Development Plans, the principles of devolution as outlined in the 2010 constitution of Kenya and the SDGs road map, among other reforms during the current programme cycle? How has the UNDAF responded and remained relevant to emerging humanitarian issues including droughts, Covid-19 pandemic, desert locust infestation, among others? Have the UNDAF outcomes been relevant in terms of internationally agreed goals and commitments, norms, and standards guiding UN system agencies' work (including the SDGs UN human rights treaties, including CEDAW, among others)?
3. To what extent is the UNDAF design as outlined in the results framework relevant, results-oriented, coherent, and focused towards realization of the national priorities?
 - Is it likely that the planned Country Programmes and projects and strategies will lead to the expected UNDAF results? Are expected outcomes realistic, given the UNDAF timeframe and resources?
 - To what extent and in what ways have risks and assumptions been addressed in UNDAF design?
 - Is the distribution of roles and responsibilities among the different UNDAF partners well defined, facilitated in achieving results, and have the arrangements been respected during implementation?
 - Do the Country Programmes and the UNDAF respond to national capacity development challenges and promote ownership of programmes by the national partners?
 - To what extent have human rights principles and standards been reflected or promoted in the UNDAF and, as relevant, in the Country Programmes? 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 are the concepts of gender equity and equality and other cross-cutting issues reflected in programming? Were specific goals and targets set? Has there been effort to produce sex disaggregated data and indicators to assess progress in gender equity and equality? To what extent and how is special attention given to girls' and women's rights and empowerment?
4. To what extent is the comparative advantage of the UN System relevant and in line with the 2017 UN Reforms? To what extent and in what ways have the comparative advantages of the UN organizations been utilized in the national context (including universality, neutrality, voluntary and grant-nature of contributions, multilateralism, and the special mandates of UN agencies)?

Effectiveness: To what extent progress has been made towards the realization of UNDAF outcomes as a contribution to the achievement of SD's and indicators as reflected in the UNDAF monitoring and evaluation performance measurement plan (PM&E plan)?

5. What progress has been made towards the realization of UNDAF outcomes as a contribution to the achievement of SD's and indicators as reflected in the UNDAF PM&E Plan? To what extent and in what ways has special emphasis been placed on strengthening of national capacities, building partnerships, promoting innovations, and the realization of human rights and promoting gender equity and equality?
6. Which are the main factors that have contributed to realization or non-realization of the outcomes? How have risks and assumptions been addressed during implementation of programmes and projects?
7. To what extent and in what has UN support promoted national execution of programmes and / or the use of national expertise and technologies?
8. Assess the effectiveness of the UNDAF as a coordination and partnership framework:
 - To what extent and in what ways has the UNDAF contributed to achieving better synergies among UN agencies' programmes?
 - Has the UNDAF enhanced joint programming by agencies and /or resulted in specific joint programmes? Were the strategies employed by agencies complementary and synergistic?
 - Have agency supported programmes been mutually reinforcing in helping to achieve UNDAF outcomes? Has the effectiveness or programme support by individual agencies been enhanced because of joint programming?
 - Has the UNDAF promoted effective partnerships and strategic alliances around the main UNDAF outcome areas (e.g. national partners including Civil Society, Private sector, and philanthropists International Financial Institutions, among other external support agencies)?

Efficiency: To what extent value for money has been adopted to ensure integrity in program management and implementation

9. How has the program utilized existing local capacities of rights bearers and duty holders to achieve its outcome?
10. How has the UN adhered to partnership principles identified in program document especially on reporting and utilization of funds, avoiding duplication of efforts, evidence of joint resource mobilization strategies among others?

Sustainability: Capacity for program continuity, ownership and engagement of partners, stakeholders, and local institutions

11. To what extent does the program ensure continuity, ownership and that implementing partners and beneficiaries will sustain program results
 - The extent to which the program addresses beneficiary priorities and support local institutions and integration with local social and cultural condition

- Participation of partners in planning and implementation of interventions and capacity of partners to sustain the program results when the program has ended
- Existence of a structured exit strategy that outline a success criteria and plan for continuity of the program. Extent to which such a plan is executed during implementation phase and steps have been taken to ensure that activities initiated by the programs will be completed and continued.

Impact: The extent to which changes that have occurred because of the program be identified and measured.

12. What are the intended and intended, positive and negative, long term effects of the program are?

- The extent to which the program enabled the rights-holders to claim their rights more successfully and the duty holders to perform their duties more efficiently including both formal and informal institutions.
- The extent to which efforts have been successful to prevent and respond to harmful and discriminatory practices.

In addition to the above criteria, the evaluation will focus on.

1. **UN Coordination and Value Addition of Delivering as One** - The extent to which UN Coordination and DaO has created or encouraged synergies among agencies, optimal results, and avoidance of duplication? The extent to which harmonisation measures at the operational level contribute to improved efficiency and results? Factors that facilitated or adversely impacted upon implementation and commitment to the DaO approach.
2. **UN 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 results' chain? Have any shortcomings been realised due to a failure to take account of programming principles during implementation? Were adequate resources allocated to enable the application and implementation of UNDAF programming principles and related results?
3. **Partnerships:** - How well has the UN used its partnerships (with civil society/private sector/local government/parliament/national human rights institutions/gender equality advocates/international development partners) to improve performance?
4. **Risk Mitigation:** - Did the UN undertake appropriate risk analysis and take appropriate actions to ensure that results to which it contributed are not lost?
5. **Responsiveness** - How adequately has the UN during planning and implementation of the UNDAF responded to changes in national priorities and additional requests from national counterparts and shifts caused by major external factors and evolving country context (e.g. natural disaster, elections)?
6. **Coordination:** - To what extent did the UNDAF coordination mechanism promote or challenge delivery

5. Methodology, approach, and quality assurance

The UNDAF Evaluation will be jointly commissioned and managed by the UNCT and the National Government through the joint GOK/UN joint steering committee. The overall approach of the evaluation will be participatory and orientated towards learning and ensuring stakeholder participation throughout the evaluation process. The evaluation will follow UNEG norms and standards for evaluations, as well as UNEG ethical guidelines

A mixed method approach of quantitative and qualitative data collection and analysis including open and semi-structured focused and key informant interviews with key stakeholders, comprehensive review of documents and content analysis (both from the Government on national policies and

strategies as well as from the UN agencies), a synthesis and analysis of data from regular programme monitoring as well as field visits will be adopted throughout the evaluation. A meta-analysis of annual UNDAF results reports, progress reports and data published from UNINFO will form a critical part of the evaluation, providing both quantitative and qualitative data. More precisely, review of indicator reports published from UNINFO outlining progress made on output and outcome level indicators, baselines, and targets, will be used to assess the UNDAF results framework logic and realization of results. UNINFO financial data will in addition provide an analysis of investments and resources used towards realization of UNDAF and SDGs. Further, review of evaluations of agency supported programmes will feed into the analysis.

A mainstreaming approach will be adopted to ensure that cross cutting issues including gender equality and empowerment of women, diversity inclusion and non-discrimination, human rights and environmental sustainability are addressed in data collection and analysis. Interview checklists will include evaluation questions to specifically assess these parameters, further triangulated with document review and UNINFO gender marker and human rights marker reports among others.

The UNDAF is implemented through strategic results groups, that bring together implementing UN agencies and the Government of Kenya counterparts as key stakeholders. Self-assessments through strategic results groups workshops will be held guided by an objective assessment tool to elicit views on a number of the evaluation questions as outlined in the evaluation matrix (Annex 1). These self-assessments will be administered by the evaluation team forming an important pool of cross reference data, information and content that will be used throughout the evaluation for validation and quality assurance purpose.

Stakeholder participation will be sought throughout the evaluation process through meetings and validation workshop that will take place towards the end of the evaluation process. The purpose of the workshop will be to validate and provide further input to the findings, conclusions, and recommendations of the evaluation.

Field visits will be limited, due to constraints related to time and resources provided for the evaluation. However, the evaluation will be largely complimented by a synthesis and analysis of evaluation evidence from existing evaluations of projects/programmes, joint programmes, agency of country programmes among others which are implemented under the UNDAF. Due to Covid 19-social distancing requirements and protocols, engagement will be largely virtual through computer aided devices.

As part of quality assurance, all findings will be supported with evidence. Triangulation will be used to ensure that the information and data collected are valid, reliable and limit bias in data collection and analysis. The evaluation steering committee will be engaged at all stages of the evaluation ensuring consistency with the objectives of the evaluation, ownership of findings and rigor in terms of methodology and analysis of findings. Data collection and analysis will further adopt do-no-harm and ethical principles ensuring that the evaluation is non-discriminatory, adheres to confidentiality and is objective. Appropriate sampling procedures will be adopted to avoid bias during stakeholder mapping and consequent data collection.

The primary users of the UNDAF evaluation will be the UN Country Team and its partners, i.e. the Government, development partners, civil society and relevant stakeholders participating in the UN-supported programmes. The stakeholder mapping will further outline diverse uses for specific partners, which will include informing their engagement strategy with the UN in future.

6. Evaluation process and timeline

The Evaluation will be conducted in a sequence of phases as outlined in the table below and further guided by the timelines indicated in Annex 2 (workplan and indicative time schedule of deliverables). The Evaluation is expected to commence from 1st of August and end in September 30th.

Table 1: Evaluation process

Phase	Specific activities
Preparatory phase.	<ul style="list-style-type: none"> • Development of evaluation terms of reference (TORs) • Establishment of the Evaluation Reference Group (ERG) comprising of members from Government, key stakeholders, and UN Agencies, including outlining their terms of reference. • Recruitment of the evaluation team: The UN resident coordinators (RCO), in collaboration with the UN monitoring evaluation and learning technical working group and the programme management team will take lead in the recruitment process. • Compilation of reference materials and documents to be reviewed
Design phase	<ul style="list-style-type: none"> • Inception meeting with the evaluation team and the UN monitoring and evaluation technical working group, to ensure clarity on the expectations, scope, and the evaluation questions. • Development of the inception report by the evaluation team and presentation of the same to the evaluation steering group/reference group • The inception report will include among others the evaluation theory of change, stakeholder mapping, the final list of evaluation questions and evaluation matrix, the overall evaluation design including sampling procedures, methodology and data collection tools, a detailed description of the data collection plan for the field phase, and the specific responsibilities of each of the team members. • Desk review and content analysis of reference material
Field phase	<ul style="list-style-type: none"> • A self-assessment of progress made by Strategic Result Area (SRAs) groups administered by the evaluation team • Data collection and validation- interviews/group discussions/meetings with stakeholders and field visits.
Reporting phase	<ul style="list-style-type: none"> • At the end of the data collection mission, the evaluation team will provide the evaluation steering group with a debriefing presentation, to validate preliminary findings, conclusions and/or recommendations. • Further analysis and report writing leading to draft report and final reports for further validation including with stakeholders and quality assessment • Final report and submission- to include all comments
Management response, use and dissemination phase	<ul style="list-style-type: none"> • The UNCT, together with the UNRC Office, will conduct follow-up • Evaluation findings and recommendations will be disseminated in collaboration with the UN communications Group (UNCG) • Implementation of a follow-up plan and management response, focusing on the design of a new UNDAF will be developed. The follow-up plan will determine a process for ensuring that lessons learned are incorporated into the next UNDAF/UNSCDF programming cycle

7. Expected deliverables

1. **Inception Report** should include a stakeholder mapping, the final list of evaluation questions and the evaluation matrix, the overall evaluation design, theory of change and methodology,

a detailed description of the data collection plan and a description of the roles and responsibilities of the individual team members. The inception report should be submitted to the RCO and evaluation Reference Group at least 3-5 days before the start of the field phase of the Evaluation. The evaluation team are responsible for final product, but overall responsibility of the output lies with the team leader, who will also make a formal presentation of the inception report to the evaluation steering/reference group (ERG)

2. **Preliminary report** to be presented and discussed with the evaluation reference group at the end of the field phase, synthesizing the main preliminary findings. The evaluation team are responsible for final product, but overall responsibility of the output lies with the team leader.
3. **Stakeholders validation including a power point presentation.** The evaluation team are responsible for final product, but overall responsibility of the output lies with the team leader.
4. **The evaluation report**, which should be based on two draft evaluation reports and one final draft preceding the final report, considering potential comments from the Evaluation Reference Group (ERG), UNCT and input from the stakeholder’s validation workshop. The evaluation report should comprise a standalone executive summary, a set of clear, forward-looking, and actionable recommendations logically linked to the findings and conclusions, and identify lessons learnt. The evaluation team are responsible for final product, but overall responsibility of the output lies with the team leader.

All deliverables will be drafted in English and will be considered the property of the UN. Annex 3 further provides a sample outline of the evaluation report.

8. Workplan and indicative time schedule of deliverables

Annex 2 provides a detailed work breakdown structure, timelines and estimates for realization of UNDAF deliverables. The Evaluation is expected to commence from 1st of August and end in September 30th. The evaluation team will have 2 consultants will work for 45 days spread over 2 months. The assignment will be both home based and in Kenya, as outlined in table 3 of section 10.

9. Management of the evaluation

The UNDAF vvaluation will be commissioned by the UNCT and the Government of Kenya through the UNDAF joint steering committee. Day-to-day evaluation management will be ensured by the RCO data monitoring and reporting officer who will be the evaluation task manager. The evaluation manager will work closely with the UNDAF Joint steering committee secretariate (JSC), the Evaluation Reference Group (ERG) and the UN Monitoring and Evaluation Technical Working Group. Table 2 below outlines the specific roles and responsibilities

Table 2: Management roles and responsibilities

Key Actors	Roles and Responsibilities
UN country team (UNCT) and programme management team (PMT)	<ul style="list-style-type: none"> • Provide timely decision and guidance on critical issues and approvals required during the evaluation process • Approve TOR and final report, timelines and budget provision and allocation • Commission and oversee the Evaluation • Respective UN agencies as members of the UNCT to provide all the relevant and required document information sources the evaluation team requires • The UNCT through the strategic results groups lead by heads of UN agencies coordinate and take part in the evaluation assessment, and other evaluation activities (interviews, meetings, workshops etc.) – bringing together members and GOK implementing partners

	<ul style="list-style-type: none"> • Develop a follow-up plan and management response to the Evaluation and ensure the implementation of committed actions • PMT to provide advisory support and guidance to the UNCT throughout the evaluation process as required • PMT to take part in recruitment of the evaluation team
GOK/UNDAF joint Secretariat/UNDAF CO-chairs	<ul style="list-style-type: none"> • Work closely with UNCT/RCO to make decisions regarding the process • Approve evaluation TOR as members of the evaluation task team/reference group • Support coordination of interviews/debriefing meetings for GOK officers
RC Office /Evaluation manager	<ul style="list-style-type: none"> • Development of the TORs • Facilitate procurement, selection and recruitment of the evaluation team members. • Establish the Evaluation Reference Group • Day-to-day management, quality assurance and coordination of the evaluation process including supervision of the evaluation team • Ensure close communication/coordination with the evaluation team during the whole evaluation process and facilitate communication between the evaluation team and the UNCT/ERG/SSC among others • Provide administrative and logistical support required during the evaluation process including management of the budget and payments • Compile documents for desk review • Work closely with the strategic results groups to set and coordinate meetings, workshops as per the interview schedule • Facilitate dissemination of evaluation reports to stakeholders • Support development and implementation of the UNCT management response and dissemination process
UN Monitoring, Evaluation and learning technical Working Group	<ul style="list-style-type: none"> • Prepare the evaluation terms of reference, working closely with the evaluation manager • Work closely with the Evaluation manager to ensure quality assurance of the evaluation process, including technical support and guidance • Recruitment of the evaluation team • Guide the evaluation process at the design, implementation, and reporting stages • Review draft reports and provide technical input • Support the UNCT/PMT in the development of a management response
Evaluation Reference/steering Group (ERG)	<ul style="list-style-type: none"> • Approval of TORs, inception report, preliminary, draft, and final reports • At the inception and design phase participate and provide guidance as key stakeholders in review of the evaluation methodology, theory of change, stakeholders mapping among others • Help identify the projects to be visited/interviewed etc. • Safeguard the independence and objectivity of the evaluation process and ensure quality of the evaluation
Evaluation Team Leader	<ul style="list-style-type: none"> • Lead and manage the evaluation process in a timely manner as per the detailed work breakdown structure and evaluation terms of reference. • Work closely with the evaluation team member and ensure the expected deliverables are realized at each stage and are of good quality-in response to the evaluation objectives, scope, and preliminary questions

	<ul style="list-style-type: none"> • Provide substantive inputs to the inception report- overall responsibility including presentation to the reference group • Undertake data collection as guided in the evaluation matrix and outlined in the evaluation design and methodology (conducting desk review, interviews, filed missions as required) – working closely with the team member • Provide substantive inputs to the draft and final reports - overall responsibility to the preliminary, draft, and final reports- including incorporating input for stakeholders during validation and report review • Making and preparing power point presentation to the evaluation steering group, stakeholders during validation meetings/workshops
Evaluation Team member	<ul style="list-style-type: none"> • Provide substantive inputs to the inception report • Undertake data collection as guided in the evaluation matrix and outlined in the evaluation design and methodology (conducting desk review, interviews, filed missions as required) • Contribute to the whole evaluation process substantively • Provide substantive inputs to the preliminary, draft, and final report reports - including incorporating input for stakeholders during validation and report review • Making and preparing power point presentation to the evaluation steering group, stakeholders during validation meetings/workshops • The team leader will have overall responsibility and guidance of the assignment and deliverables (inception , preliminary draft and final reports).The team member will co-lead with the team leader during all phases of the evaluation- desk review, data collection, analysis , and reporting) , ensuring team effort and collecting responsibility of the deliverables

Composition and qualifications of the evaluation team and the expected deliverables

The evaluation team will be composed of 2 consultants, the team leader, and an additional team member. The duration of the evaluation will take 45 consecutive working days for each consultant as outlined in the time frame.

Team Leader (International consultant)

- Post-graduate degree in development studies/international development, international relations, political science, governance and public policy, social sciences, or any other related field
- Minimum 10 years’ experience in Evaluation in developing countries
- Documented experience in managing and leading complex UNDAF/UNSCDF evaluations, and a solid understanding on the use of evaluation methodologies
- Usstative knowledge of development issues, especially related to Governance and Equitable Growth/Poverty Reduction, addressed by the UNDAF/UNSCDF, and understanding of the development challenges and sensitivity in Kenya
- Substantive knowledge of Gender and Human Rights issues addressed by the UNDAF; including strong skills and experience in applying with human rights based and gender mainstreaming approaches.
- Demonstrated capacity in strategic thinking, problem solving and policy advice
- Previous experience working in Kenya or similar settings in the region is an advantage

- Strong inter-personal, teamwork and organizational skills
- Excellent presentation and drafting skills, especially writing evaluation reports (Sample reports done from previous evaluations is a mandatory requirement)
- Fluency in written and spoken English is essential

Evaluation Team Member (National consultant)

- Post-graduate degree in gender or human rights studies, social sciences, international relations, political science, Evaluation, international development, or a related subject
- Minimum 7 years' experience in Evaluation in developing countries
- Documented previous experience in undertaking evaluations in the UN system, and a solid understanding on the use of evaluation methodologies, experience in Evaluation of UNDAF/UNSCDF is an added advantage
- Substantive knowledge of development issues, especially related to Governance and Equitable Growth/Poverty Reduction, addressed by the UNDAF, and understanding of the development challenges and sensitivity in Kenya
- Proven experience in understanding of development issues in Kenya; including good understanding of national development priorities
- Substantive knowledge of Gender and Human Rights issues addressed by the UNDAF; including strong skills and experience in applying with human rights based and gender mainstreaming approaches.
- Strong inter-personal, teamwork and organizational skills
- Excellent presentation and drafting skills, especially writing evaluation reports (Sample reports done from previous evaluations is a mandatory requirement)
- Fluency in written and spoken English is essential

Criteria for Evaluating the consultants

Evaluation Criteria for Team Leader

The following criteria will be used to select consultants suitable for the assignment:

Criteria	Weight	Max. Point
	100%	100
Post-graduate degree in development studies/international development, international relations, political science, governance and public policy, social sciences, or any other related field	5%	5
Minimum 10 years' experience in Evaluation in developing countries	20%	20
Documented experience in managing and leading complex UNDAF evaluations, and a solid understanding on the use of evaluation methodologies	40%	40
Substantive knowledge of development issues, especially related to Governance and Equitable Growth/Poverty Reduction, addressed by the UNDAF, and understanding of the development challenges and sensitivity in Kenya	20%	20
Excellent presentation and drafting skills, especially writing evaluation reports (Sample reports done from previous evaluations is a mandatory requirement)	5%	5
Substantive knowledge of Gender and Human Rights issues addressed by the UNDAF; including strong skills and experience in applying with human rights based and gender mainstreaming approaches.	10%	15
Total (Maximum obtainable points)	100%	100

Evaluation Criteria for Evaluation team member

The following criteria will be used to select consultants suitable for the assignment:

Criteria	Weight	Max. Point
	100%	100 points
Post-graduate degree in development studies/international development, international relations, political science, governance and public policy, social sciences, or any other related field	5%	5
Minimum 7 years' experience in Evaluation in developing countries	20%	20
Documented previous experience in undertaking evaluations in the UN system, and a solid understanding on the use of evaluation methodologies, experience in Evaluation of UNDAF is an added advantage	40%	40
Substantive knowledge of development issues, especially related to Governance and Equitable Growth/Poverty Reduction, addressed by the UNDAF, and understanding of the development challenges and sensitivity in Kenya	20%	20
Excellent presentation and drafting skills, especially writing evaluation reports (Sample reports done from previous evaluations is a mandatory requirement)	5%	5
Substantive knowledge of Gender and Human Rights issues addressed by the UNDAF; including strong skills and experience in applying with human rights based and gender mainstreaming approaches.	10%	15
Total (Maximum obtainable points)	100%	100

10. Evaluation budget and payments

The UN Resident coordinator will work with UNDCO to allocate adequate resources for the evaluation, and payments based on the deliverables.

Table 3: payments and deliverables

Deliverable and milestones	Number of working days	Payment ratio
Inception Report	3 days-homebased	20%
Preliminary report to be presented and validation to stakeholders – based on desk review, data collection and analysis.	27 days	40%
The evaluation report, based on two draft evaluation reports and one final draft preceding the final report, incorporating comments from the Evaluation Reference Group (ERG), UNCT and input from the stakeholder's validation workshop.	15 days-home based	30%
Total		100%

10. Documents for Review

The following documents will among others be reviewed during the Evaluation:

1. Kenya UNDAF 2018-2022- <https://kenya.un.org/en/15986-undaf-2018-2022>
2. UNDAF Annual results report 2018-2019- <https://kenya.un.org/en/34343-undaf-annual-results-report-june-2018-june-2019>
3. UNDAF Annual Results Report 2019-2020
4. Covid 19- progress/briefing kits

5. *UN agencies program reviews and evaluations*
6. *Kenya Common Country Assessment 2017- <https://kenya.un.org/en/15983-common-country-assessment-2018-2022>*
7. *Revised Kenya common country assessment 2021*
8. *UNDAF Monitoring and Evaluation Strategy*
9. *Joint programme documents, reviews, evaluations, and other reports*
10. *UNEG Evaluation guidelines and ethical standard - <http://www.unevaluation.org/document/detail/1914>*
11. *Programme criticality reports*
12. *UN Evaluation reports - <http://www.uneval.org/evaluation/reports>*
13. *Government of Kenya Vision 2030*
14. *Government of Kenya 2010 constitution- focus on devolution among other areas especially regarding governance*
15. *Sector strategy plans- specific to the UNDAF strategic result areas and outcomes*
16. *Kenya Medium Term plan III*
17. *Government of Kenya Big 4 Agenda*
18. *United Nations in Kenya Covid- 19 Socio -Economic recovery strategy plan -SERP*
19. *Government of Kenya Economic Recovery Strategy Plan (ERSP)*
20. *Evaluation of Kenya UNDAF 2014-2018*
21. *SDGs Voluntary National Report*

Annexes

Annex 1: Evaluation Matrix

Evaluation Question 1: To what extent is the UNDAF relevant to addressing national development priorities			
Assumptions to be assessed	Indicators	Sources of Information	Methods and tools for data collection
<p>Assumption 1 Do the UNDAF outcomes address vital issues, underlying causes, and challenges identified by the Common Country Assessment?</p>			
<p>Assumption 2 Has the UNDAF results framework been sufficiently flexible to adjust to evolving national policies and strategies such as the County Development Plans, the principles of devolution as outlined in the 2010 constitution of Kenya and the SDGs road map, among other reforms during the current programme cycle? How has the UNDAF responded and remained relevant to emerging humanitarian issues including droughts, Covid-19 pandemic, desert locust infestation, among others?</p>			
<p>Assumption 3 Have the UNDAF outcomes been relevant in terms of internationally</p>			

<p>agreed goals and commitments, norms, and standards guiding UN system agencies' work (including the SDGs UN human rights treaties, including CEDAW, among others)?</p>			
<p>Information and data gathered</p>			
<p>Evaluation Question 2: To what extent is the UNDAF design as outlined in the results framework relevant, results-oriented, coherent, and focused framework towards realization of the national priorities</p>			
<p>Assumptions to be assessed</p>	<p>Indicators</p>	<p>Sources of Information</p>	<p>Methods and tools for data collection</p>
<p>Assumption 1 Is it likely that the planned Country Programmes, projects, and programme will lead to the expected UNDAF results? Are expected outcomes realistic, given the UNDAF timeframe and resources?</p>			
<p>Assumption 2 To what extent and in what ways have risks and assumptions been addressed in UNDAF design?</p>			
<p>Assumption 3 Is the distribution of roles and responsibilities among the different UNDAF partners well defined, facilitated in achieving results, and</p>			

<p>have the arrangements been respected during implementation?</p>			
<p>Assumption 4 Do the Country Programmes and the UNDAF respond to national capacity development challenges and promote ownership of programmes by the national partners?</p>			
<p>Assumption 5 To what extent have human rights principles and standards been reflected or promoted in the UNDAF and, as relevant, in the Country Programmes? 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?</p>			
<p>Assumption 6 To what extent and in what ways are the concepts of gender equity and equality and other cross-cutting issues reflected in programming? Were specific goals and targets set? Was there effort to produce sex disaggregated data and indicators to assess progress in gender equity and equality? To what extent and how is</p>			

special attention given to girls' and women's rights and empowerment?			
Data and information gathered			
Evaluation Question3: To what extent is the comparative advantage of the UN System relevant and in line with the 2017 UN Reforms:			
Assumptions to be assessed	Indicators	Sources of Information	Methods and tools for data collection
Assumption 1 To what extent and in what ways have the comparative advantages of the UN organizations been utilized in the national			
Data and information gathered			
Evaluation question 4: To what extent progress has been made towards the realization of UNDAF outcomes as a contribution to the achievement of SD's and indicators as reflected in the UNDAF M & M&E Plan			
Assumptions to be assessed	Indicators	Sources of information	Methods and tools for data collection

<p>Assumption 1</p> <p>To what extent and in what ways has special emphasis been placed on strengthening of national capacities, building partnerships, promoting innovations, and the realization of human rights and promoting gender equity and equality?</p>			
<p>Assumption 2</p> <p>Which are the main factors that contributed to the realization or non-realization of the outcomes? How were risks and assumptions addressed during the implementation of programmes and projects?</p>			
<p>Assumption 3</p> <p>To what extent and in what ways did UN support promote national execution of programmes and / or the use of national expertise and technologies?</p>			
<p>Assumption 4</p> <p>Assess the effectiveness of the UNDAF as a coordination and partnership framework:</p> <p>To what extent and in what ways has UNDAF contributed to achieving better synergies among UN agencies' programmes?</p>			

<ul style="list-style-type: none"> • Has the UNDAF enhanced joint programming by agencies and /or resulted in specific joint programmes? Were the strategies employed by agencies complementary and synergistic? • Have agency supported programmes been mutually reinforcing in helping to achieve UNDAF outcomes? Has the effectiveness or programme support by individual agencies been enhanced because of joint programming? • Did UNDAF promote effective partnerships and strategic alliances around the main UNDAF outcome areas (e.g. national partners including Civil Society, Private sector, and philanthropists International Financial Institutions, among other external support agencies)? 			
Data and information gathered			
Evaluation question 5: To what extent value for money has been adopted to ensure integrity in program management and implementation			
Assumptions to be assessed	Indicators	Sources of information	Methods and tools for data collection

Assumption 1 How the program has utilized existing local capacities of rights bearers and duty holders to achieve its outcome?			
Assumption 2: How has the UN adhered to partnership principles identified in program document especially on reporting and utilization of funds, avoiding duplication of efforts, evidence of joint resource mobilization strategies among others?			
Data and information collected			
Evaluation question 6: To what extent does the program ensure continuity, ownership and that implementing partners and beneficiaries will sustain program results			
Assumptions to be assessed	Indicators	Sources of information	Methods and tools for data collection
Assumption 1 The extent to which the program addresses beneficiary priorities and support local institutions and integration with local social and cultural condition			
Assumption 2			

Participation of partners in planning and implementation of interventions and capacity of partners to sustain the program results when the program has ended			
Assumption 3 Existence of a structured exit strategy that outline a success criteria and plan for continuity of the program. Extent to which such a plan is executed during implementation phase of the Extent to which such a plan is executed during implementation phase and steps have been taken to ensure that activities initiated by the programs will be completed and continued .			
Data and information gathered			
Evaluation question 7: The extent to which changes that have occurred because of the program be identified and measured			
Assumptions to be assessed	Indicators	Sources of information	Methods and tools for data collection
Assumption 1 What are the intended and intended, positive and negative, long term effects of the program are?			

<ul style="list-style-type: none"> • The extent to which the program enabled the rights-holders to claim their rights more successfully and the duty holders to perform their duties more efficiently including both formal and informal institutions. • The extent to which efforts have been successful to prevent and respond to harmful and discriminatory practices. 			
Documents and information gathered			

Annex 2 : Workplan and indicative time schedule of deliverables

Activities	April	May	June	July	August	September	October	November	December	Jan- Feb 2021
Preparatory phase	X	X	X	X						
Development and approval of the TORs	X	X	X							
Procure and recruit Evaluation team			X	X						
Establish Evaluation Reference Group (ERG)		X	X							
Design phase										
Inception meeting with evaluators, and the UNMETWG					X					
Evaluation team develop the inception report					X					
Evaluators submit and present the inception to ERG					X					
Desk review and content analysis of reference material					X					
Field phase										
Undertake Self-Assessment (At UNDAF strategi results level					X					
Hold interviews, discussions, and briefing, meetings and field visit					X	X				
Reporting and analysis phase					X		X			
Presentation of Preliminary findings /report							X			
Stakeholders validation							X			
Draft and final reports							X			
Management response, use and dissemination phase								X	X	X
Development of Management Response								X	X	X
Dissemination /UNEG/RCO								X	X	X

Annex 3: Proposed evaluation report outline

EXECUTIVE SUMMARY

1.INTRODUCTION

- 1.1 The Kenya Context and National Development Priorities
- 1.2 The 2018-2022 Kenya UNDAF
- 1.3 Kenya UNDAF Final Evaluation

2. MAJOR FINDINGS OF THE KENYA UNDAF EVALUATION

- 2.1 Relevance of the UNDAF
- 2.2 Effectiveness of the UNDAF
- 2.3 Efficiency of the UNDAF
- 2.4 Sustainability
- 2.5 UN Comparative Advantage
- 2.6 Delivering as one Coherence

3. LESSONS LEARNED

4. CONCLUSION

5.RECOMMENDATIONS

SELECT BIBLIOGRAPHY

ANNEXES

- 1 Terms of Reference
- 2 Evaluators' Profiles
- 3 Schedule of Meetings and Deliverables
- 4 List of Persons Interviewed
- 5 Summary of relevant Minutes