



## DELIVERING AS ONE EVALUATION IN CAPE VERDE

### DRAFT TERMS OF REFERENCE FOR EVALUATION MANAGEMENT GROUP (EMG)

#### Background

1. As follow up to the evaluability assessments, pilot programme countries will conduct country-led evaluations intended to inform decision makers on how to enhance the role and contribution of the UN development system in support of national policies and strategies for the achievement of national development results. The evaluations will assess the progress made against the strategic intent of DAO, record achievements, identify areas for improvement and remaining challenges and distil lessons to inform decision-making processes at the national and intergovernmental levels.
2. The governments of the participating countries could, if they wish, make these country evaluations available to the United Nations General Assembly for information.
3. The overall guidance for the Cape Verde country level evaluation will be provided by an Evaluation Management Group (EMG) potentially comprised of government, UN, civil society representatives and a donor.

#### Evaluation purpose

4. The evaluation will assess the benefits of change in the way UN Agencies conduct their business and work processes under Delivering as One UN. The emphasis of the evaluation is on how the UN's own internal procedures and processes and those relating to external partners have changed through the DaO in support of better achievement of development results.
5. The evaluators will also consider the external factors affecting the progress of the reform efforts such as the extent of un-earmarked multi-year funding by donors and that feasibility of changes at country level is dictated by HQ rules and regulations and the wider issues of UN reform.
6. The evaluation will also illustrate programme achievements, where relevant, as a result of changes and new processes. This will include illustrating programme results (outputs and intermediary results) as needed to make evidence based conclusions on the relevance, efficiency, effectiveness and sustainability of the Delivering as One UN. The evaluation will look into whether crosscutting issues were considered in the process of joint programming.
7. The period under evaluation will cover initiatives implemented from the preparation stage of the One Programme in 2008 up to March 2010.



## Selection Criteria and Membership of EMG

8. The criteria for selection for EMG members is as follows;
- a. Members should not have a real or perceived conflict of interest by being directly in charge of implementing the DAO programme.<sup>1</sup>
  - b. Significant knowledge about the Delivering as One in Cape verde reform goals to allow efficient guidance of evaluators as well as knowledge about aid-effectiveness to frame the effort in the wider context.

### Roles and responsibilities:

9. The Evaluation Management Group (EMG), chaired by the Government, provide oversight and guidance to the evaluation process, safe guard the independence of the evaluation and ensure that the final product complies with the highest standards in evaluation.

10. Its membership is still - to be defined – could consist of two Government representatives, one or two UN Representatives (members of the WACA Regional Directors Team , and other senior UN official if need be) and one probably a donor. The EMG will have a Secretariat to support them to manage the evaluation.

11. The EMG will meet in person or virtually at key points during the evaluation process. Among others it will include the following activities:

- a. Endorse the country specific evaluation Terms of Reference (TOR) or suggest any changes,
  - b. Endorse the selection of an evaluation team as per listing prepared by Secretariat
  - c. Review/ endorse key deliverables produced by the evaluation team (inception report, draft reports, final report and dissemination strategy of findings)
  - d. Liaise if need be with the external advisory panel to quality assure the results of the evaluation.
12. The EMG will submit the evaluation report to the Government and to the UNCT for them to prepare their management response.

---

<sup>1</sup> Therefore it excludes the UNCT, as being directly responsible for implementing the DAO approach in the country



## **Secretariat**

13. The Secretariat will coordinate the evaluation process. It will prepare advertisement to invite potential evaluators, assess/identify an evaluation team for consideration by EMG, liaising with the External Quality Assurance Panel as and when required.

14. The Secretariat will liaise with key partners and other stakeholders when preparing for the evaluation, however once the evaluators are selected the evaluators will coordinate the interaction with stakeholders and evaluands. Under the guidance of the Chair of the EMG, the responsibilities of the Secretariat include;

- a. Supporting the implementation of the activities planned by the EMG.
- b. Acting as liaison and focal point between the EMG and the UN Country Team, independent evaluation team, the Quality Assurance Panel, the reference group in initial stage and EMG Secretariats in other pilot programme countries.
- c. Managing the consultant recruitment process of the independent evaluation team.
- d. Facilitating the work of the independent evaluation team by ensuring that all relevant contacts and information are available.
- e. Make any adjustments to the TOR following the inception report of the evaluators
- f. Oversee stakeholder workshops in consultation with the EMG
- g. Performing other duties as require

15. The Secretariat will be basically comprised of the Coherence Unit in the RC Office include and one staff member of DNAPEC (National Directorate for Foreign Policy and Cooperation).

16. The Secretariat will ensure open and transparent documentation of actions by Secretariat

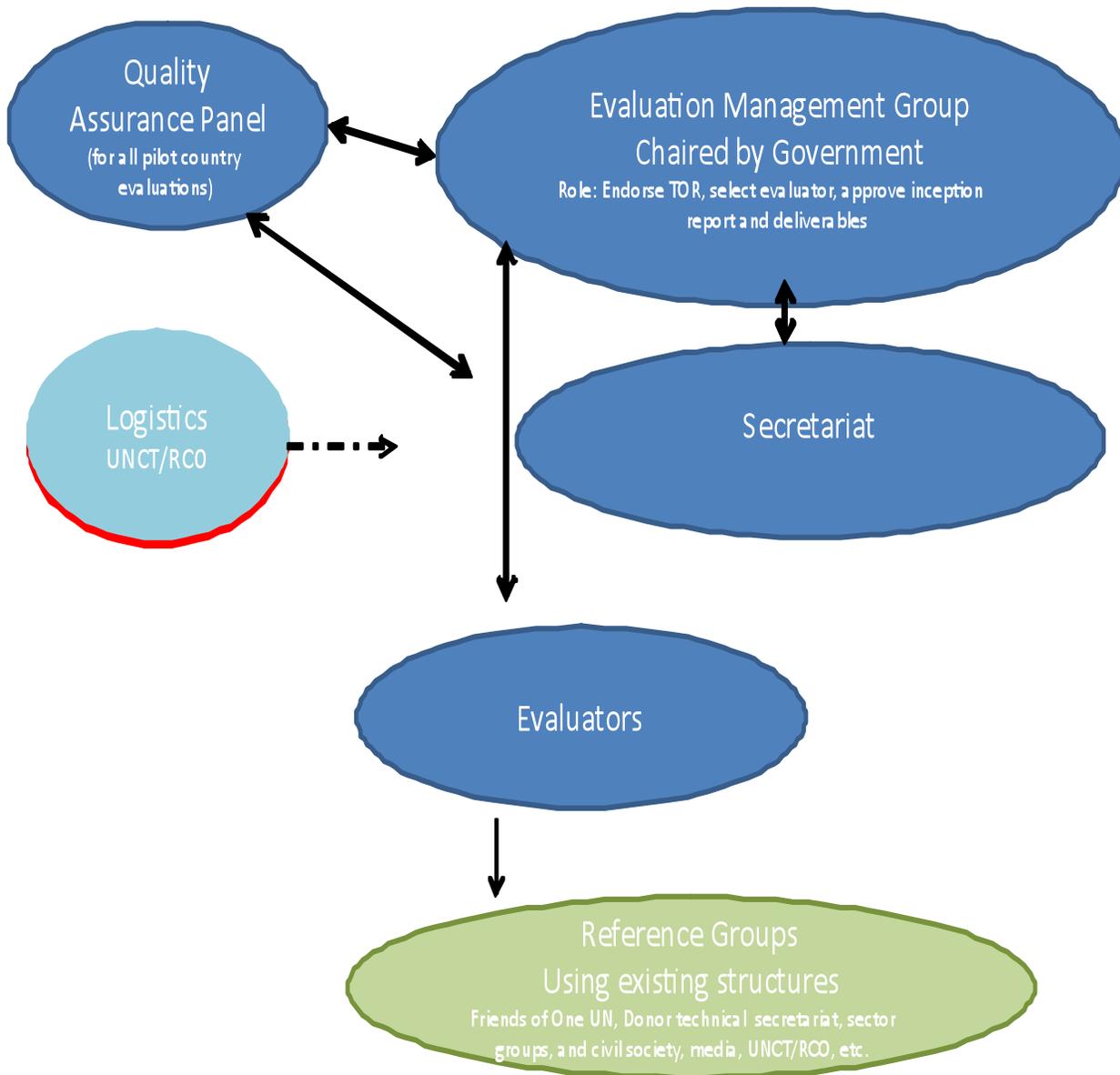
## **Quality Assurance**

17. A Quality Assurance Panel will be established at UN Headquarters to enhance the quality of the country led evaluation in Albania and the other pilots and to increase the credibility of the country-led evaluations by providing independent, technically sound evaluation advice. The external advisory panel will include individuals knowledgeable about development in the country and international evaluation.

18. The external advisory panel will support evaluation managers address the complex methodological challenges by providing timely methodological feedback and review all deliverables of the evaluation, including terms of reference, inception reports, and draft and final evaluation reports.



19. The Quality Assurance Panel will ensure consistency across the evaluations and generate the additional benefit of promoting learning between the countries. The UNEG will set up and bear the cost of the external advisory panel and assist the evaluations to reach international quality standards.





## **ANNEX 1. TENTATIVE EVALUATION CALENDAR**

### **Step 1. Preparation of Evaluation Task (Mar 2010)**

- Define the EMG
- Write customized TOR
- TOR endorsed

### **Step 2. The Evaluation Research Phase (May-June 2010)**

- Inception period: Desk review, two weeks after receiving contract.
- Inception report: The first deliverable. The inception report lays out the evaluation team's understanding of the issues to be addressed in the evaluation, the information available and the methods for data collection. It spells out the evaluation framework and a detailed work plan. This will be completed about four weeks after receiving the contract.
- Data collection: The evaluation team will collect data through various means, including desk review, semi-structured interviews, focus group, surveys or field visits.
- Stakeholder meeting on preliminary findings: After the data collection is finalized a stakeholder meeting should be organized by evaluators to present and validate preliminary findings.
- Draft report: Two weeks after the stakeholder meeting the evaluation team should present the first draft report to the EMG.
- Review of draft report: The EMG sends the report for factual correction to the UNCT and if needed to relevant government counterparts. After receiving eventual factual corrections it sends a second draft report to the external advisory board for quality assurance process.

### **Step 3. Reporting and Dissemination (July 2010)**

- Final report: The evaluation team finishes the report after receiving factual corrections from government and UNCT and comments from the external advisory panel to allow the results to be used a scheduled inter-governmental consultation in Vietnam.
- Publication of report: After the report is received from the evaluation team, the EMG will send the report to print and make it available on public websites.