

**Midterm Review of UNEG Strategy 2014-2019**

**Draft Terms of Reference**[[1]](#footnote-1)

**Introduction**

Following the 2013 Independent Assessment of the United Nations Evaluation Group (UNEG) for the period 2004-2012, the UNEG Strategy 2014-2019 was officially released in November 2013. The Strategy was revised in May 2015 to allow for one of its sections, “Section 4. How we will work together,” to be a standalone ‘foundation document’ for UNEG (“UNEG Principles of Working Together”).

The UNEG Strategy 2014-2019 sets forth the Group’s 6-year plan of action in four objectives (“Strategic Objectives (SOs)”), each led by Vice Chair (a member of the Executive Group):

* Evaluation functions and products of UN entities meet the UNEG Norms and Standards for evaluation (SO 1).
* UN entities and partners use evaluation in support of accountability and programme learning (SO 2).
* Evaluation informs UN system-wide initiatives and emerging demands (SO 3).
* UNEG benefits from and contributes to an enhanced global evaluation professions (SO 4).

The Vice Chairs are expected to regularly monitor, and report to the Executive Group, the progress made under their respective SO work. The Strategy also calls for a “midterm review of the implementation of the Strategy in 2015-2016,” and the “evaluation of results achieved at the end of the Strategy in 2018-2019,” if UNEG members wish to do so.[[2]](#footnote-2)

**Midterm Review: Purpose, objectives, and scope**

A midterm review (MTR) of the UNEG Strategy will be conducted by UNEG in 2017 after endorsement by the UNEG members at the Annual General Meeting (AGM) in Vienna, May 2017. The final report will be presented and discussed at the 2018 AGM. The review will be conducted as follows.

Purpose:

In preparation for the next UNEG strategy that commences in 2020, the MTR seeks to explore whether UNEG is doing the right things, and things right, particularly given the Agenda 2030 / Sustainable Development Goals (SDGs). Results of the review are expected to help UNEG identify what adjustments would be needed to the current strategy and inform the design of the next UNEG strategy 2020-2015.

Objectives:

The objective of the MTR is to assess the following:

1. Relevance of the current strategic focus areas and approaches in the rapidly changing development context and environment. For example,
   * To what extent are the current four SO goals and corresponding programmes relevant to: i) the purpose, mandate, and function of UNEG as a professional evaluation network; and ii) the SDGs and corresponding changes (e.g. need for increased national ownership of development activities)? Are there any areas that are obsolete or should be added, and require prioritization (e.g. a UNEG policy on Membership/Observer/Partner categories and criteria, as there has been an increasing number of requests for affiliation)?
2. UNEG’s progress and achievements towards its goals.
   * What progress has been made to date in achieving the goals under each of the four Strategic Objectives as defined by the UNEG Strategy 2014-2019 as well as the Annual Work Programmes? What are key achievements, areas of challenges?
3. UNEG’s use of financial resources.
   * To what extent has UNEG been efficient in the use of resources provided by its membership and UNDP?
4. UNEG’s internal governance, management, and operational structure.
   * To what extent have the current ‘*decision-making mechanisms’* been appropriate and effective (e.g. Executive Group, AGM)? Ensured the inclusive and representative decision-making process? How well does the work planning and prioritization work?
   * To what extent has the current ‘*programme implementation modality’* led by the Vice-Chairs been appropriate, vis-à-vis the previous modality led by the Working Group Chairs and co-chairs? Has the level of efforts offered by participating agencies been appropriate in accordance with the ‘Principle of Working Together’?
   * How effective is the role of UNEG Secretariat in supporting and coordinating the work of various SOs? To what extent is the Secretariat sustainable? Is the Membership Fee Pilot valid and sustainable?

Scope:

The MTR will examine UNEG’s work and programmes for the period between 2015 (after the launch of the revised UNEG Strategy 2014-2019 and respective annual work programmes) and 2017. The MTR will capture the evolving context to which UNEG has responded.

**Methodology**

**Overall approach**: The MTR is formative in nature, with a summative analysis of the work completed to date. It will present its findings, conclusions, and recommendations, covering:

1. UNEG’s overall effectiveness in contributing to four strategic objectives as defined in the UNEG Strategy 2014-2019; and
2. Relevance, efficiency, and sustainability of its work:
   * Relevance of the Strategy and its objectives
   * Efficiency of the internal governance function, programme implementation modality and UNEG Secretariat
   * Sustainability of the internal governance function and UNEG Secretariat

The MTR will assess how issues related to social and economic sustainability and equity, gender and human rights, development and humanitarian, normative and operational work are addressed in UNEG’s work.

**Data collection and analysis**: The MTR will draw on a number of data collection tools, including, but not limited to:

* Desk review of relevant material, including SO progress reports, UNEG Annual and Financial Reports, etc.
* Survey of relevant stakeholders, including the UNEG members, SO working group members, and users of evaluation (including representatives of senior management of UN agencies)
* Semi-structured interviews (face-to-face or telephone/video) with relevant stakeholders, including users of UN evaluations: UNEG members, UNEG observers, Member States, donors, representatives of UN management responsible for UN reforms, and evaluation networks and communities.
* Visit to [Geneva, Rome, New York]

A SWOT analysis will be conducted to identify areas of strengths, weaknesses, opportunities, and threats.

**Validation:** Information collected from various sources and methods will be triangulated.

**Stakeholder involvement**: The MTR will engage all relevant stakeholders of UNEG activities and efforts, including users of UN evaluations: UNEG members, UNEG observers, Member States, donors, representatives of UN management responsible for UN reforms, and evaluation networks and communities.

**MTR Review team**

External consultants with substantive knowledge of the UN System and evaluation experience will be called upon to conduct the Review (e.g. one senior team leader and one team specialist).

* Team leader – A senior member of the review team with at least 10 years of relevant experience in evaluation, including experience of leading complex ‘network’ evaluations. Team leader will be responsible for all aspects of conducting the review, including the preparation of a final report and presentation of results to UNEG Heads at the AGM 2018.
* Team specialist – A mid-level evaluation specialist with at least 5 years of relevant evaluation experience.

The **estimated duration of work** for the review team is 40 working days for the team leader and 30 days for the team specialist.

**Deliverables**:

Team Leader:

* Inception report, including a data collection plan and design, work plan
* All notes and data collected during data collection
* Draft MTR report, written in accordance with the TOR
* Final report with all comments reflected
* Presentation of the report

Team Specialist:

* Input to the inception report, as guided by Team Leader
* All notes and data collected during data collection
* Input to draft and final reports, as guided by Team Leader

**Facilitated discussion through a workshop**

After the draft MTR report has been prepared, a 1-1.5 day workshop will be organized, inviting UNEG Heads, to discuss the findings of the Review. The workshop will be facilitated by a mature development expert (consultant) in collaboration with the senior MTR team leader with a view to arriving at general directions for ways forward prior to the final discussion at the AGM 2018.

**General planning and time frame**

The Executive Group, with support of the Secretariat, will prepare a concept note for the conduct of the MTR for review and endorsement by UNEG Heads (January 2017). The terms of reference will then be developed and shared with UNEG Heads for comments (March 2017). If possible, the terms of reference should be endorsed by the UNEG Heads before the AGM in Vienna (by April 2017) or, at the latest, at the AGM.

The final MRT report should be ready by March 2018, so that the results of the findings can be presented and discussed at the 2018 AGM.

The MTR will be conducted in the following phases:

1. Preparation (Jan – April 2017)
   1. Drafting of a concept note for the MTR; and review of the concept note by UNEG Heads.
   2. Drafting of the terms of reference; and review/ approval by the UNEG Heads
2. Establishment of a MTR Task Force at or immediately after the AGM (May-June 2017)
3. Selection and recruitment of the review team after the AGM (May-June 2017)
4. Inception (July-Aug 2017)
   1. Drafting of an inception report by the review team based on the terms of reference
   2. Presentation of the inception report to UNEG Heads, via Task Force, for approval
5. Data collection and analysis (Sept-Nov 2017)
   1. Desk reviews, administration of a survey(s), interviews, and site visits
   2. Analysis of findings and validation
6. Report preparation (Jan - Mar 2018)
   1. Drafting of the MTR report (January 2018)
   2. Presentation of the draft at a ‘facilitated’ workshop, 1-1.5 days (Feb 2018)
   3. Discussion of the draft report at the AGM and finalization of the report (Spring 2018)
7. Production of report and follow-up (Spring-Summer 2018)
   1. Final editing, design, and production of the report

Timeline

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| --- | --- | --- | --- | --- | --- | --- | --- |
| Jan-Apr ‘17 | May ‘17 | May-June ‘17 | July – Aug ‘17 | Sep-Nov ‘17 | Jan  ‘18 | Feb ‘18 | Spring ‘18 |
| Concept Note; TOR | AGM | Task Force Set-up; Review Team | Inception | Data collection and analysis | Draft report | Facilitated Workshop (presentation of results) | AGM /  Finalization of the report |

**Governance and Management**

**A Task Force**, composed by UNEG Heads, will be established to manage the overall MTR process. The Task Force will represent the diversity of UNEG, with its selection criteria including geographical distribution; mandates (e.g. development and humanitarian agencies; normative and operational agencies); and size of the evaluation office. The terms of reference will be developed for the Task Force outlining its roles and responsibilities. Task Force, with support of the UNEG Secretariat, will directly engage with the MTR review team, and regularly reports its activities to the UNEG Heads.

**Executive Group**, as the ‘evaluand,’ will ensure full access by the MTR review team to necessary documents and personnel prior to and during the data collection and analysis phase.

**UNEG Secretariat** will provide any logistical and administrative support required during the MTR, including support to the recruitment of consultants (MTR review team), management their contracts and payments.

**Funding for the MTR**

The MTR will be funded by UNEG’s general resources. Based on the similar activities and team configuration from the last review of UNEG, the tentative costs for the MTR are estimated as below (to be adjusted based on the final data collection plan):

Tentative cost estimates for the MTR

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| --- | --- |
| **Item** | **Estimates** |
| **MTR Review team (consultancy)**  Team Leader $800/day x 40 days = $32,000  Team Specialist $500/day x 30 days = $15,000 | $47,000 |
| **Travels for data collection, SWOT, and meetings (2 MTR review consultants)**  New York (5 days)  Flights: 2x$2,000 = $4,000  DSA: 2x5x$385 = $3,850  Terminals:  2x$202 = $404  Geneva (2 days)  Flights: 2x$2,000 = $4,000  DSA:  2x2x$367 = $1,468  Terminals: 2x$152 = $304  Rome (2 days)  Flights: 2x$2,000 = $4,000  DSA: 2x2x$305 = $1,220  Terminals: 2x$152 = $304 | $19,550 |
| **Workshop facilitator (5 working days)**  Consultant fee: 5x$650 = 3,250  Flights: $2,000  DSA (based on NYC rate): 3x$385 = $1,155  Terminals (based on NYC rate): $202 | $8,430 |
| **Presentation at AGM 2018 in Rome (Team leader**), 2 days  Flights: $2,000 = $2,000  DSA: 2x$305 = $610  Terminals: $152 = $152 | $2,762 |
|  |  |
| **Miscellaneous** (visa fee, etc.) | $1,500 |
| **Total** | **$79,242** |

1. Comments to ‘Draft Concept Note’ were provided by: Guy Thijs/ILO; Susanne Frueh/UNESCO; Jennifer Worrell/OHCHR (“agree with UNESCO”); Elil Renganathan/WHO; Betsy Greve/UNHCR: Robert Stryk/UNRWA; Masa Igarashi/FAO. “No objection” was obtained by: Kym Tayler/DPKO; Edwin Ndubi/CTBTO; Carsten Meyer/IAEA; Kai Bethke/UNIDO. [↑](#footnote-ref-1)
2. UNEG Strategy 2014-2019, Section 5 “Learning, Monitoring and Evaluation.” [↑](#footnote-ref-2)