Opening of Consultancies in 4 Areas for the Composition of the Evaluation Team:

Deadline for applications: March, 20th 2015.
Type of contract: SSA (Consultant Contract)
Documents required for application:
Candidates should send their motivation letter and updated **UN Personal History Form - P11 signed** (available at [http://www.unfpa.org.br/Arquivos/p11.doc](http://www.unfpa.org.br/Arquivos/p11.doc)) identified with name and surname to the following e-mail address: selecao@unfpa.org.br quoting reference "Country Programme Evaluation/(inform the selected area of consultancy)".

Applications opened for consultancy in the following areas:
1. Team leader
2. Reproductive health and rights expert
3. Youth, population dynamics and sustainable development expert
4. South-south and/or triangular international cooperation expert

Please note that no applications will be accepted after the deadline, only candidates who send complete set of documentation requested will be considered for this position and that we will only respond to the candidates to whom we have further interest.

Terms of Reference

Evaluation of the 5th UNFPA Country Programme for Brazil 2012 - 2015

February 2015
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List of Acronyms

ABC - Brazilian Cooperation Agency (*Agência Brasileira de Cooperação*)
CO - Country Office
COA - Charter of Account
CPAP - Country Programme Action Plan
CPEs - Country Programme Evaluations
CPD - Country Programme Document
EQA - Evaluation Quality Assessment
HIV/AIDS - Human Immunodeficiency Virus/ Acquired Immunodeficiency Syndrome
HQ – Headquarters
IBGE – Brazilian Institute of Geography and Statistics (*Instituto Brasileiro de Geografia e Estatística*)
ICPD - International Conference on Population and Development
LACRO - Latin American and Caribbean Regional Office
M&E - Monitoring and Evaluation
MDG - Millennium Development Goals
MRE - Brazilian Ministry of Foreign Affairs (*Ministério das Relações Exteriores*)
MTR - Mid-Term Review of the UNFPA Strategic Plan (2008-2011)
PPA - Brazilian Government Pluri-Annual Plan 2011-2014 (*Plano Plurianual*)
RBM – Results-Based Management
SBAA - Standard Basic Technical Assistance Agreement
ToR - Terms of Reference
UN - United Nations Organization
UNDAF - United Nations Development Assistance Framework
UNDP - United Nations Development Programme
UNEG - United Nations Evaluation Group
UNFPA - United Nations Population Fund
UNOPS - United Nations Office for Project Services
UNS - United Nations System
1. **About UNFPA**

UNFPA, the United Nations Population Fund, is an international development agency that promotes the right of every woman, man and child to enjoy a life of health and equal opportunity. UNFPA supports countries in using population data for policies and programmes to reduce poverty and to ensure that every pregnancy is wanted, every birth is safe, every young person is free of HIV/AIDS, and every girl and woman is treated with dignity and respect.

The goals of UNFPA - achieving universal access to sexual and reproductive health (including family planning), promoting reproductive rights, reducing maternal mortality and accelerating progress on the ICPD agenda and MDG 5 - are inextricably linked. UNFPA also focuses on improving the lives of youths and women by advocating for human rights and gender equality and by promoting the understanding of population dynamics. Population dynamics, including growth rates, age structure, fertility and mortality and migration have an effect on every aspect of human, social and economic progress. Indeed, sexual and reproductive health and women's empowerment all powerfully affect and are influenced by population trends.

2. **Introduction**

UNFPA has undertaken four country programmes in Brazil, running from 1992-1997, 1998-2001, 2002-2006 and 2007-2011. All programmes were executed in partnership with the Brazilian Cooperation Agency (ABC) which is part of the Brazilian Ministry of Foreign Affairs (MRE), also including other federal government institutions, state and municipal governments, as well as civil society organizations, the academic community and private sector.

The current 2012-2015 Country Programme is aligned with national priorities, described in the Government’s 2011-2014 Pluri-Annual Plan (PPA). In particular it contributes to the PPA’s first target: the promotion of social inclusion and the reduction of inequalities. The Programme was submitted to the Executive Board in September 2011 and was approved at the Board’s first regular session in 2012, as per Decision 2006/36.

In September 2011, following the mid-term review (MTR) of the UNFPA Strategic Plan (2008-2011), the UNDP/UNFPA/UNOPS Executive Board approved its extension until 2013. As such, a more well-defined strategic focus was adopted with the aim of guiding the work during 2012 and 2013. Emphasis was specifically placed on sexual and reproductive health and reproductive rights (including family planning), so as to accelerate progress towards the Millennium Development Goal 5 (MDG 5), as well as towards the goals and objectives of the Programme of Action of the International Conference on Population and Development (ICPD) held in Cairo, Egypt, in 1994.

In accordance with the new guidelines of the UNFPA Global Strategic Plan 2012-2013, Brazil Country Office conducted a process of alignment of its results framework. The exercise was
conducted in December 2011, when the Country Programme Document (CPD) had already been submitted to the Executive Board and the preparation of the Country Programme Action Plan had started. The revision followed the principle of the revised strategic plan with particular emphasis on focusing on priorities, avoiding duplication or fragmentation, building on lessons learned and simplification, transparency and robust monitoring. As a result, there was a consolidated effort to strengthen evidence-based programming around the main goal of “Achieving universal access to Sexual and Reproductive Health, promote reproductive rights, reduce maternal mortality and accelerate progress on the ICPD agenda and MDG5 (A and B)”. In an effort to focus and ensure a thorough monitoring towards the goal, there was also a streamlining in the number of outputs from seven to three, thus the number of Annual Work Plans dropped from seven in 2011 to four from 2012 onwards. Besides that, indicators and baselines were revised in order to be aligned to Strategic Plan the goal. Changes were reflected in CPAP 2012-2015.

The UNFPA new Strategic Plan 2014-2017 was formally approved by the Executive Board on September 13th, at the Executive Board Second Regular Session 2013 and the country office has aligned its current programme to the new strategic direction.

The UNFPA Country Office shall conduct an evaluation in the penultimate year of the Programme’s cycle. The purpose of the evaluation is to demonstrate accountability to stakeholders, support evidence-based decision-making and contribute to lessons learned to the existing knowledge base as well as to draw from lessons and recommendations on current cooperation in order to improve future programming.

Primary users of the country programme evaluation are the decision-makers within UNFPA and the Executive Board, government counterparts in Brazil, civil society stakeholders and other development partners.

3. Context


Brazil is the world’s fifth most populous country and has a population of around 202.7 million, according to the Brazilian Institute of Geography and Statistics (IBGE) (2014). Nearly 84.8% of the population live in urban areas, posing challenges related to accelerated urbanization and insufficient improvements in infrastructure of water, sanitation, garbage, dwelling, and transport to mention a few. Considered an emerging middle-income country, Brazil has made remarkable progresses in reducing poverty. According to Fundação Getúlio Vargas (FGV), poverty in Brazil fell 7.9% between January 2011 and January 2012. In
addition, inequality continues to decline faster than in other emerging countries. Data show that from January 2011 to January 2012, the Gini coefficient, which measures inequality on a scale 0-1, fell 2.1%, from 0.53 to 0.51. Despite advances, Brazil still faces profound inequalities. These disparities are most apparent in the North and Northeast regions and also in the outer suburban areas of urban centres and are characterized by low levels of education; exclusion from or unqualified participation in the formal labour market; insufficient basic services; precarious health conditions characterized by high levels of malnutrition, early death from avoidable causes, among other outcomes.

These “paradoxes of growth” require special attention to inequities between and within groups; to gender, age, ethnic and racial issues; they also require efforts aimed at overcoming regional disparities and disparities among rural and urban areas, and among inner cities and their outskirts. A further challenge is the increased integration of key social, economic and environmental issues.

Brazil is experiencing a demographic bonus, a rapid and fleeting process which is expected to last until the 2020s and which represents a historical opportunity for driving inclusive social and economic growth. Despite being transitory, the impacts of this demographic process may bring decisive and long-lasting benefits, as long as the country adopts strategies to transform the quantitative advantage of the working-age population into a qualitative advantage, mainly through investments in human capital qualification.

Youth, according to Brazilian Government statistics, face at least three critical situations: 1) limited access to quality health resources, actions and services, including sexual and reproductive health, 2) limited access to quality education and labour market participation and 3) exposure to violence, including deadly violence. In Brazil, 26.8% of the sexually active population (15-64 years old) in 2008 began their sex lives before 15 years of age. About 19.3% of live births in 2010 were children of women of 19 years or less; in 2009, 2.8% of adolescent girls aged 12-17 already had one child or more. Moreover, there are significant race/colour and income differentials in teenage pregnancy prevalence. In the last decade, the number of AIDS cases among female adolescents (aged 13-19) was higher than among males in the same age group. Lack of quality education, unemployment and underemployment are challenges, given the fact that some 20% of young people (aged 15-29) neither work nor study. Finally, homicides are today the main cause of death among young men (aged 15-29), especially among the Black young ones. This fact has been pointed out as an important determinant of the young male over mortality.

Mortality from causes relating to pregnancy, childbirth and the post-partum period, requires attention. Despite the reduction in maternal mortality between 1990 and 2011, the ratio of 64.8 deaths per 100,000 live births in 2011 (as indicated by Brazilian Government Statistics) suggests a long way towards the target for 2015 set by MDG 5 (35 deaths per 100,000 live births). Racial differences are emblematic mainly when examining specific causes of maternal death such as eclampsia, pre-eclampsia and abortion.

Confronting violence against women is also a subject of relevance in order to ensure human rights in Brazil. In 2011, the Secretariat for Women’s Policies, via the Women’s Helpline (Dial 180), recorded some 75,000 reports of this kind of violence. Out of the total, 61.3% were related to physical violence; 24% to psychological violence; and 10.9% to moral violence. The
perpetrators were partners, spouses or boy/girlfriends in 74.6% of these cases and more than half of these victims believed there was risk of death.

Within this context, and in keeping up with the commitments taken on by Brazil at the International Conference on Population and Development (Cairo, 1994), the IV World Conference on Women (Beijing, 1995), the World Conference Against Racism, Racial Discrimination, Xenophobia and Related Intolerance (Durban, 2001), the rolling out of their respective Programmes of Action, as well as the Millennium Development Goals, CPD is guided by the United Nations Development Assistance Framework (UNDAF) and is aligned with UNFPA global strategic guidelines; the Country Programme aims to contribute to national priorities, especially the first target of the Pluri-annual Plan (PPA) related to promoting social inclusion and reducing inequalities. UNFPA committed an estimated budget of $13.5 million over the 4 years for the Brazil Country Programme (2012-2015), plus $ 4.94 million for the extended period.

The programme contributes to the following UNFPA Strategic Plan (2014-2017) Outcomes and Country Programme Outputs:

Table 1: Strategic Plan (2014-2017) Outcomes and Country Programme Outputs

<table>
<thead>
<tr>
<th>Strategic Plan (2014-2017) Outcomes</th>
<th>Outputs</th>
<th>Results/outcomes</th>
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<tbody>
<tr>
<td><strong>Outcome 1</strong>: Increased availability and use of integrated sexual and reproductive health services (including family planning, maternal health and HIV) that are gender-responsive and meet human rights standards for quality of care and equity in access.</td>
<td>Increased national capacity to deliver high-quality and integrated sexual and reproductive health services, focusing on populations in vulnerable situations.</td>
<td>These results intend to contribute towards the strengthening of national capacity to offer high quality sexual and reproductive health actions and services, following the principles of human rights, gender, race and generation equity; strengthening the use of disaggregated data in decision-making processes; supporting knowledge management strategies; promoting multisectoral partnerships and coordination with partners; supporting governmental, non-governmental and private sector initiatives to accelerate progress towards achieving MDG 5 (A &amp; B); supporting national institutions in the formulation and implementation of comprehensive sexuality education initiatives; supporting peer education initiatives aimed at strengthening life skills among youth as well as promoting their participation in spaces that monitor public policies; supporting initiatives headed by civil society in defense of reproductive rights and the maternal mortality reduction; as well as advocating for articulation between HIV/AIDS prevention, reproductive rights and actions to confront and prevent gender based violence.</td>
</tr>
</tbody>
</table>
### Outcome 4:

Strengthened national policies and international development agendas through integration of evidence-based analysis on population dynamics and their links to sustainable development, sexual and reproductive health and reproductive rights, HIV and gender equality.

National institutions have strengthened capacity to formulate and implement policies, plans and/or programs to sustainable development integrating evidence-based analysis on population dynamics.

National institutions have increased capacity to implement South-South and/or triangular cooperation to achieve the promotion of ICPD Programme of Action.

These results intend to contribute towards the strengthening of national capacities to produce, analyze and disseminate population data, that contribute to policies, plans and programmes at the national and international level; providing inputs for building a national and international agenda that integrates demographic issues with the environmental and sustainable development agenda, promoting equity and quality of life among the population without compromising environmental sustainability; supporting the participation of specialists in strategic national and international fora and in decision-making processes.

The results also aim at strengthening national capacities to integrate the rights and needs of the youth population in policies, programmes and/or development plans, with participatory mechanisms for youth participation and engagement.

Similarly, the results aim at building and expanding partnerships with national institutions to implement South-South and Triangular Cooperation efforts in matters relating to the ICPD Programme of Action; building South-South Cooperation strategies and knowledge management tools to ensure the quality of cooperation initiatives; supporting youth participation in strategic national and international events and in decision-making spaces; and building youth capacity to take part in international fora.

<table>
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<tr>
<th>4. Objectives and Scope of the Evaluation</th>
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The overall objective of this evaluation is to analyse the relevance, performance and the Country Office strategic positioning during the 5th Brazil Country Programme. The exercise will also contribute to the identification of lessons learned, conclusions, recommendations and may be used as an input to the preparation of the new Country Programme for the 2017-2020 cycle.

The specific objectives of the evaluation of the UNFPA 5th Country Programme are:

1. to provide the UNFPA Country Office in Brazil, national programme stakeholders, the UNFPA Latin America and the Caribbean Regional Office, the UNFPA headquarters as well as the wider audience with an assessment of the relevance and performance of the UNFPA Country Programme;
2. to provide an analysis of how UNFPA has positioned itself to add value in an evolving national priorities and development context;
3. to draw key lessons from past and current cooperation and: (i) provide a set of clear and forward-looking options leading to strategic and actionable recommendations for the next programming cycle; (ii) provide inputs to inform the strategic repositioning of the Country Office in light of UNFPA new business model in middle income countries.

The evaluation will cover all activities planned and/or implemented during the period 2012-2014 within each programme area (reproductive health and rights, youth, population dynamics and sustainable development, and south-south cooperation). Besides the assessment of the intended effects of the programme, the evaluation also aims at identifying potential unintended effects.

Concerning the geographical scope, the evaluation will cover the cooperation developed by UNFPA in Brasília (DF), Salvador (BA), and Rio de Janeiro (RJ).

**Evaluation Audience**

The country programme evaluation should contribute to strengthening reporting based on results and institutional learning, so that the conclusions and recommendations can be used in informed decision making, thereby strengthening programmatic efficacy and efficiency.

From this perspective, evaluation users are the UNFPA team in Brazil and the Country Programme counterparts (government, NGOs, academic institutions and the private sector), as well as other United Nations system agencies in Brazil, the UNFPA Latin American and Caribbean Regional Office (LACRO), UNFPA Headquarters and the Executive Board.

**5. Evaluation Questions**

In accordance with the methodology for Country Programme Evaluations as set out in the Evaluation Office Handbook on How to Design and Conduct Country Programme Evaluations (October 2013), the evaluation will be based on a number of evaluation questions covering the following evaluation criteria: relevance, efficiency, effectiveness and sustainability as well as coordination and added value. The evaluation has two components: a. the analysis of the programmatic areas, b. the analysis of the strategic positioning. This second component will include a forward looking dimension. In so doing it will try to provide some inputs on how UNFPA Brasil could best reposition itself to increase its added value in the Brazilian context and in line with the new modes of engagement of UNFPA in middle income countries.

Component 1:

*Relevance (including responsiveness)*

The criterion of relevance brings into focus the extent to which the objectives of the UNFPA country programme correspond to population needs at country level (in particular those of vulnerable groups), and were aligned throughout the programme period with government priorities and with UNFPA global policies and strategies. The ability of the CO to respond to:
a. changes and/or additional requests from the national counterparts, and b. shifts caused by external factors in an evolving country context.

**Proposed questions under this criterion are:**
- To what extent are the programme results (i) responsive to the needs of the population (in particular the needs of vulnerable groups), (ii) aligned with government priorities (iii) as well as with UNFPA global policies and strategies?
- To what extent was the country office able to respond to changes in the national priorities and development context?

**Efficiency**
This criterion looks at the extent to which CPAP outputs and outcomes have been achieved with the appropriate amount of resources (funds, expertise, time, administrative costs, etc.).

**Proposed questions under this criterion are:**
- To what extent were UNFPA outputs developed or produced at a reasonable cost, or over a reasonable time period;
- To what extent did the country office take advantage of existing opportunities for synergies to maximize use of resources?

**Effectiveness**
This criterion seeks to analyze the extent to which the CPAP outputs have been achieved, and the extent to which the outputs have contributed to the achievement of the CPAP outcomes.

**Proposed questions under this criterion are:**
- To what extent have the CPAP outputs been achieved?
- To what extent did the outputs contribute to the achievement of the CPAP outcomes?

**Sustainability**
This criterion focuses on analyzing the continuation of benefits from a UNFPA-financed intervention after its termination, linked, in particular, to their continued resilience to risks.

**Proposed question under this criterion is:**
- To what extent are the results of UNFPA supported activities likely to last after their termination?

**Component 2:**
Besides the above standard evaluation criteria, the programme will also be assessed against the two following specific criteria, with a view to characterizing the strategic positioning of UNFPA with the UNCT in Brazil:

**Coordination**
This criterion seeks to analyze the extent to which UNFPA has been an active member of, and contributor to the existing coordination mechanisms of the United Nations Country Team.
Proposed question under this criterion is:
- To what extent did UNFPA contribute to the coordination mechanisms in the UN system in Brazil?

Added Value
This criterion assesses the extent to which the UNFPA country programme adds benefits to the results from other development actors’ interventions. UNFPA added value in the country is a direct consequence of its comparative strengths.

Proposed question under this criterion is:
- What is it that UNFPA does particularly and distinctively well as compared to other development partners in the country?
- What could be specific roles that UNFPA could play or products that could deliver to mobilize resources and enhance its contribution to development results in the country?

The questions listed above are only indicative; the final set of evaluation questions will be determined during the design phase, after a discussion with the evaluation reference group.

The evaluation questions must be included in the evaluation matrix (please refer to appendix 6).

6. Evaluation Methodological Approach
The evaluation will follow the methodology as presented in the Evaluation Handbook on How to Design and Conduct a Country Programme Evaluation at UNFPA (2013). The evaluation team will identify any limitations to the evaluation and propose strategies to mitigate them.

Data Collection
The evaluation will essentially use the following methods of data collection:

Documentary review: Revision and analysis of documents pertaining to: UNFPA corporate policies and strategies, UNDAF and UNCT key documents, planning, monitoring and documents covering the period under evaluation.

Individual interviews: Interviews with UNFPA staff, implementing and strategic partners, civil society and beneficiaries (as appropriate).

Focus groups: Focal discussions with UNFPA staff in Brazil, with implementing and strategic partners, civil society and beneficiaries (as appropriate).

Validation mechanisms
The Evaluation Team will use a variety of methods to ensure the validity of the data collected. Besides a systematic triangulation of data sources and data collection methods and tools, the validation of data will be sought through regular exchanges with the CO programme managers.

Stakeholders participation
An inclusive approach, involving a broad range of partners and stakeholders, will be taken. The evaluation team will perform a stakeholders mapping in order to identify both UNFPA direct and indirect partners (i.e., partners who do not work directly with UNFPA and yet play a key role in a relevant outcome or thematic area in the national context). These stakeholders may include representatives from the Government, civil society organizations, the private sector, UN organizations, other multilateral organizations, bilateral donors, and most importantly, the beneficiaries of the programme.

7. Evaluation Process
The evaluation will unfold in five phases, each of them including several steps as indicated in the table below.

<p>| Table 2: Phases and activities of the Evaluation |</p>
<table>
<thead>
<tr>
<th>Phase</th>
<th>Key Activities</th>
</tr>
</thead>
</table>
| Preparatory phase | ● Drafting of the Terms of Reference in consultation with the Regional Office Monitoring and Evaluation Adviser;  
● Approval of ToR by the Evaluation Office;  
● Constitution of the evaluation reference group;  
● Compilation of initial list of background information and documentation;  
● Preparation of the preliminary stakeholder’s map;  
● Selection of potential evaluators by the country office with input from the Regional Monitoring and Evaluation Adviser;  
● Prequalification of consultants by the Evaluation Office;  
● Selection and hiring of the Evaluation Team. |
| Design Phase | ● Conducting a documentary review of all relevant documents (global and country specific) concerning the country programme for the 5th Country Programme;  
● Preparing the final mapping of stakeholders relevant to the evaluation;  
● Finalizing the list of evaluation questions outlined in the Terms of Reference;  
● Establishing the strategy, methods and instruments for data collection and analysis;  
● Drafting a concrete work plan including the functions, responsibilities and dates due for the field phase.  
*At the end of the design phase, the evaluation team will produce a design report, displaying the results of the above-listed steps and tasks following*
Field Phase

- Collection and analysis of data required in order to answer the evaluation questions;
- Analysis of the results with a view to formulate the preliminary findings and recommendations of the evaluation;

At the end of the field phase, the evaluation team will provide the CO with a debriefing presentation of the preliminary results of the evaluation, with a view to validating preliminary findings and testing tentative conclusions and/or recommendations.

Synthesis Phase

- Continuation of the analytical work and preparation of a first draft of the final evaluation report;
- The Evaluation Team incorporates comments made by the reference group and consolidates the first draft of the evaluation report;
- The Evaluation Team prepares a second draft of the final evaluation report;
- Evaluation manager carries out an Evaluation Quality Assessment (EQA);
- Comments of reference group;
- Suggestions are incorporated by the Evaluation Team and the final evaluation report is prepared;
- Perform the EQA with inputs from regional M&E adviser.

Dissemination, management response, dissemination and follow-up phase

- Sharing the report with stakeholders in country, as well as in the regional office and in headquarters;
- Coordinating the preparation of the management response including the recommendations from LACRO, UNFPA HQ and other interested partners;
- Publishing the final evaluation report, along with the EQA grid and the management response, on the country office web site;

Providing the final evaluation report to the UNFPA Executive Board in time for the approval of the new country programme document.

8. Expected Outputs

The evaluation team will produce the following deliverables, based on the methodological guidelines and instruments indicated in the Handbook “How to design and conduct a country Programme Evaluation at UNFPA”:

- A design report with 70 pages maximum (please refer to appendix 4) which must include (as a minimum): a) a stakeholder map; b) the evaluation matrix (including the final list of evaluation questions and the corresponding judgement criteria and
indicators); c) the overall evaluation design and methodology, with a detailed description of the data collection plan for the field phase;

- A debriefing presentation (PowerPoint) synthesizing the main preliminary findings, tentative elements of conclusions and recommendations of the evaluation, to be presented and discussed with the CO and the reference group during the debriefing meeting foreseen at the end of the field phase;
- A first draft final evaluation report;
- A second draft final report of the evaluation (incorporating the comments from the evaluation reference group);
- A PowerPoint presentation of the results of the evaluation for the dissemination seminar to be held in Brasilia;
- The final report (maximum 70 pages plus annexes), integrating comments expressed during the dissemination seminar in Brasilia and the inputs received from the reference group.

All deliverables will be elaborated in English and must be submitted both in printed and digital form together with all supporting documentation including tables, graphs and diagrams in its original format. The PowerPoint presentation for the dissemination seminar and the final report will be translated in Portuguese.

9. Work plan

Below are the proposed main activities and timeline that should be taken into account by the Evaluation Team once they are hired. The activities can be adjusted by the Evaluation Team at the stage of design and draft of the detailed work plan, which will be reviewed and approved by the Evaluation Manager.

<table>
<thead>
<tr>
<th>Phases</th>
<th>Duration</th>
<th>Main Activities</th>
<th>Responsible(s)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Design Phase</td>
<td>10 days</td>
<td>Complete the review of documentation. Adjust the evaluation questions. Establish a methodological framework and strategy of collection and analysis of data. Complete mapping of stakeholders.</td>
<td>Preparation: Evaluation Team</td>
</tr>
<tr>
<td></td>
<td>5 days</td>
<td>Draft a detailed the work plan (including main activities and timeframe).</td>
<td>Revision: Evaluation Reference Group</td>
</tr>
<tr>
<td></td>
<td>10 days</td>
<td>Draft and approval of the Design Report.</td>
<td>Approval: Evaluation Manager</td>
</tr>
<tr>
<td>Field Phase</td>
<td>20 days</td>
<td>Data collection.</td>
<td>Evaluation Team</td>
</tr>
<tr>
<td></td>
<td>10 days</td>
<td>Analysis of results and drafting of preliminary findings and elements of recommendations gathered at the end of the field phase.</td>
<td>Evaluation Team</td>
</tr>
<tr>
<td></td>
<td>1 day</td>
<td>Presentation of preliminary findings and elements of conclusions and recommendations gathered at the end of the field phase.</td>
<td>Evaluation Team</td>
</tr>
<tr>
<td>Synthesis Phase</td>
<td>UNFPA Country Office drafts comments on the preliminary presentation.</td>
<td>UNFPA country Office, Evaluation Manager</td>
<td></td>
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<td>-----------------</td>
<td>---------------------------------------------------------------------</td>
<td>------------------------------------------</td>
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<tr>
<td>45 days</td>
<td>Deepening of the analysis, preparation and submission of the first draft of the final evaluation report.</td>
<td>Evaluation Team</td>
<td></td>
</tr>
<tr>
<td>1 day</td>
<td>Evaluation Group provides comments on the first draft of the final evaluation report.</td>
<td>Evaluation Reference Group, Evaluation Manager</td>
<td></td>
</tr>
<tr>
<td>15 days</td>
<td>Incorporation of comments received and preparation of the second draft of the final evaluation report.</td>
<td>Evaluation Team</td>
<td></td>
</tr>
<tr>
<td>5 days</td>
<td>Evaluation Group provides comments on the second draft of the final evaluation report.</td>
<td>Evaluation Reference Group, Evaluation Manager</td>
<td></td>
</tr>
<tr>
<td>15 days</td>
<td>Incorporate the comments and suggestions provided and prepare the Final Evaluation Report.</td>
<td>Evaluation Team</td>
<td></td>
</tr>
<tr>
<td>5 days</td>
<td>Perform the Evaluation Quality Assessment (EQA)</td>
<td>Evaluation Manager with inputs from regional M&amp;E adviser</td>
<td></td>
</tr>
</tbody>
</table>

10. Composition of the Evaluation Team

An external evaluation team well versed in themes relating to the UNFPA mandate and with the expected technical competence and necessary experience in programme evaluation shall be engaged.

The evaluation team will be composed as follows:

- The **team leader** (consultant) will have the overall responsibility for the production of the deliverables defined in item 8 above. He/she will lead and coordinate the work of the evaluation team and will also be responsible for the quality assurance of all evaluation deliverables. The team leader must have a Master Degree and extensive previous experience in leading complex evaluations, especially in the field of development cooperation for UN agencies and/or other international organizations evaluations. Demonstrated capacity for strategic thinking and policy advice are essential. Familiarity with UNFPA or United Nations operations will be an asset. The team leader should have a good knowledge of the national development context and be fluent in Portuguese and English.

- A **reproductive health and rights expert** (consultant), who must have a Master Degree and will support the team leader and provide expertise in reproductive, maternal, gender, sexual and reproductive health and rights. She/he will take part in data collection and analysis work during the design and field phases. She/he will be responsible for drafting key parts of the design report and of the final evaluation report, including (but not limited to) sections relating to reproductive health and rights.

- A **youth, population dynamics and sustainable development expert** (consultant), who must have a Master Degree and will support the team leader and provide
experts in population and development issues (including census, population dynamics, policy development processes, national and local capacity development and national statistical systems). She/he will take part in the data collection and analysis work during the design and field phases. She/he will be responsible for drafting key parts of the design report and of the final evaluation report, including (but not limited to) sections relating to population and development.

- A **south-south and/or triangular international cooperation expert** (consultant), who must have a Master Degree and will support the team leader and provide expertise in international cooperation for development. She/he will take part in the data collection and analysis work during the design and field phases. She/he will be responsible for drafting key parts of the design report and of the final evaluation report, including (but not limited to) sections relating to international cooperation for development.

In order to avoid any conflicts of interest whatsoever, the evaluation team members must not be involved in the design, implementation or have a consultancy/advisory role in the Country Programme interventions being assessed by this evaluation.

The work of the evaluation team will be guided by the Norms and Standards established by the United Nations Evaluation Group (UNEG). Team members will adhere to the Ethical Guidelines for Evaluators in the UN system and the Code of Conduct, also established by UNEG. The evaluators will be requested to sign the Code of Conduct prior to engaging in the evaluation exercise.

**Qualification of the Evaluation Team**

The evaluation team will be composed of four (4) consultants hired by UNFPA to carry out the evaluation. The following qualifications will be considered when appraising potential candidates:

- The team must have proven experience in working in development initiatives supported by the United Nations system (including UNFPA) in Brazil and/or other Programme countries.

- All team members should have in-depth knowledge of UNFPA programmatic areas, in particular: population dynamics and public policies; sexual and reproductive health, including maternal health, family planning and HIV/AIDS, gender equality and prevention of gender-based violence, sexual and reproductive health and comprehensive sexuality education for adolescents and youth, production and analysis of data on population dynamics, youth, south-south and/or triangular international cooperation, among others.

- Good ability in using Microsoft Office programs, with emphasis on word processing (Word), spreadsheets (Excel), databases and preparing PowerPoint presentations.

- Excellent linguistic abilities for spoken and written communication in Portuguese and English.
Team work skills and ability to interact in a sensitive and respectful manner with individuals and groups in diverse cultural contexts, with emphasis on respect for human rights and gender equality.

The team must be comprised of men and women.

11. Management of the Evaluation

Brazil UNFPA Country Office has designated an Evaluation Manager. The evaluation will be conducted following the parameters established in the methodology established by the UNFPA Evaluation Office and following the norms and standards of Evaluations at UNFPA. An evaluation reference group will be constituted and will be composed of representatives from the UNFPA Country Office in Brazil, national counterparts, the Monitoring and Evaluation Adviser from the UNFPA Regional Office and the Focal Point designed by the Evaluation Office.

The evaluation manager will communicate with the evaluation team and will coordinate all the inputs from the reference group.

The table below presents in detail the functions and responsibilities of all the actors involved in the evaluation process:

<table>
<thead>
<tr>
<th>Actors</th>
<th>Roles and Responsibilities</th>
</tr>
</thead>
<tbody>
<tr>
<td>Evaluation manager</td>
<td>The manager of a country programme evaluation oversees the entire process of the evaluation, from its preparation to the dissemination of the final evaluation report. He/she:</td>
</tr>
<tr>
<td></td>
<td>• Coordinates the launching of the evaluation process: preparation of the terms of reference, establishment of the evaluation reference group, and the preparation of the background documentations;</td>
</tr>
<tr>
<td></td>
<td>• Coordinates the selection and hiring process for the team of evaluators, in consultation with the regional office M&amp;E adviser;</td>
</tr>
<tr>
<td></td>
<td>• Supervises and guides the evaluation team during the evaluation process;</td>
</tr>
<tr>
<td></td>
<td>• Provides comments/inputs and approves the initial design report, the first draft and the final evaluation report;</td>
</tr>
<tr>
<td></td>
<td>• Coordinates the logistical support for the conduction of the fieldwork by the evaluation team;</td>
</tr>
<tr>
<td></td>
<td>• Conducts the evaluation quality assurance in consultation with the regional office M&amp;E adviser;</td>
</tr>
<tr>
<td></td>
<td>• Coordinates the preparation of the Management response, the dissemination of the final evaluation report and ensures that it is published in the UNFPA database and in the web page of the Country Office.</td>
</tr>
</tbody>
</table>
### Evaluation Reference Group (ERG)
- Provides input to the ToR of the evaluation and to the selection of evaluation team;
- Provides the evaluation team with information and documentation pertaining to the Programme;
- Assists with the identification of key stakeholders and facilitates the access of the evaluation team to information sources to support data collection;
- Provides comments on the main deliverables of the evaluation, including the draft final report;
- Provides comments on the main deliverables of the evaluation, including the final report;
- Advises on the quality of work produced by the evaluation;
- Assists with feedback on the results, conclusions and recommendations obtained from the evaluation for the design and implementation of the future country programme.

### Evaluation Team
- Drafts the evaluation design report, including a detailed work plan;
- Conducts the fieldwork to collect and process information obtained;
- Prepares a presentation on preliminary findings and elements of conclusions and recommendations, the first draft report and the final evaluation report, incorporating the suggestions of the evaluation reference group;
- Maintains the Evaluation Manager informed on the progresses and limitations of the work.

### Regional M&E Adviser
- Reviews and provides comments to the following documents: terms of reference, design report, first draft and final evaluation report;
- Assists the CO evaluation manager in identifying potential candidates and reviews the summary assessment table prior to it being sent to the Evaluation Office;
- Undertakes the EQA of the final evaluation report;
- Provides inputs to the management response to the evaluation.

### Evaluation Office
- Approves ToR for the evaluation after the review and comments by the regional M&E adviser;
- Pre-qualifies consultants;
- Undertakes final EQA of the evaluation report;
- Publishes final report and EQA in the evaluation database.

### 12. Working Conditions, Fees and Payment Methods
- The evaluation team shall work remotely in close communication with the Evaluation Manager and the Reference Group.
- The Evaluation Manager will provide the evaluation team a list of counterparts to be contacted for this evaluation.
- The evaluation team will make contact with the counterparts personally, by e-mail or teleconference and will make field visits to collect the necessary information. Costs related to field visits will be supported by the UNFPA.
- Payment of fees will be based on the delivery of outputs, as follows:
  1. Upon approval of the evaluation design report: 25%
  2. Upon satisfactory presentation to the CO of the preliminary findings at the end of the field phase: 25%
  3. Upon approval of the first draft final evaluation report: 25%
  4. Upon approval of the final evaluation report: 25%
Payment will be deposited in up to 10 (ten) working days after delivery and approval of outputs, directly in the current account informed by the hired consultants.

- The total amount to be paid for each consultant is listed below. The values for each consultancy are proportional to the volume of programme activities within each thematic area and partners to be contacted. These amounts will be paid in four (4) instalments based on delivery of outputs as informed above.
  - Team leader: USD 29,100
  - Reproductive health and rights expert: USD 21,800
  - Youth, population dynamics and sustainable development expert: USD 14,600
  - South-south and/or triangular international cooperation expert: USD 14,600

Travel availability is requested. Costs related to field visits will be supported by the UNFPA.

- Outputs, documents and other materials directly related to or produced, prepared or obtained as a consequence of this consultancy work hired to evaluate the Country Programme, are the exclusive property of UNFPA Brazil, and the hired consultants are not authorized to use or to publicize this data.
13. Bibliography and resources

- Office Management Plans (2012-2014)
- Common Situation Analysis
- UNDAF (including the Action Plan)
- ICPD declaration and relevant review reports
- Millennium Development Goals (MDGs) Report
- Brazilian Government Pluri-Annual Plan (PPA) 2011-2014
- Annual Work Plans (2012-2014)
- Annual standard progress reports for each AWP
- Country office annual reports (2012-2014)
- Country programme evaluation of the last cycle
- Management Response and Status of the last country programme evaluation
- NEX audit reports
- Thematic Studies, non-papers and strategic documents produced by the Country Office
- Relevant Policy Documents
- Financial reports on core and non-core resources
- UNFPA/NIDI Reports on Financial Resource Flows for population activities
- Resource Mobilization Plan (including the pipeline table)
- Baseline and end line survey reports for current CPAP
- Field monitoring visits reports
- Reports assessing technical capacity of implementing partners
- Donor reports
- Minutes of UNCT and of the UN Working Group Meetings
- Co-financing agreements and amendments

The use of other reference documents that help to complement the evaluation process is not ruled out.
UNFPA does not charge any fee at the application or recruitment process. UNFPA does not solicit or screen for information in respect of HIV or AIDS and does not discriminate on the basis of HIV/AIDS status. The organization offers a work environment that reflects the values of gender and race equality, teamwork, and respect for diversity.
APPENDIX 1: Ethical Code of Conduct for UNEG/UNFPA Evaluations

Evaluations of UNFPA-supported activities need to be independent, impartial and rigorous. Each evaluation should clearly contribute to learning and accountability. Hence evaluators must have personal and professional integrity and be guided by propriety in the conduct of their business

Evaluation Team/Evaluators:

1. To avoid conflict of interest and undue pressure, evaluators need to be independent, implying that members of an evaluation team must not have been directly responsible for the policy/programming-setting, design, or overall management of the subject of evaluation, nor expect to be in the near future.

Evaluators must have no vested interest and have the full freedom to conduct impartially their evaluative work, without potential negative effects on their career development. They must be able to express their opinion in a free manner.

2. Should protect the anonymity and confidentiality of individual informants. They should provide maximum notice, minimize demands on time, and: respect people’s right not to engage. Evaluators must respect people’s right to provide information in confidence, and must ensure that sensitive information cannot be traced to its source. Evaluators are not expected to evaluate individuals, and must balance an evaluation of management functions with this general principle.

3. Evaluations sometimes uncover evidence of wrongdoing. Such cases must be reported discreetly to the appropriate investigative body.

4. Should be sensitive to beliefs, manners and customs and act with integrity and honesty in their relations with all stakeholders. In line with the UN Universal Declaration of Human Rights, evaluators must be sensitive to and address issues of discrimination and gender equality. They should avoid offending the dignity and self-respect of those persons with whom they come in contact in the course of the evaluation. Knowing that evaluation might negatively affect the interests of some stakeholders, evaluators should conduct the evaluation and communicate its purpose and results in a way that clearly respects the stakeholders’ dignity and self-worth.

5. They are responsible for the clear, accurate and fair written and/or oral presentation of study limitations, evidence based findings, conclusions and recommendations.

For details on the ethics and independence in evaluation, please see UNEG Ethical Guidelines and Norms for Evaluation in the UN System

http://www.unevaluation.org/search/index.jsp?q=UNEG+Ethical+Guidelines

http://www.unevaluation.org/papersandpubs/documentdetail.jsp?doc_id=21
# APPENDIX 2: List of Atlas Projects for the period under evaluation

Basic Template (to be provided by the country office)

<table>
<thead>
<tr>
<th>Year N</th>
<th>Year N+1</th>
<th>Year N+2</th>
</tr>
</thead>
<tbody>
<tr>
<td>Fund Type</td>
<td>IA Group</td>
<td>Implementing Agency</td>
</tr>
<tr>
<td><strong>Reproductive Health &amp; Rights</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Strategic Plan outcome:</td>
<td></td>
<td></td>
</tr>
<tr>
<td>CPAP output:</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Annual Work Plan (code and name)</td>
<td>Activity 01</td>
<td></td>
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<tr>
<td><strong>Youth and Population Dynamics</strong></td>
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<td></td>
</tr>
<tr>
<td>Strategic Plan outcome:</td>
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<td>CPAP output:</td>
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<tr>
<td><strong>South-South Cooperation</strong></td>
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<tr>
<td>Strategic Plan outcome:</td>
<td></td>
<td></td>
</tr>
<tr>
<td>CPAP output:</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Annual Work Plan (code and name)</td>
<td>Activity 01</td>
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</tbody>
</table>
**APPENDIX 3: Information on main stakeholders by areas of intervention**

Basic Template (to be provided by the country office)

<table>
<thead>
<tr>
<th>Donors</th>
<th>Implementing Agencies</th>
<th>Other partners</th>
<th>Beneficiaries</th>
</tr>
</thead>
<tbody>
<tr>
<td>Reproductive Rights Rig</td>
<td>CPAP Output: (descriptions as per CPAP)</td>
<td>Atlas Project (code and name)</td>
<td></td>
</tr>
<tr>
<td>Youth and Population Dynamics</td>
<td>CPAP Output: (descriptions as per CPAP)</td>
<td>Atlas Project (code and name)</td>
<td></td>
</tr>
<tr>
<td>South-South Cooperation</td>
<td>CPAP Output: (descriptions as per CPAP)</td>
<td>Atlas Project (code and name)</td>
<td></td>
</tr>
</tbody>
</table>
APPENDIX 4: Short outlines for the design evaluation report

Cover page

UNFPA COUNTRY PROGRAMME EVALUATION: NAME OF THE COUNTRY

Period covered by the evaluation

DESIGN REPORT

Date

Second page

Country map (half page)

Table (half page)

<table>
<thead>
<tr>
<th>Evaluation Team</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Titles / position in the team</td>
<td>Names</td>
</tr>
</tbody>
</table>

Third page

Table of contents

<table>
<thead>
<tr>
<th>Section</th>
<th>Title</th>
<th>Suggested length</th>
</tr>
</thead>
<tbody>
<tr>
<td>CHAPTER 1: Introduction</td>
<td>1.1 Purpose and objectives of the country programme evaluation</td>
<td>1-2 pages max</td>
</tr>
<tr>
<td></td>
<td>1.2 Scope of the evaluation</td>
<td></td>
</tr>
<tr>
<td></td>
<td>1.3 Purpose of the design report</td>
<td></td>
</tr>
<tr>
<td>CHAPTER 2: Country context</td>
<td>2.1 Development challenges and national strategies</td>
<td>4-6 pages max</td>
</tr>
<tr>
<td></td>
<td>2.2 The role of external assistance</td>
<td></td>
</tr>
<tr>
<td>CHAPTER 3: UNFPA strategic response and programme</td>
<td>3.1 UNFPA strategic response</td>
<td>5 – 7 pages max</td>
</tr>
<tr>
<td></td>
<td>3.2 UNFPA response through the country programme</td>
<td></td>
</tr>
<tr>
<td></td>
<td>3.2.1 The country programme</td>
<td></td>
</tr>
<tr>
<td></td>
<td>3.2.2 The country programme financial structure</td>
<td></td>
</tr>
<tr>
<td>CHAPTER 4: Evaluation methodology and approach</td>
<td>4.1 Evaluation criteria and evaluation questions</td>
<td>7-10 pages max</td>
</tr>
<tr>
<td></td>
<td>4.2 Methods for data collection and analysis</td>
<td></td>
</tr>
<tr>
<td></td>
<td>4.3 Selection of the sample of stakeholders</td>
<td></td>
</tr>
<tr>
<td></td>
<td>4.4 Evaluability assessment, limitations and risks</td>
<td></td>
</tr>
<tr>
<td>CHAPTER 5: Evaluation process</td>
<td>5.1 Process overview</td>
<td>3-5 pages max</td>
</tr>
<tr>
<td></td>
<td>5.2 Team composition and distribution of tasks</td>
<td></td>
</tr>
<tr>
<td></td>
<td>5.3 Resource requirements and logistic support</td>
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</tr>
<tr>
<td></td>
<td>5.4 Work plan</td>
<td>20-30 pages max</td>
</tr>
</tbody>
</table>
ANNEXES

Annex 1 Terms of Reference
Annex 2 Evaluation matrix
Annex 3 Interview guides
Annex 4 List of atlas projects
Annex 5 Stakeholder map
Annex 6 CPE agenda
Annex 7 Documents consulted

The following page should present abbreviations and acronyms, the list of tables and the list of figures.
APPENDIX 5: Short outlines for the final evaluation report

Cover page
UNFPA COUNTRY PROGRAMME EVALUATION: NAME OF THE COUNTRY

Period covered by the evaluation

FINAL EVALUATION REPORT

Date

Second page
Country map (half page)

Table (half page)

<table>
<thead>
<tr>
<th>Evaluation Team</th>
<th>Titles / position in the team</th>
<th>Names</th>
</tr>
</thead>
</table>

Third page
Acknowledgements

Fourth page
Table of contents

<table>
<thead>
<tr>
<th>Section</th>
<th>Title</th>
<th>Suggested length</th>
</tr>
</thead>
<tbody>
<tr>
<td>EXECUTIVE SUMMARY</td>
<td></td>
<td>3-4 pages max</td>
</tr>
<tr>
<td>CHAPTER 1: Introduction</td>
<td></td>
<td></td>
</tr>
<tr>
<td>1.1</td>
<td>Purpose and objectives or the Country Programme Evaluation</td>
<td>5-7 pages max</td>
</tr>
<tr>
<td>1.2</td>
<td>Scope of the evaluation</td>
<td></td>
</tr>
<tr>
<td>1.3</td>
<td>Methodology and process</td>
<td></td>
</tr>
<tr>
<td>CHAPTER 2: Country context</td>
<td></td>
<td></td>
</tr>
<tr>
<td>2.1</td>
<td>Development challenges and national strategies</td>
<td>5-6 pages max</td>
</tr>
<tr>
<td>2.2</td>
<td>The role of external assistance</td>
<td></td>
</tr>
<tr>
<td>CHAPTER 3: UN / UNFPA response and programme strategies</td>
<td></td>
<td></td>
</tr>
<tr>
<td>3.1</td>
<td>UN and UNFPA response</td>
<td>5-7 pages max</td>
</tr>
<tr>
<td>3.2</td>
<td>UNFPA response through the country programme</td>
<td></td>
</tr>
<tr>
<td>3.2.1</td>
<td>Brief description of UNFPA previous cycle strategy, goals and achievements</td>
<td></td>
</tr>
<tr>
<td>3.2.2</td>
<td>Current UNFPA country programme</td>
<td></td>
</tr>
<tr>
<td>3.2.3</td>
<td>The financial structure of the programme</td>
<td></td>
</tr>
<tr>
<td>CHAPTER 4: Findings: answers to the evaluation questions</td>
<td></td>
<td></td>
</tr>
<tr>
<td>4.1</td>
<td>Answer to evaluation question 1</td>
<td>25-35 pages max</td>
</tr>
<tr>
<td>4.2</td>
<td>Answer to evaluation question 2</td>
<td></td>
</tr>
<tr>
<td>4.3</td>
<td>Answer to evaluation question 3</td>
<td></td>
</tr>
</tbody>
</table>
4.4 Answer to evaluation question X

<table>
<thead>
<tr>
<th>CHAPTER 5</th>
<th>Conclusions</th>
</tr>
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<tbody>
<tr>
<td>5.1</td>
<td>Strategic level</td>
</tr>
<tr>
<td>5.2</td>
<td>Programmatic level</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>CHAPTER 6</th>
<th>Recommendations</th>
</tr>
</thead>
<tbody>
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<td>6.1</td>
<td>Recommendations</td>
</tr>
</tbody>
</table>

(Total number of pages) 50 – 70 pages

**ANNEXES**
- Annex 1 Terms of Reference
- Annex 2 List of persons / institutions met
- Annex 3 List of documents consulted
- Annex 4 The evaluation matrix

➤ **Tip:** the Evaluation Quality Assessment criterion on the structure and clarity of reporting sets out that the minimum requirements for Annexes are: the Terms of Reference; the list of people consulted / interviewed and the methodological instruments used. Do not forget to add the templates of the methodological tools used when conducting data collection and analysis.

**Fifth page**
- Abbreviation and acronyms
- List of tables
- List of figures

**Sixth page**
- Key facts table

**Seventh page**
- Structure of the country programme evaluation report

**Eight page**
- Key facts table: *name of the country*
## APPENDIX 6: The Evaluation Matrix

**EQ1 : To what extent ...**

<table>
<thead>
<tr>
<th>Assumptions to be assessed</th>
<th>Indicators</th>
<th>Sources of information</th>
<th>Methods and tools for the data collection</th>
</tr>
</thead>
<tbody>
<tr>
<td>Assumption 1 (see example in Tool 1)</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

- Evaluators must fill this box with all relevant data and information gathered during the field phase in relation with the elements listed with the ‘assumptions to be assessed’ column and their corresponding indicators.
- The information placed here can stem from: documentary review, interviews, focus group discussions, etc.
- Since the filled matrix will become the main annex of the final evaluation report, the evaluation team leader and evaluation manager must ensure that all the information displayed:
  - is directly related to the indicators listed above;
  - is drafted in a readable and understandable manner;
  - makes visible the triangulation of data;
  - the information source(s) are referenced in footnotes.

| Assumption 2 (see example in Tool 1) |            |                        |                                          |

**EQ2 : To what extent ...**

<table>
<thead>
<tr>
<th>Assumptions to be assessed</th>
<th>Indicators</th>
<th>Sources of information</th>
<th>Methods and tools for the data collection</th>
</tr>
</thead>
<tbody>
<tr>
<td>Assumption 1 (see example in Tool 1)</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**EQ3 : To what extent ...**

<table>
<thead>
<tr>
<th>Assumptions to be assessed</th>
<th>Indicators</th>
<th>Sources of information</th>
<th>Methods and tools for the data collection</th>
</tr>
</thead>
<tbody>
<tr>
<td>Assumption 1 (see example in Tool 1)</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
**APPENDIX 7: Evaluation Quality Assessment template and explanatory note**

**Overall Assessment:** Note that the overall assessment must address, as a minimum, the following issues: *scope of the evaluation; methodological design; findings and analysis; credibility of data; recommendations; conclusion; executive summary.*

<table>
<thead>
<tr>
<th>Quality Assessment criteria</th>
<th>Assessment Levels</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Very Good</td>
</tr>
</tbody>
</table>
| **1. Structure and Clarity of Reporting**
  To ensure report is user-friendly, comprehensive, logically structured and drafted in accordance with international standards.
  Checklist of minimum content and sequence required for structure:
  - i) Acronyms; ii) Exec Summary; iii) Introduction; iv) Methodology including Approach and Limitations; v) Context; vi) Findings/Analysis; vii) Conclusions; viii) Recommendations; ix) Transferable Lessons Learned (where applicable)
  - Minimum requirements for Annexes: ToRs; Bibliography List of interviewees; Methodological instruments used. | Please insert assessment level followed by your main comments. |
| **2. Completeness and concision of the executive summary**
  To provide an overview of the evaluation, written as a stand-alone section and presenting main results of the evaluation.
  Structure (paragraph equates to half page max):
  - i) Purpose, including intended audience(s); ii) Objectives and Brief description of intervention (1 para); iii) Methodology (1 para); iv) Main Conclusions (1 para); v) Recommendations (1 para). Maximum length 3-4 page | |
| **3. Justification of the design and of the methodological approach**
  To provide a clear explanation of the following elements/tools
  Minimum content and sequence:
  - Explanation of methodological choice, including constraints and limitations;
  - Techniques and tools for data collection provided in a detailed manner;
  - Triangulation systematically applied throughout the evaluation;
  - Details of participatory stakeholders’ consultation process are provided.
  - Whenever relevant, specific attention to cross-cutting issues (vulnerable groups, youth, gender equality) in the design of the evaluation | |
### 4. Reliability of Data

*To clarify data collection processes and data quality*
- Sources of qualitative and quantitative data have been identified;
- Credibility of primary (e.g. interviews and focus groups) and secondary (e.g. reports) data established and limitations made explicit;

### 5. Soundness of the analysis and credibility of the findings

*To ensure sound analysis and credible findings*

**Findings**
- Findings stem from rigorous data analysis;
- Findings are substantiated by evidence;
- Findings are presented in a clear manner

**Analysis**
- Interpretations are based on carefully described assumptions;
- Contextual factors are identified;
- Cause and effect links between an intervention and its end results (including unintended results) are explained.

### 6. Validity of the conclusions

*To assess the validity of conclusions*
- Conclusions are based on credible findings;
- Conclusions must convey evaluators’ unbiased judgment of the intervention.

### 7. Usefulness of the recommendations

*To assess the usefulness and clarity of recommendations*
- Recommendations flow logically from conclusions;
- Recommendations must be strategic, targeted and operationally-feasible;
- Recommendations must take into account stakeholders’ consultations whilst remaining impartial;
- Recommendations should be presented in priority order
8. Meeting Needs

To ensure that Evaluation Report responds to requirements (scope & evaluation questions/issues/DAC criteria) stated in the ToR (ToR must be annexed to the report).

In the event that the ToR do not conform with commonly agreed quality standards, assess if evaluators have highlighted the deficiencies with the ToR.

<table>
<thead>
<tr>
<th>Quality assessment criteria (and Multiplying factor *)</th>
<th>Assessment Levels (*)</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Unsatisfactory</td>
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<tr>
<td>5. Findings and analysis (50)</td>
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<tr>
<td>6. Conclusions (12)</td>
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<td>7. Recommendations (12)</td>
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<td>8. Meeting needs (12)</td>
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<td>3. Design and methodology (5)</td>
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<td>4. Reliability of data (5)</td>
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<td>1. Structure and clarity of reporting (2)</td>
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<td>2. Executive summary (2)</td>
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<tr>
<td><strong>TOTAL</strong></td>
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</table>

(*) Insert the multiplying factor associated with the criteria in the corresponding column e.g. - if “Finding and Analysis” has been assessed as “good”, please enter the number 50 into the “Good” column. The Assessment level scoring the higher number of points will determine the overall quality of the Report.

OVERALL QUALITY OF REPORT: [Insert overall Assessment Level based on highest score above – see Explanatory Note for further guidance]
APPENDIX 8: Management Response template

<table>
<thead>
<tr>
<th>UNFPA Management Response</th>
<th>Country Programme Evaluation (from-to): .................. (Country: Brazil)</th>
</tr>
</thead>
</table>

Note: The following management response lists the recommendations as they appear in the evaluation report. Please refer to the report for more details on each recommendation. Recommendations may be organized by clusters, e.g.: strategic recommendations, recommendations associated with the country programme, recommendations associated with cross-cutting issues. Within each cluster, recommendations should be ranked by priority levels (from 1 to 3).

Instructions for completing the management response:
1. Boxes in white to be completed upon receiving the present request
2. Boxes in grey to be completed one year later.

Cluster 1: Strategic recommendations

<table>
<thead>
<tr>
<th>Recommendation #</th>
<th>To .......... (e.g Executive Director’s Office)</th>
<th>Priority Level ....(from 1 to 3)</th>
</tr>
</thead>
</table>

Management response - Please provide your response to the above recommendation. Where recommendations (or parts of) are not accepted, please provide detailed justification. Where accepted, please indicate key actions for implementation: ........................................................ ........................................................ ........................................................ ........................................................ ........................................................

<table>
<thead>
<tr>
<th>Key action(s)</th>
<th>Deadline</th>
<th>Responsible unit(s)</th>
<th>Annual implementation status updates</th>
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### Cluster 2: Recommendations associated with the programme

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<thead>
<tr>
<th>Recommendation #</th>
<th>To ..........</th>
<th>Priority level .....</th>
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</thead>
</table>

<table>
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</table>
Clusters 3: Recommendations associated with cross-cutting issues

<table>
<thead>
<tr>
<th>Recommendation #</th>
<th>To ……….</th>
<th>Priority level …..</th>
</tr>
</thead>
</table>

Management response - Please provide your response to the above recommendation. Where recommendations (or parts of) are not accepted, please provide detailed justification. Where accepted, please indicate key actions for implementation:

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