### TOR FOR UNDAF EVALUATION CONSULTANT
#### March, 2009

**Azerbaijan**

<table>
<thead>
<tr>
<th>Position:</th>
<th>UNDAF Evaluation Consultant</th>
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<tr>
<td>Duty Station:</td>
<td>Baku, Azerbaijan</td>
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<tr>
<td>Duration:</td>
<td>One month</td>
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<td>Starting Date:</td>
<td>March, 2009</td>
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<tr>
<td>Type of Contract:</td>
<td>SSA</td>
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<td>Direct UN Contact:</td>
<td>UN Coordination Analyst</td>
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### 1. BACKGROUND


In 2004, the UNCT and its partners in the Government and civil society prepared the first United Nations Development Assistance Framework (UNDAF) for Azerbaijan, covering the period 2005-2009. The UNDAF was based on the Government’s State Programme for Poverty Reduction and Economic Development for 2003-2005. The Government and the UN agencies committed to and signed the UNDAF document, thereby enabling the continuation of UN contributions to the Government-led development process. The UNDAF articulates major development challenges and priority areas for UN intervention. Through a collective, coherent, and integrated response to national priorities and needs, the UNDAF has guided UN programming since 2005.

In 2008, the Government of Azerbaijan approved the State Programme for Poverty Reduction and Sustainable Development (SPPRSD) for 2008-2015. The SPPRSD provides an analysis of the development situation in Azerbaijan, a clear statement of national development goals, and an overarching framework within which the United Nations and other partners can ensure that their programming is consistent with national priorities. Also in 2008, the Government and the UN Country Team agreed to extend the current UNDAF through 2010. This decision harmonizes the next UNDAF, covering 2011-2015, with the SPPRSD and the Millennium Development Goals (MDGs), which are also intended to be fulfilled by 2015. The formulation of the next UNDAF will take place during 2009. The next UNDAF will be anchored on the analysis and priorities articulated in the SPPRSD.

The UNCT is currently in the process of preparing its United Nations Development Assistance Framework (UNDAF) Evaluation for the period 2005-2009 which is mandatory in the penultimate year of the UNDAF cycle and represents a joint UN review conducted with national partners to assess the overall results expected from UN cooperation in Azerbaijan, including outcomes and impact.

The UNDAF Evaluation will use standard OECD/DAC criteria (*relevance, effectiveness, efficiency, impact and sustainability of results*) and will be guided with due regard to the UNEG Norms and Standards for Evaluation and UNICEF Evaluation Report Standards, particularly the key issues of *design, focus and comparative advantage* of the UN system, as
the basis for its objectives and key questions, in order to ensure the veracity of the evaluation. The Results-Based Management principles will be applied during the UNDAF evaluation process to ensure that outputs, outcomes and impacts in various areas of UN support -- including analytic and normative work, policy advice, service delivery, advocacy, and capacity development -- ensured the UN contribution to the achievement of intended results.

The Declarations of Monterrey 2001, Rome 2002, Marrakech 2003, and Paris 2005, as well as the Triennial Comprehensive Policy Review (TCPR), evidence a growing trend to integrate all external support into the national development processes. Consequently, the UN is increasingly challenged to document its role and contribution within the broader context. The UNDAF Evaluation will explore this issue under the heading of comparative advantage of the UN system in Azerbaijan.

In Azerbaijan, it is proposed to complete the UNDAF Evaluation within one month (20 working days) starting in early March 2009 with the recruitment of an international consultant to undertake the data analysis and report writing as well as a national consultant for M&E data collection required for the evaluation process. The preliminary responsibilities for each of the concerned organisations as well as the whole of UNCT are identified in the Annex II and will be finalised in end-January - early February 2009 within an inception phase of the UNDAF Evaluation process.

The UNDAF Evaluation results will directly feed into the design and preparation of the new UNDAF (2011-2015) in terms of definition of UNDAF outcomes and expected impact, and ultimately of Country Programmes and projects by individual agencies. The main users of the Evaluation will be the UNDAF partners, i.e. the UNCT with the government, donors and civil society supporting the programmes. The use of Evaluation results, including responsibilities for such use, will be discussed at a later stage of the evaluation process.

The evaluation will, to the greatest possible extent, seek to be independent, credible and useful and adhere to the highest possible professional standards in evaluation. It will be responsive to the needs and priorities of the Republic of Azerbaijan and serve as accountability and learning mechanism for the UN system. The evaluation will be consultative and engage the participation of a broad range of stakeholders.

2. PURPOSE:
The UNDAF Evaluation will serve three main purposes:

1. To assess the relevance of the UNDAF outcomes, the effectiveness and efficiency by which UNDAF Outcomes and Country Programme outcomes are being achieved, their sustainability and contribution to national priorities and goals;
2. To determine how the UNDAF helped UN agencies to contribute more effectively and efficiently to national development efforts and capacity building;
3. To learn from experiences of the current programming cycle, and identify issues and opportunities emerging from the implementation of the current UNDAF, to inform the design of the next UNDAF and Country Programmes and projects by individual agencies as well as adjust the current programming as relevant.

3. OBJECTIVES AND SCOPE OF WORK
The consultant will need to consider the following objectives in preparing the final report for the UNDAF Evaluation 2009 in Azerbaijan:

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

- Has UNDAF document been used by UN agencies and Government institutions in planning their activities, setting goals, and cooperating? Did existence of UNDAF make a difference compared to the previous period?
- Do the UNDAF outcomes address key issues, their underlying causes, and challenges identified by the CCA? Was the UNDAF results matrix sufficiently flexible and relevant to respond to new issues and their causes as well as challenges that arose during the UNDAF cycle?
- In terms of lessons learned, which are the main factors that contributed to the realization or non-realization of the UNDAF outcomes as reflected in the UNDAF M&E Plan? How were risks and assumptions addressed during the implementation of programmes and projects? To what extent did the UNDAF succeed in strengthening national capacities (including national execution), building partnerships, the realization of human rights and promoting gender equity and equality?

b) Assess the design and focus of the UNDAF i.e. the quality of the formulation of results at different levels i.e. the results chain:

- To what extent is the current UNDAF designed as a results-oriented, coherent and focused framework? Are expected outcomes realistic given the UNDAF timeframe, resources and the planned Country Programmes, projects and programme strategies? To what extent have risks and assumptions been addressed in UNDAF design?
- Was the distribution of roles and responsibilities among the different UNDAF partners well defined and largely respected in the course of implementation?
- To what extent cross-cutting issues - [1] human rights principles, standards and a HRBA, [2] gender equity and equality including sex-disaggregated data and indicators, and [3] civil society empowerment - were reflected in the UNDAF and, as relevant, in the Country Programmes?
- Does the UNDAF help achieve the selected priorities in the national development framework?
- Does the UNDAF and Country Programmes respond to the challenges of national capacity development and do they promote ownership of programmes by the national partners?

c) Assess the validity of the stated collective comparative advantage of the UN System in Azerbaijan:

- 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)?

d) Assess the effectiveness of the UNDAF, as a coordination and partnership framework, and the efficiency of the UNDAF as a mechanism to minimize transaction costs of UN support for the government and for the UN agencies:

- To what extent and in what ways has UNDAF contributed to achieving better synergies among the programmes of UN agencies? Has the UNDAF enhanced joint programming by agencies and/or resulted in specific joint programmes? Have agency supported programmes been enhanced as a result of joint programming and have they been mutually reinforcing in helping to achieve UNDAF outcomes?
- Did UNDAF promote effective partnerships and strategic alliances around the main UNDAF outcome areas (e.g. within Government, with national partners, International Financial Institutions and other external support agencies)?
• To what extent and in what ways has the UNDAF contributed to a reduction of transaction costs for the government and for each of the UN agencies? In what ways could transaction costs be further reduced in the current/next UNDAF cycle? Were results achieved at reasonably low or the lowest possible cost?
• To what extent have the organisations harmonized procedures in order to reduce transaction cost and to enhance results?

c) To the extent possible, assess the impact of UNDAF on the lives of the poor, 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 MDGs, national development goals and the national implementation of internationally agreed commitments and UN Conventions and Treaties:

f) Analyse to what extent results achieved and strategies used by the supported Country Programmes and projects are sustainable: i) as a contribution to national development, and (ii) in terms of the added value of UNDAF for cooperation among individual UN agencies:
• To what extent and in what ways have national capacities been enhanced in government, civil society and NGOs?
• Have complementarities, collaboration and / or synergies fostered by UNDAF contributed to greater sustainability of results of Country Programmes and projects of individual UN agencies?

4. DURATION OF CONSULTANCY
The short-term consultancy (SSA contract) is expected to take 4-calendar weeks (20 working days). The consultancy will start in early March 2009 and must be completed by end-March 2009 with submitting a final report.

5. MANAGEMENT AND PROCESS
The Consultant will be expected to work independently on the evaluation although organisational support will be available from the Office of the Resident Coordinator and the UNDAF Evaluation Team (UET) which will be specifically created for this purpose and whose members will be nominated by Heads of Agencies and relevant government departments.

The UET’s main tasks will be to guide the evaluation process at the design, implementation and report stages (including the holding of an initial evaluation planning meeting and a data analysis meeting with the consultant) and regularly report back to the UNCT on progress.

Note on the UET:
• The UET will prepare, as far as possible, all necessary documentation for the consultant to complete the desk review in advance of the start of the consultancy.
• The UET will provide support to the national consultant in obtaining documents and organising interviews throughout the period of the evaluation to enable his/her effective and timely analysis of the data/information gathered, and to ensure the impartiality, consistency and coherence of the evaluation.
• The UET will also, during the course of the consultancy, endeavour to obtain any additional information needed, as well as provide any other relevant inputs (on behalf of their agency/government sector/ministry) as required.

The UNDAF Evaluation will be commissioned and overseen by the UNCT and the government. Day-to-day evaluation management will be ensured through the RC Office in support of the UET.
The UNDAF Evaluation will be conducted by one external national consultant, selected by mutual agreement between the UNCT and the government through a transparent but rapid selection process. The Consultant will be entrusted with the evaluation based on the information and documents gathered, working with the UET and the RC Office to ensure the impartiality, consistency and coherence of the final UNDAF Evaluation report.

**Budget**

All costs directly related to the conduct of the evaluation will be covered through the RC Fund, based on the agreement reached within the UNCT.

### 6. METHODOLOGY

The Consultant will use the following methodology to evaluate the UNDAF 2005-2009 in Azerbaijan, bearing in mind the scope of the UNDAF Evaluation outlined in Section 3 above:

1. Undertake a comprehensive desk review (synthesis and data analysis) of existing studies, surveys and evaluations conducted by UN agencies and their partners during the current UNDAF cycle as well as documents from the government on national policies and strategies;
2. Conduct interviews with Heads of UN Agencies, selected UN senior programme staff, and selected senior Government officials; and
3. Prepare a report including identified constrains, lessons and challenges in relations to the priority interventions as well as specific recommendations made both to the UNCT and to individual agencies.

- The consultant will participate in an initial briefing meeting with the RC, UNCT and UET.
- In the middle of the consultancy period, the consultant will debrief the RC, UNCT and UET on the progress of his/her work during a ‘data analysis meeting’ to facilitate the consultant’s preparation of the first draft UNDAF Evaluation Report.
- At least one week prior to the end of the consultancy, the consultant will submit the first draft report to the UET for circulation to the UNCT and Government of Azerbaijan, for comments and feedback (which will be channelled and communicated to the consultant through the RC Office and UET).
- The consultant will then participate in a debriefing session with the RC, UNCT and UET to validate the consultancy results and receive any final comments/recommendations on the report.
- After the UNCT debriefing meeting, the consultant will prepare a final revision of the UNDAF Evaluation report including an elaboration of the comments/recommendations previously received.

The UNDAF evaluation process will involve key stakeholders (e.g. UN staff, their counterparts in the government, NGOs, international actors, bilateral donors) and provide an opportunity to contribute to the capacity-building in evaluation of national partners.

The analysis should include appropriate discussion of the relative contributions of different stakeholders to results, thereby displaying a sense of proportionality between the relative contributions of each partner, and the results observed.

The analysis should provide evaluable illustrative examples (i.e. programmes, projects, and enabling activities) of the partnerships between UN funds, programmes and specialized agencies and the respective Government ministries and/or departments as well as other governmental entities, noting that programmes and projects are evaluable when they embody
a set of activities that pursue specific, measurable, achievable, relevant and time-bound (SMART) objectives with clear indicators that allow assessing at a later stage whether the objectives and corresponding results have been achieved and whether these are relevant and sustainable.

7. DELIVERABLES
The key deliverable will be a brief UNDAF Evaluation report (max 15 pages) for dissemination to the UNCT and Government which considers its relevance, effectiveness, efficiency, impact and sustainability of results, as well as the key issues of design, focus and comparative advantage.

Content and format of the report should comply with the OECD/DAC Evaluation Quality Standards, the UNEG Evaluation Norms and Standards, and the UNICEF Evaluation Report Standards.

Analysis should include appropriate discussion of the relative contributions of stakeholders to results.

The report should include:

- An Executive Summary;
- An Introduction;
- A Reflection on the main findings which considers: (a) the results of the desk review of existing documentation available, and (b) the interviews conducted with Heads of UN Agencies, selected senior programme staff, and selected senior Government officials;
- A Conclusion; and
- Recommendations: identifying issues and opportunities to consider in preparing for the new UNDAF cycle (2011-2015).

8. QUALIFICATIONS & EXPERIENCE
Experience and skills required:

- Advanced university degree (Masters and equivalent) in development studies, economics, international relations, or related field
- 8-10 years of relevant professional experience is highly desirable, including previous substantive involvement in evaluations and/or reviews
- Excellent knowledge of the UN system and UN common country programming processes
- Specialized experience and/or methodological/technical knowledge, including some specific data collection and analytical skills, particularly in the following areas: understanding of human rights-based approaches to programming; gender considerations; Results Based Management (RBM) principles; logic modelling/logical framework analysis; quantitative and qualitative data collection and analysis; participatory approaches
- Knowledge of development challenges in the CIS region including the South Caucasus
- Excellent written and spoken English. Knowledge of Turkish and/or Russian is an asset
- Excellent report writing skills as well as communication and interviewing skills
- An understanding and ability to abide by the values of the United Nations
- Awareness and sensitivity to enable working with people of various cultural backgrounds
ANNEX I

Proposed UNDAF Evaluation Timeline

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<tr>
<th>By March 2009</th>
<th>Week 1</th>
<th>Week 2</th>
<th>Week 3</th>
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<tbody>
<tr>
<td>9-15 March</td>
<td>16-22 March</td>
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**UNCT Meeting in January 2009:**
- Discuss and agree on formation of specific UNDAF Evaluation Team (UET) to manage the Evaluation process.
- Review the applications and short-list qualified candidates.
- UN Heads of Agencies & key Govt counterparts to appoint staff to the UET.
- The UET meeting to review a ‘desk review documents list’, and ‘consultants list’.

**Consultant:**
- Hired Consultant for desk review, interviews and report writing.
- Initial RC/Consultant Meeting.

**Desk Review:**
- Consultant to start desk review process.
- UET to regularly communicate and convene as appropriate with Consultant.

**Initial Briefing Meeting:**
- Consultant/UET discuss pre-collected documents for desk review (from both UN & Govt);
- Distribute tasks & responsibilities for UET.

**Data Analysis Meeting mid-consultancy:**
- Consultant/UET/UNCT to formally convene to analyse initial review of all collected data & documents by the consultant.
- Consultant/UET/UNCT to agree on final timeframe for inputs for preparing first draft of report.

**Draft Report Finalisation:**
- Consultant completes interviews and consolidates inputs in second draft report to be circulated to [a] the UNCT, and [b] the Govt.
- Second draft report discussed in Debriefing Meeting with the Consultant/UET/UNCT.
- Final comments received on draft report from the UNCT & Govt.

**Final Report Preparation:**
- Final UNDAF Annual Evaluation Report prepared and circulated to the UNCT & Govt.

**Disseminate Final Report:**
- Disseminate the evaluation findings & recommendations to stakeholders.
ANNEX II

UN Institutional Arrangements for UNDAF Evaluation

The UN Resident Coordinator and the United Nations Country Team (UNCT) will:

- lead the UNDAF Evaluation process to ensure that a coordinated approach is applied;
- take specific policy decisions related to the planning and implementation of the Evaluation;
- appoint members of the UNDAF Evaluation Team (UET), and oversee and evaluate its activities;
- provide timely feedback and comments on the draft UNDAF Evaluation report; and
- implement the follow-up plan i.e. dissemination of findings.

The UNDAF Evaluation Team will:

- support the recruited international and national consultant as required;
- gather relevant data including compiling previous Agency specific reviews and evaluations, conduct field visits and interviews if necessary;
- analyze all the relevant data collected (during the data analysis workshop);
- meet regularly as required in a professional manner (preparing agendas and minutes);
- respond to any queries from the government or UNCT for information on the process;
- prepare inputs for the UNDAF Evaluation Report [with RC Office Support] on behalf of their agency and give these to the respective consultants;
- facilitate the provision of inputs from their respective government counterparts; and
- provide timely feedback on the draft UNDAF Evaluation Report to the RC Office.

Individual Heads of UN Agencies will:

- be responsible for nominating staff to participate in the UET and ensure their effective participation;
- provide staff and resources, in partnership with relevant national counterparts, to be fully responsible for providing timely reviews, analysis and data provision (as inputs for the report);
- provide timely inputs, comments and recommendations on the draft Evaluation Report from their agency;
- ensure that their nominated UET member(s) facilitate the provision of inputs from their government counterparts;
- be responsible for adhering to deadlines in submitting their finalized agency comments on the draft report, in order for the national consultant to finalize the report on schedule; and
- provide timely feedback on the finalized draft UNDAF Evaluation Report to the RC Office.

The UN RC Office will:

- prepare UNDAF Evaluation documentation as required (including TOR);
- support/facilitate the organisation of the UNCT’s UNDAF Evaluation preparatory meeting; and support/participate in the regular meetings of the UET;
- ensure that the consultant receives inputs, comments and recommendations on the draft UNDAF Evaluation Report from the UNCT and Government;
- support the international and national consultants in the preparation of the draft and final UNDAF Evaluation Report [with Evaluation Team Support]; and
• submit the final UNDAF Evaluation Report to the UNCT, Government and DOCO New York.

Additional support is available from:
• agency evaluation officers; UNDG Coordination Practice Area; DOCO geographic/regional focal points.