Subject: Country Analysis and UNDAF Evaluation in Azerbaijan

Duration of the contract: 12 March – 30 May, 2014

Location: Baku

I. Background Information

The Republic of Azerbaijan is located in the South Caucasus, bordering Iran and Turkey in the south, the Russian Federation in the north, Georgia in the northwest and Armenia in the west. According to the State Statistics Committee, the population is 9.296 million (2012), of which 47 per cent are living in rural areas. Formerly part of the Soviet Union, Azerbaijan regained independence in 1991. Despite the conflict in and around the Nagorno-Karabakh region, Azerbaijan has established itself as a confident, relatively stable State in the post-Soviet era.

The high levels of economic growth in Azerbaijan over the past years have led to considerable improvements in the many key socio-economic indicators and a significant decline in poverty rates from 46.7 percent in 2002 to 5.3% in 2013. Azerbaijan’s HDI value for 2012 is 0.734—in the high human development category—positioning the country at 82 out of 187 countries and territories.

Azerbaijan makes significant strides towards its development goals and continues with democratization of its social order and state system through increased transparency, accountability and participatory decision making. ‘Azerbaijan: Vision 2020’, national strategy plan, was approved in 2012, providing a framework for the transition from a traditional economy to a knowledge-based, competitive and diversified economy, building on the latest socio-economic achievements. However, there still remain challenges that might prevent the country from reaching its full potential. The key challenge is to maintain growth and diversify the economy. The Government announced 2014 the Year of Industry, and, as part of implementation of Vision 2020 strategy, the State Programme on the Development of Industry (2015-2020) will be formulated by April 2014. Achieving rapid and sustainable development of the non-oil economy will entail improving infrastructure, making social development more inclusive by reducing regional economic disparities, promoting good governance, and improving the climate for private sector growth. The UN system in Azerbaijan will continue to provide its concerted support to the Government on the policy front, building national institutional capacity to more effectively manage the ongoing reforms and more substantively address unfinished development agenda.

Azerbaijan joined 87 pilot countries to facilitate national dialogue on shaping the next generation of sustainable development goals, as part of the global Post-2015 Development Agenda. For the first time in its history, the United Nations provided a unique opportunity for the people of Azerbaijan to share their aspirations for the world they want to live in beyond 2015, the target year for the Millennium Development Goals (MDGs). Several UN agencies, jointly with the World Bank,
led consultations on a wide range of development issues, which were aligned with the priorities articulated in *Azerbaijan: Vision 2020* strategy, and generated collective suggestions that were shared with the Government to promote national policy response and citizen engagement to the issues and priorities raised by the people of Azerbaijan as the essential building blocks for their sustainable future and well-being. The analytical and advocacy work of the UN is central in support of accelerating the progress towards the MDGs and contributing to the Post-2015 Development Agenda. The UN Country Team will continue the follow-up dialogue with the Government and stakeholders in the next two years and onwards.

**II. The UN System in Azerbaijan**

The UN Country Team in Azerbaijan comprises 16 organizations: UNDP, UNICEF, UNFPA, UNHCR, WHO, World Bank, IMF, IOM and non-resident agencies (FAO, IFAD, ILO, OHCHR, UNODC, UNESCO, UN Women, and OCHA). The agencies vary in the levels of representation, scope of their work and staff resources available for joint UN activities. Three United Nations Development Assistance Framework (UNDAF) Outcome Groups – on Economic Development and Governance (chaired by UNDP), and on Social Development (chaired by UNICEF), as well as and UN Task Force on Human Rights (chaired by UNICEF), UNTG on Gender (chaired by UNFPA), and Joint UN Team on AIDS (led by WHO), which carry out implementation for each of the UNDAF priorities and cross-cutting issues. In addition, the UN Communications Group (chaired by UNDPI) and Operations Management Team (led by UNDP) are operational.

**III. Country Analysis and UNDAF Evaluation in Azerbaijan**

The mid-term review (MTR) of the current UNDAF for 2011-2015 was conducted in November 2013. The MTR concluded that ‘the UNDAF in Azerbaijan is seen as an important instrument for the UN System; however, the UNDAF is not at the forefront of agencies’ thinking and is more on the shelf than on the desk of UN agencies’.

The UN in Azerbaijan will soon launch the next UNDAF (2016-2020) formulation process which will be aligned with national goals that are articulated in the *Azerbaijan: Vision 2020* strategy of the Government of Azerbaijan to facilitate ‘inclusive growth’, and will follow up the recommendations generated by the post-2015 national consultations, as well as the conclusions and recommendations resulting from the UPR, CEDAW, CRC and other relevant international treaties’ review process, as well as the ‘ICPD Beyond 2014’ Operational Review in Azerbaijan (2013).

At the retreat held in November 2013, the UN Country Team in Azerbaijan opted for a ‘hybrid strategy’ combining a review of the existing national, sector and thematic studies, and conducting a complementary ‘gaps analysis’ of the national framework of results, as the first step to prepare for the forthcoming programming cycle. By departing from a more standard approach to the Common Country Assessment (CCA), the UNCT in Azerbaijan will conduct a Country Analysis in March 2014 ‘with a human face’, with people at its core, to provide insights into the key development challenges being faced by the country to be addressed in the next five-year UNDAF, which will outline the key areas of the joint work.
In compliance with the QCPR and UNDAF guideline requirements, the UN Country Team will also conduct UNDAF evaluation, which is critical to enhancing the UN’s accountability. The UNDAF evaluation process will be light, to the extent possible, and the lessons learned generated through UNDAF evaluation will inform both the substantive content of the new programming framework, and processes of engagement and consultation with national partners and stakeholders. The evaluation process will follow an inclusive approach, involving a broad range of stakeholders and partners. The process will include stakeholder mapping in order to identify various stakeholders and partners including those who do not work directly with the UNCT, yet play a key role in the national context. These stakeholders may include representatives from the Government, civil society organizations, the private sector, other multilateral organizations, bilateral donors, etc. It is essential for evaluation to be credible, independent, impartial, transparent and useful.

The UN Country Team in Azerbaijan formulated the current UNDAF (2011-2015) jointly with the Government, development partners and other stakeholders. The UNDAF document outlines the United Nations’ support to the country, serving as a framework for focused and coordinated development assistance in the areas where UN has comparative advantages. The UNDAF aims to support achieving national development priorities articulated in the State Programme for Poverty Reduction and Sustainable Development (2008-2015), which is aligned with the MDGs. The UNDAF document identifies three broad areas (economic development, social development, and governance), as the pillars of the programmatic contributions, initiatives, and synergies of the UN system in Azerbaijan, considering gender, disaster risk reduction, and Monitoring & Evaluation (M&E) identified as cross-cutting issues. UNDAF Azerbaijan has the following three UNDAF outcomes:

**UNDAF Outcome 1:** By 2015, non-oil development policies result in better economic status, decent work opportunities and a healthier environment in all regions and across all social groups;

**UNDAF Outcome 2:** By 2015, vulnerable groups enjoy increased social inclusion, as well as improved and equal access to quality health, education and social protection services; and

**UNDAF Outcome 3:** By 2015, the State strengthens the system of governance with the involvement of Civil Society and in compliance with its international commitments, with a particular emphasis on vulnerable groups.

Azerbaijan’s Universal Periodic Review (UPR) took place on 30 April 2013; the UPR report was successfully submitted and the Government accepted 158 recommendations (out of 162 that were received). In recent years, Azerbaijan has been reviewed by the UN Committee on Economic, Social and Cultural Rights (2013), UN Committee on Migrant Workers (2013), the UN Committee on the Rights of the Child (2012), UN Committee on the Elimination of Discrimination Against Women (2009), UN Committee on the Elimination of All Forms of Racial Discrimination (2009), the UN Human Rights Committee (2009), and the UN Committee Against Torture (2009). Azerbaijan is in preparation for upcoming CEDAW review by February 2015. In May 2012, UN Special Rapporteur on the right to health visited the country, for the first time, and shared with senior government officials his conclusions and recommendations. In November 2013, UN Special Rapporteur on violence against women, including its causes and consequences, visited Azerbaijan - the final report with the findings will be discussed at the session of the Human Rights Council this year. An
extensive range of recommendations in a diverse range of human rights are now with the government for action.

In this context, the UNCT seeks the combined consultancy services to undertake Country Analysis (mainly, a desk review), and light UNDAF evaluation, which will use standard OECD/DAC criteria (relevance, effectiveness, efficiency, impact and sustainability of results) as well as the key issues of design, focus and comparative advantage of the UN system, as basis for its objectives and key questions. Its major focus is on policy and strategy coherence, donor co-ordination, development effectiveness and organizational efficiency. In addition, the UNDAF evaluation will address how the intervention sought to mainstream the five UNDAF programming principles: Human Rights Based Approach, Gender Mainstreaming, Environmental Sustainability, Result-Based Management, and Capacity Development. Human rights and gender equality assessments will be mainstreamed throughout all aspects of the UNDAF evaluation.

The Country Analysis process will result in:

- Strategic analysis which will identify the root causes of the existing and emerging development challenges and their effects on the population, particularly on youth, women, persons with disabilities, displaced persons, people living with HIV/AIDS, migrants, etc.;
- The identification of capacity gaps of rights holders to make claims and duty bearers to meet their obligations;
- An analysis of opportunities for (and obstacles to) free, active and meaningful participation in national governance and development processes and outcomes;
- A substantive contribution to the next UNDAF which will reflect national priorities and other internationally agreed development goals and treaty obligations;
- A substantive contribution to strengthening national capacities for data analysis, collection of accurate sex-segregated data and statistics, and Monitoring & Evaluation.

UNDAF evaluation will pursue the following purposes:

- To support greater learning about what works, what doesn’t and why in the context of an UNDAF. The evaluation will provide important information for strengthening programming and results at the country level, specifically informing the planning and decision-making for the next UNDAF programme cycle and for improving United Nations coordination at the country level.
- To support greater accountability of the UNCT to UNDAF stakeholders. By objectively verifying results achieved within the framework of the UNDAF and assessing the effectiveness of the strategies and interventions used, the evaluation will enable the various stakeholders in the UNDAF process, including national counterparts and partners, to hold the UNCT and other parties accountable for fulfilling their roles and commitments.

The objectives of the evaluation are:

- to assess the contribution made by the UNCT in the framework of the UNDAF to national development results through making judgements using evaluation criteria based on evidence (accountability).
to identify the factors that have affected the UNCT’s contribution, answering the question of why the performance is as it is and explaining the enabling factors and bottlenecks (learning).

to reach conclusions concerning the UN’s contribution across the scope being examined.

to provide actionable recommendations for improving the UNCT’s contribution, especially for incorporation into the new UNDAF (2016-2020). These recommendations should be logically linked to the conclusions and draw upon lessons learned identified through the evaluation.

The scope covered by the evaluation includes examining UNDAF programming principles (human rights-based approach, gender equality, environmental sustainability, results-based management, capacity development), overall strategies and outcome/output specific strategies included in the UNDAF itself. The UNDAF will be evaluated against the strategic intent laid out in the UNDAF document and specifically its contribution to the national development results included in the UNDAF results framework. The light UNDAF evaluation process will be based on desk review of the reports, surveys, mid-term progress reviews, and assessment reports relating to UNDAF evaluation.

Purpose of the external evaluation:

According to the ToR, the external evaluation should satisfy the following objectives:

1) Assess the role and relevance of the UNDAF in relation to the issues and their underlying causes and challenges identified by the CCA and in the context of national policies and strategies; and as a reflection of the internationally agreed goals, particularly those in the Millennium declaration, and international norms and standards guiding the work of the agencies of the UN system and adopted by the UN member states.

2) Assess the design and focus of the UNDAF, i.e. the quality of the formulation of results at different levels, the result chain.

3) Assess the validity of the collective comparative advantages of the UN System.

4) Assess the effectiveness of the UNDAF in terms of progress towards agreed UNDAF outcomes, including an assessment of the performance of its Joint Programs.

5) To the extent possible, assess the medium term impact of UNDAF on the lives of the poor, i.e. determine whether there us any major changes 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 if internationally agreed commitments and UN Conventions and treaties.

6) Analyze to what extent results achieved an strategies used by the UNDAF are sustainable as a contribution to national development and in terms of the added value of UNDAF for cooperation among individual UN agencies.

**Evaluation criteria:** The contribution of the UNCT to the development outcomes will be assessed according to a standard set of evaluation criteria to be used across UNDAF evaluation:

- **Relevance.** The extent to which the objectives of UNDAF are consistent with country needs, national priorities, the country’s international and regional commitments, including on human rights (Core human rights treaties, including CEDAW, CPRD, CRC, ICCPR, ICESCR, ICERD, etc.) and the recommendations of Human Rights mechanisms (including the treaty bodies, special procedures and UPR), sustainable development, environment, and the needs of women and men, girls and boys in the country.

- **Effectiveness.** The extent to which the UNCT contributed to, or is likely to contribute to, the outcomes defined in the UNDAF. The evaluation should also note how the unintended results, if any, have affected national development positively or negatively and to what extent have they been foreseen and managed.

- **Efficiency.** The extent to which outcomes are achieved with the appropriate amount of resources and maintenance of minimum transaction cost (funds, expertise, time, administrative costs, etc.).

- **Sustainability.** The extent to which the benefits from a development intervention are likely to continue after the current UNDAF will have been completed in 2015.

Given below are standard issues that can be assumed to affect performance:

- **UN Coordination.** Did UN coordination reduce transaction costs and increase the efficiency of UNDAF implementation? To what extent did the UNDAF create actual synergies among agencies and involve concerted efforts to optimise results and avoid duplication?

- **Five UNDAF 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 UNDAF chain of results? Were any shortcomings due to a failure to take account of UNDAF programming principles during implementation?
  - To what extent did the UNDAF make use of and promote human rights and gender equality standards and principles (e.g. participation, non-discrimination, accountability, etc.) to achieve its goal?
  - To what extent did UNDAF strengthen the capacities for data collection and analysis to ensure disaggregated data on the basis of race, colour, sex, geographic location, etc. and did those subject to discrimination and disadvantage benefited from priority attention?
  - Did the UNDAF effectively use the principles of environmental sustainability to strengthen its contribution to national development results?
Did the UNDAF adequately use **RBM** to ensure a logical chain of results and establish a monitoring and evaluation framework?

Did the UNDAF adequately invest in, and focus on, national **capacity development**? To what extent and in what ways did UNDAF contribute to capacity development of government, NGOs and civil society institutions?

- **Other factors** that have affected the performance of the UNCT in the framework of the UNDAF will also be examined:
  - How well did the UNCT use its partnerships (with civil society and Academia /the private sector/local government/parliament/national human rights institutions/ /international development partners) to improve its performance?
  - Regarding ownership of objectives and achievements, to what extent was the “active, free, and meaningful” participation of all stakeholders (including non-resident agencies) ensured in the UNDAF process? Did they agree with the outcomes and continue to remain in agreement? Was transparency in policies and project implementation ensured? What mechanisms were created throughout the implementation process to ensure participation?
  - Did the UNCT undertake appropriate risk analysis and take appropriate actions to ensure that results to which it contributed are not lost? To what extent are the benefits being, or are likely to be, maintained over time.
  - How adequately did the UNCT respond to change (e.g. natural disaster, elections) in planning and during the implementation of the UNDAF?
  - To what extent harmonisation measures at the operational level contributed to improved efficiency and results?

The Consultant will examine the following issues for the UNDAF Evaluation:

- **To assess the contribution of UN system to national development targets through the UNDAF outcomes**:  

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

  **Evaluation Questions**: 


- Has the UNDAF document been used by UN agencies and Government institutions in planning their activities, setting goals, and in cooperation?
- 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?
- Have the UNDAF outcomes been relevant in terms of internationally agreed goals and commitments, norms and standards guiding the work of agencies of the UN system (including the Millennium Development Goals, all international human rights treaties binding on Azerbaijan, and other relevant human rights standards and evaluations)
- 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?
- Were human rights and gender equality delivery during the period done to the maximum extent of available resources?

b. To assess the **efficiency** of the UNDAF in terms of progress towards achievement of UNDAF outcomes:

**Evaluation Questions**

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

c. To assess, to the extent possible, the **impact** of UNDAF on the lives of the poor, vulnerable and marginalized persons:

**Evaluation Questions**

- Is there 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?
- How have human rights and gender equality been included in work undertaken under UNDAF at minimum with a particular view to the following vectors: i) human rights and gender equality mainstreaming; and ii) targeted human rights and gender equality work.
d. To analyse to what extent results achieved and strategies used in the frame of the UNDAF are sustainable: i) as a contribution to national development, and (ii) in terms of the added value of UNDAF to cooperation among individual UN agencies:

**Evaluation Questions**

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

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

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

**Evaluation Questions:**

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

f. To assess the validity of the stated collective **comparative advantage** of the UN System in Azerbaijan:

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


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

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

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

**Evaluation Questions:**
• To what extent and in what way has the UNDAF contributed to a reduction of transaction costs for the government and for each of the UN agencies? In what ways could transaction costs be further reduced?
• Were the results achieved at reasonably low/lowest possible cost?
• To what extent have the organisations harmonized procedures in order to reduce transaction cost and to enhance results?
**Evaluation Methodology.** The methodology for the independent evaluation will follow the United Nations Evaluation Group Guidelines and include:

- Review of documentation;
- Semi-structured interviews with key UN staff and government counterparts, CSOs and beneficiaries;
- Drafting of preliminary findings, based on literature review and interviews with UN staff and government, to obtain feedback from the extended UNCT;
- Possible visiting a project site;
- Presentation of findings to the Government partners; and
- Finalization of the draft report based upon feedback received during the debriefing session with UNCT personnel and government representatives.

**Data collection methods:** The UNDAF evaluation will draw on a variety of data collection methods including, but not limited to:

- Collection of reference materials: The Consultant is responsible for reviewing the reference documents, reports and any other data and information provided by the UNCT/UN RC’s Office.
- Document review focusing on UNDAF planning documents, UNDAF mid-term review and mid-term progress reviews undertaken by UN agencies, annual reports and past evaluation reports (including those on projects and small-scale initiatives, and those issued by national counterparts), strategy papers, national plans and policies and related programme and project documents. These should include reports on the progress against national and international commitments.
- Reviewing the inputs from key stakeholders including key government counterparts, donor community members, representatives of key civil society organisations, UNCT members, and implementing partners.
- Questionnaires with the UN Theme Groups and UN Task Forces, participants in development programmes, UNCT members, and/or surveys and questionnaires involving other stakeholders.

Data collection methods must be linked to the evaluation criteria and evaluation questions that are included within the scope of the evaluation. The evaluation process should consider gender sensitivity and data should be disaggregated by sex and age and, to the extent possible, disaggregated by geographical region, ethnicity, disability, migratory status and other contextually-relevant markers of equity.

**Validation:** The UNDAF evaluation will use a variety of validation methods to ensure that the data and information used and conclusions made carry the necessary depth. Triangulation of information sources and findings improved validity, quality and use of evaluation.

The key audiences for the evaluation will include not only the different evaluation stakeholders, but also wider audiences. Once the evaluation report is completed and validated, it will be made
publicly available by posting in UNDG\(^1\) (through UN DOCO) and UNCT websites. The UNCT will endorse a management response to the evaluation recommendations. This includes committing follow-up actions to the recommendations as well as establishing responsibilities for the follow-up. The lessons learned from UNDAF evaluation will be extracted and disseminated in order to contribute to strategic planning, learning, advocacy and decision-making at all levels; they will be applied in the design of the following UNDAF cycle, and will be shared with UN DOCO for consideration and further sharing publicly and within the UN system as appropriate.

Structure and content of the Country Analysis (CA) document:

The CA document will present key issues to be addressed in the UNDAF formulation process, and will contain an executive summary with a synthesis of the major findings of the analysis, followed by, at least, three sections (as described below):

- **Section 1: Introduction:**
  The introduction should be brief, explaining the preparation process and scope of the CA, the efforts made to ensure national ownership of the process, and how the CA will add value to the development framework formulation.

- **Section 2: The Analysis:**
  This section should contain a focused analysis of the national development situation. Major problems or challenges will be analyzed to identify trends, disparities and the most affected population groups. It will highlight progress made towards national priorities, with a clear focus on other internationally agreed development goals and treaty obligations. It will use Human Rights Based Approach (HRBA) and mainstream gender equality concerns to: i) Identify priority development problems and state them as inter-related and unfulfilled human rights; ii) Provide a greater understanding of their causes; and iii) Identify the individuals and groups in society who are obligated to take action, and the capacities they need to be able to take action. While identifying rights-holders and duty-bearers, their capacity gaps in terms of skills, resources, responsibility, motivation and authority will be assessed.

- **Section 3: Priority development problems and their common root causes:**
  The final section will identify the priority development problems. Prioritization will guide where the UNCT can bring its comparative advantages to bear to make the biggest difference over the next five years, including: i) The magnitude of the problem and the level of national commitment; ii) Problems with common underlying root causes where programmatic responses may yield multiple impacts; iii) Whether the UNCT has the comparative advantages to help the country address the problem; iv) Sufficient human resources and funds that are available, or might reasonably be mobilized; and v) The potential for alignment with key actors within government and civil society, who have

\(^1\) [http://www.undg.org/](http://www.undg.org/)
decision-making power or who can influence national priorities and support the UNCT’s concerted action.

**Overall structure of the final UNDAF Evaluation Report:**
The final UNDAF Evaluation Report will be structured as follows, taking into account the scope and focus of the evaluation process:

- **Executive Summary**
- **Chapter 1:** Introduction (objectives, scope and methodology, limitations)
- **Chapter 2:** National development context
- **Chapter 3:** Evaluation Findings (corresponding to the UNDAF outcomes with each analyzed by evaluation criteria)
- **Chapter 4:** Conclusions and Recommendations

The final report will be kept short (50-75 pages maximum excluding annexes). More detailed information on the context, the programme or the comprehensive aspects of the methodology and of the analysis will be placed in the annexes. The report will be prepared in accordance with UNEG guidance (please find attached Quality Checklist for Evaluation Reports).

**UNDAF Country Analysis and Evaluation Calendar**

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<tr>
<th>Phase I – Preparation</th>
<th>Responsible Parties</th>
<th>Timeframe</th>
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<tr>
<td></td>
<td>Lead Party</td>
<td>Other Parties</td>
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<td>1. Selection of qualified candidates: the UNDAF Task Force will review the technical proposals and financial offers to be submitted by the pre-selected candidates for the recruitment, based on the agreed combined TOR. Interviews may also be conducted with the candidates.</td>
<td>UNDAF Task Force</td>
<td>5 Mar</td>
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<td>2. Contracting the best candidate: Once the UNDAF Task Team identifies the best qualified candidate and the UN RC approves the recommendation, the RC’s Office makes all arrangements to commission a contract by UNDP Procurement Unit, in compliance with the procedures and requirements.</td>
<td>UNDAF Task Force</td>
<td>7 Mar</td>
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<th>Phase II – Conducting Country Analysis</th>
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<td>Lead Party</td>
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<td>1. Desk review of the relevant documents to be provided by the UN agencies, both resident and non-resident, and RC’s Office.</td>
<td>UN Agencies</td>
<td>Consultant</td>
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<td>2. The consultant drafts the report.</td>
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<td>3. The UNCT revises the draft report within 5 working days.</td>
<td>UN Agencies</td>
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<td>4. Revised report is reviewed by the PSG (max. 14 days)</td>
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<td>5. The UNCT incorporates the PSG’s recommendations</td>
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<th>PHASE III - Conducting UNDAF evaluation</th>
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## Country Analysis and UNDAF Evaluation in Azerbaijan 2014

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<th>Country visit</th>
<th>Consultant</th>
<th>31 Mar</th>
<th>4 April</th>
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<td>2.</td>
<td>Briefing of the UNDAF Evaluation Consultant and development of evaluation work plan: UN agencies provide access to all relevant documentation (including UNEG Norms and Standards, UNEG Code of Conduct for external Evaluations, programme documents, reviews list of key stakeholders, etc.) to the Consultant. All relevant stakeholders, facilitate access to all necessary information. In consultation with the UNDAF Task Force, the Consultant prepares a detailed work plan outlining specific dates for key deliverables.</td>
<td>UN Agencies</td>
<td>31 Mar</td>
<td>31 Mar</td>
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<td>3.</td>
<td>Data Collection and Interviews: The UN Agencies will deploy various data collection methods to be agreed upon the beginning of the assignment, such as observation, interviews, surveys. Relevant stakeholders from the UNCT will facilitate access to information and provide all necessary support.</td>
<td>UN Agencies</td>
<td>1 Apr</td>
<td>4 Apr</td>
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<tr>
<td>4.1</td>
<td>Desk review and drafting the report: The Consultant will review material provided by UN agencies, findings of the UNDAF MTR Report, evaluations, mid-term progress reviews to be shared by UN agencies, the recommendations from the UPR, CEDAW, CRC and other treaties as well as the ‘ICPD Beyond 2014’ review processes, etc. The Consultant will provide a draft report with preliminary findings to the UNCT, for the feedback, in compliance with the UNEG Norms and Standards; it will be logically structured, containing evidence-based findings, conclusions, lessons and recommendations.</td>
<td>Consultant</td>
<td>7 Apr</td>
<td>21 Apr</td>
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<td>4.2</td>
<td>The consultant will visit the country to brief the UNCT on the findings of the country analysis and the initial findings of the UNDAF evaluation.</td>
<td>Consultant</td>
<td>11 Apr</td>
<td>17 Apr</td>
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<td>5.</td>
<td>Revising draft report with the preliminary findings: The UNCT will provide feedback within 5 working days.</td>
<td>UN Agencies</td>
<td>22 Apr</td>
<td>28 Apr</td>
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<td>6.</td>
<td>Revised report is reviewed by the PSG (max. 14 days)</td>
<td>PSG</td>
<td>29 Apr</td>
<td>13 May</td>
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</table>

### Phase IV – Follow-up

<table>
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<tr>
<th></th>
<th>Responsible Parties</th>
<th>Timeframe</th>
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<tbody>
<tr>
<td>1.</td>
<td>Dissemination of Evaluation Findings: The report is disseminated broadly to internal and external stakeholders. UNDAF Final Report will be validated with the government partners, published on the UNCT website, and shared with UN DOCO for posting on the UNDG website.</td>
<td>RC’s Office, UNCT</td>
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</table>
The consultant will be engaged in the following stages:

<table>
<thead>
<tr>
<th>Duties and Responsibilities</th>
<th>UNCT</th>
<th>RC’s Office</th>
<th>26 May</th>
<th>30 May</th>
</tr>
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<tbody>
<tr>
<td><strong>2. Extraction and Sharing of Lessons Learned:</strong> Lessons learned from evaluation are extracted and disseminated in order to contribute to strategic planning, learning, advocacy and decision-making at all levels. Lessons should be applied in the design of the following UNDAF cycle.</td>
<td>UNCT</td>
<td>UNDAF TF</td>
<td>UNCT, National counterparts</td>
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<tr>
<td><strong>3. Development of the Evaluation Management Response:</strong> UNDAF TF issues a management response that outlines agreed upon actions as to how the evaluation findings and recommendations will be addressed by the UNCT. The Evaluation Management Response should be issued within two months after the evaluation findings become available and shared with DOCO and other entities as per the management response guidance (forthcoming).</td>
<td>UNCT</td>
<td>National counterparts</td>
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<td><strong>4. Follow up of implementation of management response actions:</strong> This step is beyond the completion of the normal evaluation process and it is normally done as part of annual planning and review processes by the UNCT and other UNDAF stakeholders.</td>
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**Duties and Responsibilities**

The consultant will be hired for the period 12 March – 30 May, 2014.

**Expected Duration of the Assignment:**
The consultant will be hired for the period 12 March – 30 May, 2014.

**Payment:**
The Consultant will be paid a lump sum amount including fee and per diem (not exceeding the UN rate of US$220). The consultant should indicate the lump sum and breakdown in the financial proposal.

The Consultant’s payment shall be made in two installments of:
The Consultant will deliver to UNCT in Azerbaijan the following:

**The Deliverables and Timeframe**

The Consultant will deliver to UNCT in Azerbaijan the following:

<table>
<thead>
<tr>
<th>Deliverables</th>
<th>Deadlines</th>
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<tbody>
<tr>
<td>i) Desk review of the reference material and relevant documents to be provided by the UN agencies, both resident and non-resident, and RC’s Office</td>
<td>12-17 March; 7-14 April</td>
</tr>
<tr>
<td>ii) Interviews with the UNCT and beneficiaries</td>
<td>11 April – 17 April</td>
</tr>
<tr>
<td>iii) The first draft Country Analysis and UNDAF Evaluation reports</td>
<td>30 March; 21 April</td>
</tr>
<tr>
<td>iv) Revised draft reports, incorporating the feedback received from the UNCT</td>
<td>30 April; 16 May</td>
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<tr>
<td>v) Final Country Analysis and UNDAF Evaluation Reports</td>
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</table>

Monitoring and progress controls: The Consultant will be guided by the UN Resident Coordinator, in consultation with the UN Country Team. The RC’s Office will provide support to ensure progress of the services expected.

**Competencies**

**Functional competencies:**

**Professionalism**
- Good knowledge of the UN system and UN common country programming processes (CCA/UNDAF);
- Specialized experience and/or methodological/technical knowledge, including data collection and analytical skills, mainstreaming HRBA to programming, and gender considerations;
- Results Based Management (RBM) principles, logic modeling/logical framework analysis, quantitative and qualitative data collection and analysis, and participatory approaches.

**Communications**
- Good communication (spoken and written) skills, including the ability to write reports, conduct studies and to articulate ideas in a clear and concise style.

**Required Skills and Experience**

**Education**
- Advanced university degree (Master’s or equivalent) in social science, economics, or related field.

**Experience**
- 10 years of the relevant professional experience; previous experience with CCA/UNDAF evaluations and/or reviews.
- Practical experience in the CIS region and/or knowledge of the development issues in Middle
Income Countries is an asset.

**Language Requirements**
- Excellent written and spoken English. Knowledge of Russian is an asset;
- Excellent report writing skills as well as communication skills.

**Other attributes**
- An understanding of and ability to abide by the values of the United Nations;
- Awareness and sensitivity in working with people of various cultural and social backgrounds.

**Reporting Arrangements**
- The successful candidate will report to the UN Resident Coordinator.

**Duration of the consultancy:** 10 weeks

**Payment Modalities**
Payment to the consultant will be made upon satisfactory completion of the above mentioned deliverables.

**Selection criteria:**
The consultant will be evaluated based on the lowest price and technically compliant offer.

**Evaluation of Criteria and Weighting**
The consultant will be evaluated against a combination of technical and financial criteria.

Maximum score is 100% out of a total score for technical criteria equals 70% and 30% for financial criteria. The technical evaluation will take into account the following as per the weightings provided:
- Background and minimum educational qualifications as defined in the ToR (10%)
- Practical experience in the areas of UN common country programming processes (CCA/UNDAF) (30%)
- Methodology of approach to the task (40%)
- Practical experience in the CIS region and/or knowledge of the development issues in Middle Income Countries (15%)
- English language fluency (5%)

**Application Procedure**
The application should contain the following:
- Achievement-based CV
- Brief proposal addressing the requirement (Methodology)
- Financial proposal (daily rate has to be mentioned)

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