



## **Evaluation of the UNFPA Eswatini 6<sup>th</sup> Country Programme 2016-2020**

### **Terms of Reference**



## Table of Contents

<b>Acronyms</b> .....	4
<b>1.0 Introduction</b> .....	5
<b>2.0 Country context</b> .....	5
<b>3.0 UNFPA Programmatic Support to Eswatini</b> .....	6
<b>4.0 Objectives and Scope of the Evaluation</b> .....	11
<b>5.0 Evaluation Criteria and preliminary Evaluation Questions</b> .....	12
<b>6.0 Evaluation Methodology and Approach</b> .....	14
<b>6.1 Approach</b> .....	14
<b>6.2 Methodology</b> .....	14
<b>6.3 Finalization of the Evaluation Questions and Assumptions</b> .....	14
<b>6.4 Sampling strategy</b> .....	15
<b>6.5 Data Collection</b> .....	15
<b>6.6 Data Analysis</b> .....	15
<b>6.7 Validation Mechanisms</b> .....	16
<b>6.8 Limitations to the Methodology</b> .....	16
<b>6.9 Ethical Considerations</b> .....	16
<b>7.0 Evaluation Process</b> .....	16
<b>8.0 Evaluation Expected Outputs/ Deliverables</b> .....	17
<b>8.1 Expected Outputs/ Deliverables</b> .....	17
<b>8.2 Quality Assurance</b> .....	18
<b>9.0 Evaluation Work plan and indicative schedule of deliverables</b> .....	20
<b>10.0 Composition and Qualifications of the Evaluation Team</b> .....	21
<b>10.1 Qualifications and Roles and responsibilities</b> .....	21
<b>10.2 Remuneration and duration of Contract</b> .....	23
<b>10.3 Evaluation ethics</b> .....	24
<b>11.0 Management and Conduct of the Evaluation</b> .....	25
<b>11.1 Evaluation Manager</b> .....	25
<b>11.2 Evaluation Reference Group (ERG)</b> .....	25
<b>11.3 Evaluation Team</b> .....	26
<b>11.4 Assistant Representative (AR)</b> .....	26
<b>12.0 Bibliography and Resources</b> .....	27



<b>13.0 Annexes</b> .....	28
<b>Annex 1: List of documentation for review by the Evaluation Team</b> .....	28
<b>Annex 2: List of ATLAS Projects for the 6th Country Programme (2016-2019)</b> .....	28
<b>Annex 3: Outline of Design Report</b> .....	29
<b>Annex 4: Outline of Final Evaluation Report</b> .....	29
<b>Annex 5: The Evaluation Matrix</b> .....	30
<b>Annex 6: Ethical Code of Conduct for UNEG/UNFPA Evaluation</b> .....	32
<b>Annex 7: Code of Conduct for Evaluation- Staff Agreement Form</b> .....	34
<b>Annex 8: Code of Conduct for Evaluation- Evaluation Consultants Agreement Form</b> .....	34
<b>Annex 9: Implementing Partners (IPs) and Key Stakeholders Map</b> .....	35
<b>Annex 10: Evaluation Quality Assessment (EQA) Grid</b> .....	36



## Acronyms

<b>AWP:</b>	Annual Work Plan
<b>CO:</b>	Country Office
<b>CPD:</b>	Country Programme Document
<b>CPE:</b>	Country Programme Evaluation
<b>DAC:</b>	Development Assistance Committee (of OECD)
<b>DFID:</b>	Department for International Development (UK)
<b>EM:</b>	Evaluation Manager
<b>EQA:</b>	Evaluation Quality Assessment
<b>ERG:</b>	Evaluation Reference Group
<b>FGDs:</b>	Focus Group Discussions
<b>GoES:</b>	Government of the Kingdom of Eswatini
<b>HIV:</b>	Human Immunodeficiency Virus
<b>HR:</b>	Human Resources
<b>ICPD:</b>	International Conference on Population and Development
<b>IPs:</b>	Implementing Partners
<b>MIC:</b>	Middle Income Country
<b>MICS:</b>	Multi-Indicator Cluster Survey
<b>MMR:</b>	Maternal Mortality Ratio (Rate)
<b>MTR:</b>	Mid-Term Review
<b>OECD:</b>	Organization for Economic Cooperation and Development
<b>P&amp;D:</b>	Population and Development
<b>PHC:</b>	Population and Housing Census
<b>PRC:</b>	Peer Review Committee
<b>PRSP:</b>	Poverty Reduction Strategy Paper
<b>SDGs:</b>	Sustainable Development Goals.
<b>SRHR:</b>	Sexual Reproductive Health and Rights
<b>TOR:</b>	Terms of Reference
<b>UN:</b>	United Nations
<b>UNCT:</b>	United Nations Country Team
<b>UNDAF:</b>	United Nations Development Assistance Framework
<b>UNEG:</b>	United Nations Evaluation Group
<b>UNFPA:</b>	United Nations Population Fund
<b>WHO:</b>	World Health Organization



## 1.0 Introduction

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 is the lead UN agency for delivering a world where every pregnancy is wanted, every childbirth is safe and every young person's potential is fulfilled. UNFPA's new strategic plan (2018-2021), focuses on three transformative results: to end preventable maternal deaths; end unmet need for family planning; and end gender-based violence and harmful practices.

UNFPA started operating in Eswatini in 1974 and is currently implementing the 6<sup>th</sup> cycle of the Government of Eswatini/ UNFPA Country Programme which is for the period 2016-2020. The country programme addresses population and development issues, with an emphasis on reproductive health and gender equality, within the context of the International Conference on Population and Development Programme of Action (ICPD PoA) and Sustainable Development Goals (SDGs). This year the Country Office will conduct the end of Country Programme Evaluation (CPE) to document the lessons from the interventions implemented during the 6<sup>th</sup> cycle of the Government of Eswatini/ UNFPA Country Programme for continued improvement, greater accountability and transparency.

The 2019 UNFPA Evaluation Policy requires Country Programmes to be evaluated at least once every two cycles and this policy will guide the evaluation process. In addition, the ten general UNEG principles as well as the four institutional norms will be upheld and reflected in the management and governance of the evaluation.

The purpose of this country program evaluation is to assess the programme performance. More specifically, the evaluation will look into factors that facilitated or hindered achievement, and document the lessons learned from the past cooperation along with the UNDAF Mid-term evaluation that could inform the formulation of the next Government of the Kingdom of Eswatini/ UNFPA Country Programme.

The main audience and primary users of the evaluation is the UNFPA Eswatini CO, national partners and relevant government departments and agencies. They all will benefit from the findings, conclusions and recommendations of the evaluation. UNFPA Eastern and Southern Africa Regional Office (ESARO) and Independent Evaluation Office (IEO) will also benefit from the evaluation process and resulting report. In addition, the UN agencies represented in the country will use findings of this evaluation during the development of the next UNDAF.

The evaluation will be conducted by independent evaluators in close cooperation with IEO of UNFPA, ESARO Regional M&E Adviser and UNFPA Eswatini CO. The evaluation will be managed by the UNFPA Eswatini CO. The evaluation is expected to be designed and implemented in accordance with the UNFPA methodological Handbook (<https://www.unfpa.org/EvaluationHandbook>).

## 2.0 Country context

The Kingdom of Eswatini officially changed its name from Swaziland to Eswatini in 2018. The Kingdom of Eswatini has made significant progress in health especially towards defeating malaria over the past decade as a result of shared efforts and global solidarity to rid the continent of this preventable and treatable disease once and for all. The country has also reduced new HIV infections by 44% and is considered as one of the countries that is on the verge of ending AIDS. The country



also has a stable monarchical democracy although with a sluggish economic growth. The Kingdom of Eswatini's HDI value for 2017 was 0.588— which put the country in the medium human development category—positioning it at 144 out of 189 countries and territories. The rank is shared with Zambia. Between 1990 and 2017, Kingdom of Eswatini's HDI value increased from 0.536 to 0.588, an increase of 9.8 percent. Moreover, the Kingdom of Eswatini has committed itself to achieving the Sustainable Development Goals (SDGs) will be presenting a voluntary SDGs progress performance report to the United Nations Economic and Social Council (ECOSOC) in 2019.

The Government of Kingdom of Eswatini developed the Strategy for Sustainable Development and Inclusive Growth (SSDIG) as its national development strategy in line with Sustainable Development Goals (SDGs). The SSDIG strategy is in line with the king's vision of 2022.

The Kingdom of Eswatini Country Programme is implemented under the auspices of Delivering as One UN (DaO) which was adopted in the in the country in 2013. The UN reforms have strengthened the DAO approach even further through the delinked Resident Coordinator system, in addition to the other elements such as One Budgetary Framework, One Leader and One Office.

A number of lessons learned from the 2011-2015 programme, fed into the formulation of the current country programme.

The total estimated budget of the 6<sup>th</sup> country programme was \$7.5 million consisting of \$3 million and \$4.5 million from regular and non-regular resources respectively. The 6<sup>th</sup> country programme is implemented by 8 implementing partners namely the National Population Unit; The Central Statistical Office who are both under the Ministry of Economic Planning and Development. Other implementing partners are the Department of Gender and Family Issues in the Deputy Prime Minister's Office; the Ministry of Health Sexual and Reproductive Health Unit; the Family Life Association of Eswatini (FLAS); Swaziland Action Group Against Abuse (SWAGAA); the Church Forum and the Ministry of Sports Youth and Culture Affairs. The Programme has 4 outcomes and 9 outputs. The Programme's outputs were initially 5 between 2016 and 2018 and increased to 9 after alignment with the new UNFPA Global Strategic plan 2018-2021. The Evaluation will focus on the 9 outputs which are being implemented by the country office as of 2018.

Timely measurement of progress and performance of programme implementation has been conducted regularly by the country office (CO) and implementing partners through quarterly and annual reviews. The National Population Unit in addition to being an implementing partner of the country programme is also the coordinating unit of the country programme.

The estimated budget of the country programme also required a Resource Mobilization and a Partnership Strategy which was developed and serves as guiding tools in support of resource mobilization efforts. Key strategic considerations and specific actions are identified in order to target the most viable donors for resource mobilization opportunities in context of the challenging and evolving development and donor landscape.

### **3.0 UNFPA Programmatic Support to Eswatini**

The UNFPA Programme is aligned with the national priorities, the SDGs, the ICPD Programme of Action, UNFPA corporate Strategic Plans 2014- 2017 and 2018-2021 and, subsequently to the UNDAF 2016-2020. UNFPA Eswatini aligned the Country Programme Document (CPD) 2016 -2020 with the new 2018 -2021 Strategic Plan following the approval of the new UNFPA Strategic Plan by the Executive Board in 2017 and as well as the adoption of the 2030 Sustainable Development Agenda. Although the initial CPD was still relevant, it experienced major shifts since its inception in 2016 emanating from the following; i) Organizational Strategic shift through the Strategic Plan 2018 -2021; ii) the Contextual shift informed from its implementation and iii) the SDGS.



The overall goal of the UNFPA Country Programme is to contribute to the development and establishment of equal opportunities for men and women in order to improve the quality of life in the Kingdom of Eswatini. Working with and for women and young people through partnerships with the Government, UN agencies, development partners, civil society and private sector partners and stakeholders, UNFPA Eswatini thrives to attain universal health access and people centred transformative positive change through the following interventions;

- (a) empower women and the youth, girls and boys, with skills to fulfil their potential, avoid risky behaviours, express themselves freely and contribute to development;
- (b) promote access to quality integrated sexual and reproductive health information and services that are youth-friendly and gender-sensitive;
- (c) uphold the rights of women and young people, specifically adolescent girls, to grow up healthy and safe;
- (d) encourage women and young people to participate fully in design, planning, implementation, monitoring and evaluation of development and humanitarian programmes; and
- (e) leave no one behind in national development plans, policies and programmes.

The four programme outcomes of the UNFPA Eswatini are:

**Outcome 1:** Every woman, adolescent and youth everywhere, especially those furthest behind, has utilized integrated sexual and reproductive health services and exercised reproductive rights, free of coercion, discrimination and violence.

**Outcome 2:** Every adolescent and youth, in particular adolescent girls, is empowered to have access to sexual and reproductive health and reproductive rights, in all contexts.

**Outcome 3:** Gender equality, the empowerment of all women and girls, and reproductive rights are advanced in development and humanitarian settings.

**Outcome 4:** Everyone, everywhere, is counted, and accounted for, in the pursuit of sustainable development.

The UNFPA Global Strategic Plan 2018-2021 consists of 14 outputs and Eswatini CO has selected to implement 9 outputs as described below:

#### **A. Outcome 1: Sexual Reproductive Health**

**Output 1:** Enhanced national and regional capacities to develop and implement policies and programmes that prioritize access to sexual and reproductive health and rights information and services. The strategies include: a) advocating for increased national resource allocation for RH commodities including condoms, to improve the reproductive health commodity supply chain management, and for equitable and high quality services; b) supporting implementation of national policies, guidelines, protocols and strategies on SRH and family planning, including dual protection; c) strengthening the capacity of health care service providers to deliver the whole range of youth-friendly and high-quality family planning method mix and for uninterrupted supply of reproductive commodity at health facility level; d) building a national accountability mechanism through the maternal death review system and the civil society organizations to ensure access to quality care according to human right principles; and e) building capacity of civil society and youth to advocate for equitable youth-friendly services that integrate HIV and family planning in rural areas in particular. In addition, If UNFPA Eswatini:

- Increases capacity of health facilities for provision of structured & focused quality ANC services;
- Strengthen capacity to provide quality pre-natal services;
- Review and develop tools/guidelines and algorithms for ANC to enhance service delivery.



- Strengthen supportive supervision and mentoring on the compliance of the guidelines and standards to improve quality of care;
- Reviewing protocols and job aids on common maternal and neonatal conditions
- Enhances capacity for provision of quality intrapartum care
- Support procurement of lifesaving commodities and other essential supplies for labour and delivery.
- Support and ensure an uninterrupted supply of commodities and availability of functional equipment and life-saving drugs.
- Capacity building for midwives and doctors on normal and emergency obstetric and neonatal care including monitoring and documentation.
- Strengthen supportive supervision and mentoring on the compliance of guidelines and standards to improve quality of care.
- Improves client management during postpartum
- Refresh HCWs skills on client monitoring during postpartum especially for caesarean section clients for early detection of postpartum hemorrhage.
- Review and develop tools/guidelines and algorithms for ANC, intra-partum and post-partum to enhance service delivery.
- Strengthen supportive supervision and mentoring on the compliance of guidelines and standards to improve quality of care.
- Reviewing protocols and job aids on common maternal and neonatal conditions.
- Provides updated service delivery guidelines, protocols and algorithms
- Review and develop tools/guidelines and algorithms for ANC, intra-partum and post-partum to enhance service delivery.
- Advocate for supportive environment to provide quality prenatal, intrapartum and postpartum care
- Advocate for the deployment of adequate numbers of appropriately skilled personnel in all health centres and maternity units.
- Support the medical and nursing Council to strengthen MNH clients' protection, integrity, and rights.
- Advocate for the operationalization (equipping and staffing) of health centers that have been converted into CEmONC.
- Improves monitoring and evaluation of MNH interventions
- Supporting maternal and perinatal data collection and analysis to inform services at all levels of care
- Supporting quality national and regional maternal and perinatal death reviews
- Strengthen Maternal Death Surveillance Review (MDSR) at facility and community level

Then this will result in:

- Improved access to quality and comprehensive MNH services especially during Antenatal, intrapartum and postpartum.
- Improved capacity for maternity and high volume health facilities to provide MNH services.
- Enhanced skills of health care workers to provide MNH services.
- Strengthened MNH data capturing, analysis and reporting for evidence based programming and decision making.
- Reduced hospital based maternal deaths.
- Strengthened supply chain management for maternal and newborn lifesaving medicines and commodities.

**Output 2: National capacities are strengthened including competent workforce to deliver high quality integrated SRH services and information, in particular for adolescents and in humanitarian setting.** This output will be achieved through: a) supporting the development of integrated essential service packages, protocols, guidelines and quality assurance tools for integrated sexual reproductive and HIV services targeting young people; b) building the capacity of health service providers on integrated non-



discriminatory youth-friendly service provision; c) conducting evidence-based advocacy targeting policy makers and health service providers for provision of high quality, integrated and equitable sexual reproductive health services including maternal health; d) supporting implementation of the 10-step-comprehensive condom programming, in particular step nine and ten; and e) providing technical assistance to integrate sexual and reproductive health and HIV in the health sectors emergency preparedness plans to cater for needs of affected populations.

**Output 3:** Strengthened capacities to effectively forecast, procure, distribute and track the delivery of sexual and reproductive health commodities, including in humanitarian settings. This output will be achieved through: a) Provide TA on supply chain management and partner with regional institutions on cross-border supply chain solutions; b) support quantification of commodities; c) provide TA on LMIS M&E; Commission research on supply chain management, policy and programming; d) conduct south – south cooperation.

### **B. Outcome 2: Adolescents and youth**

**Output 6:** Adolescents and young people are empowered with Skills and capabilities to make informed choices about sexual and reproductive health and rights and well-being improved, including through comprehensive sexuality education. The strategies include: a) advocate for scaling up and institutionalisation of comprehensive sexuality education both in and out of school; b) capacity building of Government and civil society to increase coverage of out of school comprehensive sexuality education programmes through the community engagement and mobilisation approaches; c) establishment of forums for youth participation in development processes; d) Strengthen technical capacity to improve comprehensive sexuality education coverage and quality with a focus on curricula, pedagogy, monitoring and evaluation; e) Strengthen capacity of teachers, traditional, religious and cultural leaders/initiators/parents on comprehensive sexuality education and health providers on adolescent AYFHS by supporting the development, dissemination and implementation of guidelines and training materials; f) development and operationalization of leadership development programme for adolescent girls, particularly in rural areas, in collaboration with development partners and civil society; and g) support development of comprehensive sexuality education curriculum for training of pre- and in-service teachers.

**Output 7:** Policies and programs in relevant sectors beyond health and functional youth network advocating for ASRHR. The strategies include: a) Continuous engagement to influence laws and policies and enhance adolescent and young people uptake of integrated SRH/HIV services and information; b) Evidence based advocacy to influence laws, and policies and strategies; c) Support research and evidence generation including documentation and dissemination of effective and innovative approaches including the demographic dividend; d) Support innovation, including use of mobile technology (e.g TuneMe), and of social and other media (e.g music, facebook, Twitter); e) ensure participation of young people in key international and regional platforms; f) engage in strategic partnerships and collaborations; and g) advocacy for and monitoring of the implementation of sexual reproductive health, HIV prevention and education policies that protect the rights of adolescent girls.

### **C. Outcome 3: Gender equality and women's empowerment**

**Output 9:** Strengthened national human rights protection and accountability systems to advance gender equality and empowerment of women and girls. The strategies are: a) Engagement of regional and international networks to influence laws and policies for gender equality; b) advocate for integration of gender equality and reproductive rights into the development of human rights standards and accountability frameworks; c) advocating for the implementation of the recently enacted Sexual Offences and Domestic Violence Act as well as the implementation of the national gender-based violence prevention strategy; d)



Support government and civil society organizations to monitor implementation and track accountability for protection reproductive rights and gender equality; e) Support the development of comprehensive frameworks to address the most pervasive forms of violence against women and girls and other harmful practices affecting their SRH and reproductive rights, including child, early and forced marriage; and f) Support the implementation and monitoring of Essential Services Package on GBV prevention and response, with emphasis on the health sector response and SRH/FP services;

**Output 10: Improved multi-sectoral capacity to prevent and address gender based violence and harmful practices at all levels including humanitarian context.** The strategies are: a) Providing technical assistance to government entities and inter-agency working groups to integrate gender-based violence in humanitarian preparedness and response plans; b) Develop skills and tools for the integration of gender-based violence prevention and response actions into country-level contingency, preparedness and response plans; c) Support implementation of Minimum Standards for GBV response in humanitarian contexts; d) Identify and upscale successful prevention interventions, including those engaging men and boys; e) Support the up scaling of innovations, including mobile technology for gender-based violence reporting; f) Support high level partnerships with various stakeholders (e.g. AUC, RECs, Pan African Parliaments, Men and Boys Networks, religious leaders and community leaders including women's group at community level) to promote and coordinate positive social norm transformation;

#### **D. Outcome 4: Population dynamics**

**Output 13: National population data systems have the capacity to map inequalities and inform interventions in times of humanitarian crisis.** (a) Produce and disseminate reliable ICT-enabled population census and survey data identify those left behind by conducting integrated analysis and using national and sub-national population, health and gender data. (b) Advocacy with National Statistical Offices and other data stakeholders for disaggregation of data and analysis of demographic disparities, social and economic inequalities affecting access to sexual and reproductive health; c) Strengthen collaboration with United Nations agencies, data partners and other key stakeholders including on census, civil registration and vital statistics and surveys; d) Establish and strengthen strategic partnership with academia, research institutions, think tanks and UN Agencies, including for more robust data generation methods during humanitarian;

**Output 14: Demographic intelligence mainstreamed at national and regional levels to improve the responsiveness and impact of ICPD related policies and programmes.** Strategies will include: a) Support the review of ICPD beyond 2014 Framework and SDGs for further action by African Union Commission organizations, such as STC-HPDC, REC, as well as other accountability stakeholders including parliamentarian, youth-led and civil society organizations; b) Use demographic dividend analysis to lobby for increased focus on empowerment of adolescents and youth, with special attention on young women and marginalized populations; c) Integrate the analysis of population trends and needs within policies, programmes and advocacy; d) Conduct qualitative research to triangulate data and better identify causal factors and mechanisms explaining why some populations are left behind; e) Track donor and domestic financial resources flows for population activities; f) provide technical assistance to the Central Statistics Office on the use of modern technologies and innovative approaches in data collection, processing, analysis and dissemination in preparation of the 2017 population and housing census; g) generate evidence through surveys and researches on legal and socio-cultural determinants contributing to protection or violation of rights of youth and adolescents in the areas of sexual reproductive health, HIV and gender-based violence; h) build capacity of programme managers and planners for in-depth analysis of population surveys and service data; i) establish and popularize different information sharing forums to encourage knowledge and



use of data, targeting civil society, government sectors, parliament, academia and youth; and j) support the revision of the population policy to promote integration of population variables in development plans.

The UNFPA Eswatini 2016-2020 Results and Resources Framework approved by the Executive Board in June 2015 was developed in line with the UNFPA Strategic Plan 2014-2017, and afterwards, in 2018, it was aligned with the new UNFPA Strategic Plan 2018-2021. Currently the sixth UNFPA Country Programme contributes to the four SP outcomes namely Outcomes 1, 2, 3 and 4 as well as the nine outputs namely Outputs 1, 2, 3, 6, 7, 9, 10, 13, and 14.

The programme is being implemented in close partnership with the Kingdom of Eswatini Government and its line ministries, as well as civil society organizations. The 6<sup>th</sup> CPD 2016-2020 approved by Executive Board had a total of \$7,5 million for the 5-year programme, of which \$3,0 core funds and \$4,5 million to be raised from non-core resources.

## 4.0 Objectives and Scope of the Evaluation

*The overall objectives of the Country Programme Evaluation (CPE) are:*

- enhancing the accountability of UNFPA for the relevance and performance of the country programmes
- broadening the evidence base for the design of the next programming cycle; and
- generating a set of clear forward-looking and actionable recommendations logically linked to the findings and conclusions. These recommendations will include specific guidance on the development of the 7<sup>th</sup> country programme.

*The specific objectives will be:*

1. To provide an independent assessment of the relevance, effectiveness, efficiency and sustainability<sup>1</sup> of UNFPA support and progress of the UNFPA Programme towards the expected outputs and outcomes set forth in the results framework of the country programme;
2. To provide an assessment of the role played by the UNFPA country office in the coordination mechanisms of the United Nations Country Team (UNCT) with a view to enhancing the United Nations collective contribution to national development results
3. To assess the extent to which the implementation framework enabled or hindered achievements of the results chain i.e. what worked well and what did not work well;
4. To draw key lessons from past and current cooperation and provide a set of clear and forward-looking options leading to strategic and actionable recommendations for the next programming cycle.

### Scope of the Evaluation

The evaluation will focus on assessing the outputs and outcomes achieved through the implementation of the programme. The evaluation will cover all the four geographic regions of Eswatini where UNFPA implemented interventions namely Hhohho, Manzini, Shiselweni and Lubombo. The evaluation will also cover the technical areas of the 6<sup>th</sup> CP namely; Sexual and Reproductive Health, Adolescents and Youths

---

<sup>1</sup> The four OECD-Development Assistance Committee (DAC) criteria  
ToR for Eswatini CPE, May October 2019



and Population Dynamics. The evaluation should consider UNFPA’s achievements since January 2016 against intended results and examine the unintended effects of UNFPA’s intervention and compliance with the UNFPA’s Strategic Plans 2014-2017 and 2018-2021, as well as its relevance to national priorities and those of the CPD. The evaluation will also cover all the four technical areas of the 6<sup>th</sup> CP namely; Sexual and Reproductive Health, Adolescents and Youths, Gender and Population Dynamics. The evaluation will assess the extent to which the current CP, as implemented, has provided the best possible modalities for reaching the intended objectives, on the basis of the results achieved to date. The scope of the evaluation will include an examination of the relevance, effectiveness, efficiency, and sustainability of the current CP, and assessing the role played by the UNFPA country office in the coordination mechanisms of the United Nations Country Team (UNCT) to enhancing the United Nations collective contribution to national development results.

## 5.0 Evaluation Criteria and preliminary Evaluation Questions

In accordance with the methodology for CPEs as outlined in the UNFPA Evaluation Office Handbook on How to Design and Conduct Country Programme Evaluations (2019), the evaluation will assess the relevance of the 6<sup>th</sup> CP including the capacity of the CO to respond to the country needs and challenges. The evaluation will also assess progress in the achievement of outputs and outcomes against what was planned (effectiveness) in the country Programme Results and Resources Framework (RRF), efficiency of interventions in terms of human as well as financial resources and sustainability of results. Relevance, effectiveness, efficiency, sustainability as well as coordination with the UNCT will constitute core evaluation criteria for the subject assignment. The focus of the evaluation is summarized in the definitions table<sup>2</sup> below;

<b>Relevance</b>	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 strategies of UNFPA.
<b>Effectiveness</b>	The extent to which intended country programme outputs have been achieved and the extent to which these outputs have contributed to the achievement of the country programme outcomes.
<b>Efficiency</b>	The extent to which country programme outputs and outcomes have been achieved with the appropriate amount of resources (funds, expertise, time, administrative costs, etc.).
<b>Sustainability</b>	The continuation of benefits from a UNFPA-financed intervention after its termination, linked, in particular, to their continued resilience to risks.
<b>Coordination</b>	The extent to which UNFPA has been an active member of, and contributor to, the existing coordination mechanisms of the UNCT.

The indicative guiding questions based on the above main components will be as follows:

<sup>2</sup> See <https://www.unfpa.org/EvaluationHandbook> p. 53-54



## Relevance

1. To what extent is the current programme consistent with and is tailored to the needs and expectations of the final beneficiaries and partners;
2. To what extent is the current programme reflective of UNFPA policies, strategies and transformative results agenda as well as global priorities including the goals of the ICPD Program of Action SDGs;

## Effectiveness

3. Were the CP's intended outputs and outcomes achieved? If so, to what degree? To what extent did the outputs contribute to the achievement of the outcomes and, what was the degree of achievement of the outcomes?
4. What were the constraining and facilitating factors and the influence of context on the achievement of results?

## Efficiency

5. Were the outputs achieved reasonable for the resources spent? Could more results have been produced with the same resources? Were resources spent as economically as possible: could different interventions have solved the same problem at a lower cost?

## Sustainability

6. Are programme results sustainable in short and long-term perspectives? How UNFPA Eswatini ensured sustainability of its programme interventions?
7. Are stakeholders ready to continue supporting or carrying out specific programme/project activities; replicate the activities; adapt programme/project results in other contexts?

## UNCT Coordination

8. To what extent has the UNFPA Eswatini country office contributed to the functioning and consolidation of UNCT coordination mechanisms?
9. To what extent is the UNFPA Country Office coordinating with other UN agencies in the country, particularly in the event of potential overlaps?
10. To what extent does the UNDAF/CPD fully reflect the interests, priorities and mandate of UNFPA in the country? Have any UNDAF outputs or outcomes which clearly belong to the UNFPA mandate not been attributed to UNFPA?

The final evaluation questions and the evaluation matrix will be finalized by the evaluation team in the design report.



## 6.0 Evaluation Methodology and Approach

### 6.1 Approach

The CPE evaluation methodology must be designed to meet the objectives spelt out in section 3 of the TORs by using contribution analysis as its central, theory based analytical approach. This is a theory-based evaluation aiming to build a credible case about the extent observed differences /results are a consequence of the 2016-2020 CP, as opposed to other factors. The sixth CP results framework will provide the basis in this regard, focusing on outputs and their contribution to respective outcomes. The CP Theory of Change (ToC) reflects the conceptual and programmatic approach taken by UNFPA over the period under evaluation including the most important implicit assumptions underlying the change pathways. The evaluation should be transparent, inclusive, participatory, and responsive to gender and human rights and will include a broad range of partners and stakeholders at different levels, including representatives particularly from the government line ministries, civil society organizations; the private-sector; UN agencies; other multilateral organizations, bilateral donors, and most importantly, the programme beneficiaries.

### 6.2 Methodology

The evaluation team will use a mixed-method approach including documentary review, group and individual interviews, focus groups and field visits as appropriate. Quantitative methods will encompass compiling and analyzing quantitative secondary data through relevant reports, financial data, and indicator data. Quantitative data will be used to assess trends in programming, investment and outcomes. This information will be complemented by qualitative methods for data collection consisting of document review, interviews, focus group discussions and observations through field visits. The evaluation will: a) review documents including strategic plan/Multi-year Funding Framework, UNDAF, Country Programme Documents, Country Programme Action Plan, AWP, Country Office Annual Reports, UNDAF MTR report; b) conduct field visits to the selected project sites; and c) interviews with stakeholders including national counterparts, implementing partners, development partners and target beneficiaries.

The evaluation team will develop the evaluation methodology in line with the evaluation approach, and design corresponding tools to collect data and information as a foundation for valid, evidence-based answers to the evaluation questions and an overall assessment of the country programme. The methodological design will include: an analytical framework; a strategy for collecting and analyzing data; specifically designed tools; an evaluation matrix; and a detailed work plan. The collection of evaluation data will be carried out through a variety of techniques that will range from direct observation to informal and semi-structured interviews and focus/reference groups discussions.

The evaluation team will develop the evaluation methodology in line with the approach presented in the UNFPA Handbook at <https://www.unfpa.org/EvaluationHandbook>. The Handbook is designed as a practical guide to help the evaluation team apply methodological rigour to the design and implementation of the CPE. It is expected that the evaluation team is well acquainted with the Handbook at inception stage of the CPE.

### 6.3 Finalization of the Evaluation Questions and Assumptions

The finalization of the evaluation questions that will guide the evaluation should clearly reflect the evaluation criteria and indicative evaluations questions listed in the present terms of reference. They should



also draw on the findings from the reconstruction of the intervention logic of the country programme. The evaluation questions will be included in the evaluation matrix (see Annex 5) and must be complemented by sets of assumptions that capture key aspects of the intervention logic associated with the scope of the question. The data collection for each of the assumptions will be guided by clearly formulated quantitative and qualitative indicators also indicated in the matrix. 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 officers.

#### **6.4 Sampling strategy**

The CO will provide an initial overview of interventions, locations and stakeholders. Based on the discussions and informed by the desk review, the evaluation team will select a sample of sites and stakeholders for data collection clearly identifying the selection criteria applied. Stakeholders will be selected from national as well as sub-national levels.

The sampling strategy shall form part of the evaluation team's design report. The CO will provide necessary inputs such as information on the priority programmes, accessibility and logistical support to collect data. The sample of sites and stakeholders shall reflect the variety of the CP interventions in terms of themes and contexts across the country where the programme is being implemented.

#### **6.5 Data Collection**

Data collection methods will be linked to the evaluation criteria, evaluation questions and assumptions that are included within the scope of the evaluation. The evaluation matrix will be utilized to link these elements together. The evaluation will consider both secondary and primary sources for data collection. Secondary sources will inform the desk review that will focus primarily on programme reviews, progress reports, monitoring data gathered by the country office in each of the programme components, evaluations and research studies conducted and large scale and other relevant data systems in country. Primary data collection will include semi-structured interviews at national and subnational level with beneficiaries, government officials, representatives of implementing partners and civil society organizations and other key informants. Field visits will be conducted on sample basis during which focus group discussions will be conducted with beneficiaries and observations will provide additional primary data. Data is to be disaggregated by sex, age and location, where possible. The evaluation team is expected to spend about two weeks in Eswatini meeting with stakeholders at national and sub-national levels. The proposed field visit sites, stakeholders to be engaged and interview protocols will be outlined in the inception report to be submitted by the evaluation team. When choosing sites to visit, the evaluation team should make explicit the reasons for selection. The choice of the locations to visit at sub-national level needs to take into consideration the implementation of UNFPA's program components in those areas and done in consultation with the evaluation manager and ERG.

#### **6.6 Data Analysis**

The focus of the data analysis process in the evaluation is the identification of evidence. The evaluation team will use both quantitative and qualitative methods to ensure that the results of the data analysis are credible and evidence-based. The analysis will be undertaken at the level of programme outputs and their contribution to outcome level changes.



Evaluation questions set within the change pathway of the ToC will be tested to assess change as well as UNFPA's contribution to the changes observed over the years. The reconstructed ToC and the assumptions therein will be tested during the conduct of the evaluation. Determination of progress will be based on data responding to the indicators in the evaluation matrix. By triangulating all data from all sources and methods, a comprehensive picture should emerge on the validity of the reconstructed ToC, and UNFPA's contribution to the change observed.

### 6.7 Validation Mechanisms

All findings of the evaluation need to be supported with evidence. 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 UNFPA Eswatini Country Office programme managers and other key program stakeholders. A validation workshop with members of the ERG and other key stakeholders will be conducted at the end of the field phase.

### 6.8 Limitations to the Methodology

The evaluation team will identify possible limitations and constraints during the data collection phase and present mitigating measures in the draft report.

### 6.9 Ethical Considerations

The evaluation process should conform to the relevant ethical standards in line with UNEG and UNFPA Ethical Guidelines for Evaluation, including but not limited to consideration of informed consent of participants, privacy, and confidentiality. Mechanisms and measures to ensure that standards are maintained during the evaluation process, should be provided in the design report. Details on the ethical standards are provided in Annex - 6.

## 7.0 Evaluation Process

The Evaluation process will follow the evaluation process described in the UNFPA Handbook at <https://www.unfpa.org/EvaluationHandbook><sup>3</sup>. The evaluation will unfold in five phases, each of them including several steps:

### **Preparation phase**

During this phase UNFPA the Kingdom of Eswatini CO will: prepare ToR; receive approval of the ToR from the UNFPA Independent Evaluation Office (IEO); select potential evaluators; receive pre-qualification of potential evaluators from IEO; Recruit external evaluators; Assembly of Evaluation Reference Group (RG); Compile Initial list of documentation\Stakeholder mapping and list of Atlas Projects.

### **Design phase**

During this phase evaluation team will conduct:

---

<sup>3</sup> UNFPA Handbook at <https://www.unfpa.org/EvaluationHandbook> p. 64-83  
ToR for Eswatini CPE, May October 2019



- Documentary review of all relevant documents available at UNFPA HQ and CO levels regarding the country programme for the period being examined;
- Stakeholder mapping – The evaluation team will prepare a mapping of stakeholders relevant to the evaluation. The mapping exercise will include state and civil-society stakeholders and will indicate the relationships between different sets of stakeholders;
- Analysis of the intervention logic of the programme, - i.e., the theory of change meant to lead from planned activities to the intended results of the programme;
- Finalization of the list of evaluation questions; and preparation of evaluation matrix;
- Development of a data collection and analysis strategy as well as a concrete work plan for the field phase.

At the end of the design phase, the evaluation team leader will develop and present a design report (including evaluation matrix, the CPE agenda with support of CO, data collection and analysis methods) based on the template provided in the UNFPA Handbook: How to design and conduct a country programme evaluation at UNFPA in line with the UNFPA Evaluation Policy.

### Field phase

After the design phase, the evaluation team will undertake a two-week in-country mission to collect and analyze the data required in order to answer the evaluation questions final list consolidated at the design phase.

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

### Reporting phase

During this phase, the evaluation team will continue the analytical work initiated during the field phase and prepare a first draft of the final evaluation report, taking into account comments made by the CO at the debriefing meeting. This **first draft final report** will be submitted to the evaluation reference group for comments (in writing). Comments made by the reference group and consolidated by the evaluation manager will then allow the evaluation team to prepare a **second draft of the final evaluation report**.

This second draft final report will be disseminated among key programme stakeholders (including key national counterparts) for the comments. The **final report** will be drafted shortly taking into account comments made by the programme stakeholders.

## 8.0 Evaluation Expected Outputs/ Deliverables

### 8.1 Expected Outputs/ Deliverables

The evaluation team will produce the following deliverables:

- **Design report**<sup>4</sup> including (as a minimum): a) a stakeholder map; b) the evaluation matrix (including the final list of evaluation questions and indicators); c) the overall evaluation design and methodology, with a detailed description of the data collection plan for the field phase; (the design report should be maximum 30 pages excluding annexes)

<sup>4</sup> Format of the Design Report is provided in Annex – 3  
ToR for Eswatini CPE, May October 2019



- **Debriefing presentation document**<sup>5</sup> (not more than 45 MS Power Point slides) synthesizing the main preliminary findings, conclusions and actionable recommendations of the evaluation, to be presented and discussed with the CO and ERG during the debriefing meeting foreseen at the end of the field phase;
- A **Draft Evaluation Report**<sup>6</sup> (followed by a second draft, taking into account potential comments from the ERG)
- A **Microsoft PowerPoint presentation slides**<sup>7</sup> of the results of the evaluation for the dissemination workshop (not more than 45)
- A **Final Evaluation Report**<sup>8</sup>, prepared taking into account all the comments made (the report should be maximum 70 pages excluding annexes) and expressed during the dissemination workshop, and all collected data.
- An **Evaluation Brief**, a two-page summary of key evaluation findings/ conclusions/ suggested recommendations of the final CPE report
- **Electronic Copies** of data collected and analysed as well as all transcribed deliverables including synthesis notes per the CP components<sup>9</sup>

All deliverables will be drafted in English. All reports should follow structure and detailed outlines provided in the UNFPA Handbook: How to design and conduct a country programme evaluation at UNFPA. The final report will be written in English.

## 8.2 Quality Assurance

The first level of quality assurance of all evaluation deliverables will be conducted by the evaluation team leader prior to submitting the deliverables to the review of the CO.

The CO recommends that the evaluation quality assessment checklist (see below) is used as an element of the proposed quality assurance system for the draft and final versions of the evaluation report. The main purpose of this checklist is to ensure that the evaluation report complies with evaluation professional standards.

Evaluation quality assessment checklist:

<b>1. Structure and Clarity of the Report</b> To ensure report is user-friendly, comprehensive, logically structured and drafted in accordance with international standards.
<b>2. Executive Summary</b> To provide an overview of the evaluation, written as a stand-alone section including key elements of the evaluation, such as objectives, methodology and conclusions and recommendations.
<b>3. Design and Methodology</b> To provide a clear explanation of the methods and tools used including the rationale for the methodological choice justified. To ensure constraints and limitations are made explicit (including limitations applying to interpretations and extrapolations; robustness of data sources, etc.)

<sup>5</sup> UNFPA Evaluation Handbook (2019): Template 4, pg. 256

<sup>6</sup> Report format is provided in Annex - 7

<sup>7</sup> Sample: [https://www.unfpa.org/sites/default/files/admin-resource/Presentation\\_FP\\_key\\_results.pdf](https://www.unfpa.org/sites/default/files/admin-resource/Presentation_FP_key_results.pdf)

<sup>8</sup> Format of the Final Report is provided in Annex - 7

<sup>9</sup> Further discussion with the evaluation team will be held on the format and expected content



#### **4. Reliability of Data**

To ensure sources of data are clearly stated for both primary and secondary data. To provide explanation on the credibility of primary (e.g. interviews and focus groups) and secondary (e.g. reports) data established and limitations made explicit.

#### **5. Findings and Analysis**

To ensure sound analysis and credible evidence-based findings. To ensure 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 conclusions**

To ensure conclusions are based on credible findings and convey evaluators' unbiased judgment of the intervention. Ensure conclusions are prioritised and clustered and include: summary; origin (which evaluation question(s) the conclusion is based on); detailed conclusion.

#### **7. Usefulness and clarity of recommendations**

To ensure recommendations flow logically from conclusions; are targeted, realistic and operationally feasible; and are presented in priority order. Recommendations include: Summary; Priority level (very high/high/medium); Target (administrative unit(s) to which the recommendation is addressed); Origin (which conclusion(s) the recommendation is based on); Operational implications.

#### **8. SWAP - Gender**

To ensure the evaluation approach is aligned with SWAP.

The second level of quality assurance of the evaluation deliverables will be conducted by the **CO evaluation manager**.

Finally, the evaluation report will be subjected to assessment by an independent evaluation quality assessment. The Reporting Phase closes with the three-stage evaluation quality assessment (EQA) of the final evaluation report. The EQA process involves: (a) a quality assessment of the final evaluation report by the CO evaluation manager; (b) a quality assessment by the regional monitoring and evaluation adviser; (c) a final independent quality assessment by the Evaluation Office. The evaluation quality assessment will be published along with the evaluation deliverables on the Evaluation Office website at: <https://web2.unfpa.org/public/about/oversight/evaluations/>

### **Facilitation of Use, Dissemination and Follow-up phase**

The evaluation report will be shared by the country office with regional offices as well as the Evaluation Office and other relevant divisions at UNFPA headquarters. The evaluation report, accompanied by a document listing all recommendations will be communicated to all relevant units within UNFPA, with an invitation to submit their response. Once filled, this document will become the management response to the evaluation. The evaluation report, along with the management response, will be published in the UNFPA evaluation database. The evaluation report will also be made available to the UNFPA Executive Board and will be widely distributed within and outside the organization. Sharing of the final evaluation reports will be guided by a Communication Plan for Sharing Evaluation Results<sup>10</sup> completed by the CO in consultation with UNFPA ESARO. The evaluation report will be made available to UNFPA Executive Board by the

<sup>10</sup> UNFPA Evaluation Handbook (2019): Template 16, pg. 279  
ToR for Eswatini CPE, May October 2019



time of approving a new Country Programme Document in 2020. The report and the management response will be published on the UNFPA website.

## 9.0 Evaluation Work plan and indicative schedule of deliverables

### Work Plan Indicative Timeframe/ GANTT CHART

CPE Phases and Task	March				April				May				June				July				August				Sept				Oct	
	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2
<b>Preparatory phase</b>																														
Drafting of the Terms of Reference																														
Review and approval of Terms of Reference by ESARO and EO																														
Assembly of Evaluation Reference Group (ERG).																														
Pre-qualification of consultants																														
Recruitment of the evaluation team																														
<b>Design phase</b>																														
Evaluation Reference Group (ERG) meeting																														
Understanding of the UNFPA strategic response, programmatic response																														
Submission of design/inception report (Draft and Final draft) by the evaluation team																														
Approval of Design report																														
Completion of the agenda for in-country meetings and interviews																														
<b>Field phase</b>																														
Data collection,																														
Data analysis, triangulation (teamwork)																														
Presentation of preliminary evaluation results (debriefing workshop)																														
<b>Reporting phase</b>																														
Submission of Draft final report																														
Feedback to draft report																														
Submission of Final report																														
<b>Dissemination and management response</b>																														
Quality assessment of final report																														
Dissemination among stakeholders																														
Management response preparation																														



## 10.0 Composition and Qualifications of the Evaluation Team

The evaluation will be carried out by a team consisting of one **Evaluation Team Leader**, and two **Team Member Evaluation Consultants** with expertise to cover SRHR concurrently with Youth, whilst the other members will cover Gender and P&D programme thematic areas. The Team members should be committed to respecting deadlines of delivery outputs within the agreed time-frame.

### 10.1 Qualifications and Roles and responsibilities

#### COMPETENCY AND EXPERIENCE REQUIRED OF THE EVALUATION TEAM LEADER

##### Requirements:

The evaluation Team Leader, should have;

- Minimum of Master's Degree in public health, social sciences, development studies or a related field; A Ph. D will be preferable;
- A minimum of 10 years' experience in conducting/managing programme evaluations (methodology; conduct of field work; analysis and report writing).
- Extensive previous experience in leading evaluations, specifically evaluations of international organizations or development agencies.
- The Team Leader Consultant should have an experience in conducting evaluations in at least one of the evaluation thematic areas i.e.

**(1. Sexual Reproductive Health and Rights (SRHR) for both women and youth;**

**2. Gender equality or**

**3. Population and Development and data).**

- Experience in mainstreaming and management of cross cutting themes;
- Experience in conducting evaluations on population and development issues;
- Familiarity with the UNFPA work will be an added advantage.
- Previous experience conducting evaluation for UNFPA will be considered as an asset.
- Familiarity with UNFPA's work and mandate
- Familiarity and experience of working in the Eastern and Southern Africa Region (ESARO).
- Excellent analytical, communication and writing skills
- Good management skills and ability to work with multi-disciplinary and multi-cultural teams
- Excellent problem identification and solving skills
- Fluency in English is required

##### Roles and responsibilities of the Team Leader:

- Provide overall technical guidance and leadership to the evaluation team;
- Cover a thematic component of the CPE (i.e. **1. Sexual Reproductive Health and Rights (SRHR) for both women and youth; 2. Gender equality or 3. Population and Development and data**), as well as provide overall leadership and guidance in drafting the inception report, field data collection, analysis and evaluation report writing; preparation of the final report as well as brief summary (power point slides) for presentation during the dissemination workshop.
- Provide the inputs for quality aspects of the overall process;
- Compile the design report with the inputs from the evaluation team consultants



- Compile draft and final reports including his/her inputs on his/her assigned thematic area and deliver them on time, considering the quality assurance aspects.
- Have primary responsibility for the timely completion of a high-quality evaluation that addresses all the items required in the TOR.
- Responsible for debriefing the findings when required
- Liaise with Evaluation Manager particularly on issues related to the evaluation design, field work and reporting;
- Responsible for the production and timely submission of the expected deliverables of the CPE including design report, draft and final evaluation reports.
- Will lead and coordinate the work of the evaluation consultants and will also be responsible for the quality assurance of all evaluation deliverables.

## COMPETENCY AND EXPERIENCE REQUIRED OF THE TEAM MEMBER CONSULTANT(S)

### Requirements:

The Team Member Consultant(s) should have:

- Minimum of Master's Degree in public health, social sciences, development studies or a related field; A Ph. D will be an added advantage;
- a minimum of five (5) years of experience in conducting/managing programme/project evaluations.
- The Team Member Consultant(s) should have an experience in conducting evaluations in the relevant thematic area i.e.  
**(1. Sexual Reproductive Health and Rights (SRHR) for both women and youth;  
2. Gender equality or  
3. Population and Development and data).**
- Excellent analytical, writing and communication skills
- Ability to work with a multi-disciplinary and multi-cultural team of experts
- Excellent problem identification and solving skills
- Excellent written and spoken English Language skills.
- Extensive previous experience in Health, SRH, Population and Development, researcher, data collection and analysis or other related field.
- Familiarity with UNFPA's work and mandate
- Strong interpersonal skills
- Fluency in Siswati and English is required.
- Have in-depth knowledge and experience of UNFPA programmatic areas and excellent knowledge of the national development context, issues and challenges in the country.

### Roles and responsibilities of the Team Member Consultant(s)

- Reports to the Evaluation Team Leader
- Contribute to the development of the design report in accordance with the UNFPA standards
- Take part in the data collection and analysis work during the design and field phases. Collects and compiles primary and secondary data; verifies and analyzed towards the evaluation of UNFPA's contribution to the relevant thematic areas of the country programme
- Inputs into the evaluation processes through participation at methodology development, meetings, interviews, analysis of documents, briefs, comments, as advised and led by the Evaluation Team Leader.
- Participate in debriefing meetings
- Deliver quality reports on time



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.

## 10.2 Remuneration and duration of Contract

The breakdown of the of workdays among the team of experts will be the following:

- 34 workdays for the Evaluation Team Leader;
- 30 workdays each for the 2 Evaluation Team Member Consultants;

Evaluation phases	Number of work days		
	Team leader	Team member 1	Team member 2
<b>Design report</b>	5	4	4
<b>Data collection (fieldwork)</b>	15	15	15
<b>Debriefing meeting</b>	1	1	1
<b>Analyses and first/second draft report writing</b>	10	8	8
<b>Stakeholders' workshop</b>	1	1	1
<b>Final Report</b>	2	1	1
<b>Total</b>	<b>34</b>	<b>30</b>	<b>30</b>

The International Consultant has more days as team leader with oversight responsibilities for the entire assignment. The additional days are spread over the duration of the evaluation to ensure effective coordination, quality, finalization and submission of deliverables. The consultants will be paid an agreed daily rate within the UN consultants scale based on qualification and experience.

It should also be noted that the number of days presented in the table above represents a provisional estimate and that consultants will be able to review the distribution of days between components and phases according to the methodological approach they will recommend. However, the evaluation must respect the adopted roadmap.

The breakdown of workdays per evaluation phase is the following:

PHASES/DELIVERABLES		RESPONSIBLE	PLACE	Time allocated
<b>Design phase</b>	Preparation and submission of draft and final evaluation design report	Evaluation Team Leader, and Evaluation Team Member Consultants	Home - based	5 days
<b>Field phase</b>	Preparation and launch	Evaluation Manager, CO Staff, UNDSS, and evaluation team.	UNFPA CO	1 day
	Conducting first round of data collection	All evaluation team	Eswatini selected sites (UNFPA CO,	5 days



			and main national level stakeholders offices)	
	Sites visits	All evaluation team	Sites of UNFPA supported projects/interventions	4 days
	Complimentary Data collection	All evaluation team		1
	Debriefing meeting on the preliminary findings, testing elements of conclusions and tentative recommendations	All evaluation team	Eswatini	1 day
<b>Synthesis phase</b>	Data analysis	Evaluation team	Home - based	6 days
	Production of the first draft final report	All evaluation team	Home - based	2 days
	Comments by the evaluation reference group	ERG	Home - based	0 day
	Production of the second draft final report	All evaluation team	Home - based	2 days
	EQA of the second draft final report	EM	Home - based	0 day
	Production of the Final Report	International Consultant /Evaluation Team Leader, Evaluation National Consultant	Home - based	3 days

Workdays will be distributed between the date of contract signature and the end date of the evaluation.

The remuneration of the consultants will be made according to the breakdown provided below and will be based on the various deliverables. Payment of the Evaluation Team will be made in three tranches, as follows:

1. First Payment (20 percent of total) – Upon UNFPA’s approval of design report
2. Second payment (30 percent of total) – Upon the submission of the first draft evaluation report; and
3. Third payment (50 percent of total) – Upon UNFPA’s acceptance of the final evaluation report.

Daily Subsistence Allowance (DSA) will be paid per night spent at the place of the mission following UNFPA DSA standard rates. Travel costs will be settled separately from the consultant fees.

### 10.3 Evaluation ethics

The work of the evaluation team will be guided by the norms and standards established by the United Nations Evaluation Group (UNEG) available at [www.unevaluation.org/ethicalguidelines](http://www.unevaluation.org/ethicalguidelines). 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 (See Annex 7 for sample template).



## 11.0 Management and Conduct of the Evaluation

The Country Programme Evaluation will be conducted according to the above Work Plan/ Indicative Timeframe. The CPE management will be overseen by an evaluation manager; an evaluation reference group and the evaluation team. Overall guidance to the CPE will be provided by the UNFPA Officer in Charge for the Kingdom of Eswatini with support of Evaluation Reference Group. The Evaluation will be managed and coordinated by the Evaluation Manager. The specific roles and responsibilities of the evaluation management team are:

### 11.1 Evaluation Manager

Under the overall guidance of the UNFPA Assistant Representative, the Monitoring and Evaluation Analyst will act as the Evaluation Manager to oversee the entire process of the CPE. He will receive technical operational and administrative support from the programme officers and operations teams and guidance from the Regional M&E Adviser to:

- Prepare the Terms of Reference (ToR) for the evaluation;
- Identify potential evaluators and submit them to the Evaluation Office for prequalification;
- Compile a preliminary list of background information and documentation on both the country context and the UNFPA country programme;
- Constitute an Evaluation Reference Group (ERG);
- Prepare a first stakeholders mapping of the main partners relevant for the CPE and the Atlas project list.
- Send final Evaluation report and EQA to regional M&E advisor at the ESARO and the Evaluation Office.

### 11.2 Evaluation Reference Group (ERG)

As per the UNFPA's Evaluation Handbook, an ERG will be put in place and tasked to provide guidance and constructive feedback on implementation and products of the evaluation, hence contributing to both the quality and compliance of the exercise throughout the process of the evaluation. This group comprises of external group of stakeholders (national government, civil society, multilateral and bilateral donors, sister UN agencies and UNFPA ESARO) and will consist of members from the following organizations and entities, subject to confirmation and availability:

1. Ministry of Economic Planning and Development (MEPD)
2. Ministry of Health (MOH)
3. Ministry of Sports Youth and Culture Affairs (MoSYCA)
4. Central Statistical Office (CSO)
5. National Population Unit (NPU)
6. Civil Society Organizations (CSOs)
7. Academia
8. UNICEF
9. UNDP
10. WHO
11. UNDAF Results Groups
12. UNDAF Monitoring and Evaluation Working Group (UNMEG)
13. Regional M&E Advisor, ESARO UNFPA



The ERG is expected to convene at least three times during the evaluation to discuss and comment on notes and reports produced by the evaluation team.

### **ERG Main Functions**

Members of the ERG are also expected to facilitate the evaluation team's access to information sources and documentation on the activities under evaluation. They will have the following specific responsibilities:

- Provide inputs to the ToRs and assure quality;
- Contribute to the selection of the evaluation questions;
- Provide comments on the design report;
- Facilitate access of evaluation team to information sources (documents and interviewees) particularly during field work to support data collection;
- Provide comments on the main deliverables of the evaluation including the draft and final report;
- To discuss the reports produced by the evaluation team;
- To advise on the quality of the work done by the evaluation team;
- Ensure that quality standards are reflected in the final draft evaluation;
- To assist in feedback of the findings, conclusions and recommendations from the evaluation into future programme design and implementation.

### **11.3 Evaluation Team**

The Evaluation Team will consist of 3 technical experts inclusive of the Team Leader, who also has to perform as a thematic expert in one of the 4 outcome areas. The other 2 team members will be selected in a way that they can cover other program components. The task distribution will be made in a way to ensure that the 4 outcomes are adequately covered during recruitment of the evaluation team.

(a) **Team Leader:** The evaluation Team Leader, should have extensive experience in the conduct of evaluations (methodology; conduct of field work; analysis and report writing). He/she will cover a thematic component of the CPE, as well as provide overall leadership and guidance in drafting the inception report, field data collection, analysis and evaluation report writing; preparation of the final report as well as brief summary (power point slides) for presentation during the dissemination workshop.

(b) **Other 2 Evaluation Team Members:**

The 2 other evaluation team members will cover specific programme component areas assigned to them on the basis of their qualifications and thematic expertise. They will be responsible for collection, compilation, analysis of data from both primary and secondary sources, and reporting on UNFPA's support to their areas of assignment under the country programme evaluation— They 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 their programme areas. Our thematic areas of intervention are centred around Sexual Reproductive Health and Right (SRHR) for both women and youths, gender equality and on Population and Development issues.

### **11.4 Assistant Representative (AR)**

The Assistant Representative (AR) will support the Evaluation Manager as the CO most senior member in designing the evaluation; will provide ongoing feedback for quality assurance during the preparation of the design report and the final report. The UNFPA CO AR endorses the EQA for the final draft evaluation report and the final evaluation report in consultation with the RO M&E adviser and approves deliverables of the evaluation. The UNFPA CO Evaluation Manager ensures dissemination of the final evaluation report and the main findings, conclusions and recommendations.



UNFPA CO will provide the evaluation team with all the necessary documents and reports and refer it to web-based materials. UNFPA management and staff will make themselves available for interviews and technical assistance as appropriate. The CO will also provide necessary additional logistical support in terms of providing space for meetings, and assisting in making appointments and arranging travel and site visits, when it is necessary. Use of office space and computer equipment may be provided if needed.

## 12.0 Bibliography and Resources

1. UNDAF 2016-2020
2. Common Country Analysis document for the Kingdom of Eswatini 2016-2020
3. Country Programme Document 2016-2020
4. Aligned Country Programme Document 2016-2020
5. Compact of Commitment Document
6. UNFPA SP 2014-2017
7. UNFPA SP 2018-2021
8. Demographic Dividend Study Report
9. Relevant national policy documents for each programmatic area
10. Resource Allocation memos 2016, 2017, 2018 and 2019.
11. Programme Performance Assessment Review Report 2016-2018
12. Implementing Partner Annual Work Plans and progress reports (2016-2019)
13. Field Monitoring Visit Reports
14. Yearly SIS Annual Reports
15. UNDAF MTR Report 2018
16. Handbook to “How to Design and Conduct a Country Programme Evaluation at UNFPA” Revised and updated edition, February 2019 accessible at at <https://www.unfpa.org/EvaluationHandbook>
17. Country Programme Evaluation Report 2015
18. A Google drive that has all documents listed in the bibliography will be opened to the evaluation team upon recruitment.
19. UNFPA Independent Evaluation Office webpage:  
<https://www.unfpa.org/public/home/about/Evaluation>
20. UNEG Code of Conduct
21. UNEG Ethical guidelines
22. UNEG Guidance document – Integrating Human Rights and Gender Equality in Evaluations
23. UNEG Norms and Standards
24. Corporate Evaluation of UNFPA support to the prevention, response to and elimination of gender-based violence and harmful practices (2012-2017)
25. Evaluation of the H4+ Joint Programme Canada and Sweden (2011-2016);
26. Evaluation of UNFPA Support to Adolescents and Youth (2008-2015);
27. Evaluation of the UNFPA Support to Family Planning (2008-2013)



### 13.0 Annexes

#### Annex 1: List of documentation for review by the Evaluation Team

No.	Documents
1	• 6 <sup>th</sup> Country Programme Document (CPD 2016-2020)
2	• 6 <sup>th</sup> Country Programme Document M&E Framework (2016–2020)
3	• CCA
4	• UNDAF (2016-2020)
5	• Country Office SIS Annual Reports (2016-2018)
6	• CO Annual Programme Outcomes Review Reports 2016- 2018
7	• SIS Planning Reports (2016 – 2019)
8	• Resource Mobilization Strategy (2016-2018)
9	• UNDAF Mid-Term Review Report (2018)
10	• Country Programme Performance Assessment Review Report 2018
11	• IPs Annual Work Plans (2016-2019)
12	• IPs Quarterly Progress Reports 2016 - 2019
13	• CO Annual Budget and Expenditure Reports (2016-2018)
14	• Joint Programme Monitoring Reports (2016-2018)
15	• CPE Concept Note
16	• UNFPA Evaluation Quality Assessment (EQA) Grid
17	• IP Capacity Assessments Reports
	<b>Donor Projects and Reports</b>
18	• DFID Project and Logframe
19	• SYP Project and Results Framework
20	• 2017 Population and Housing Census Project Document
21	• 2017 Population and Housing Census Report

#### Annex 2: List of ATLAS Projects for the 6th Country Programme (2016-2019)

Project ID Codes	Description
SWZ06AWP	• 6 <sup>th</sup> CP Work Plan
DFID	• Family Planning
SYP	• Safe Guard Young People programme
CHA28SWZ	• Adolescents and Youth
SWZ06CHA	• Sexual Reproductive Health
SWZ06FPS	• Sexual Reproductive Health
SWZ06SHP	• Sexual Reproductive Health
SWZ06GBV	• Gender Based Violence response and prevention
SWZ06PCA	• Programme Coordination
SWZ06PDD	• Data for Development
SWZ06UZJ	• Integrated SRH/HIV and GBV
SWZ06OPERTN	• Operations
UBRAFSWZ	• Integrated SRH/HIV



### Annex 3: Outline of Design Report

The CPE Design report structure should follow the UNFPA Evaluation Handbook. The CPE Design report should be structured following the chapters and sections as indicated below. However, the evaluation team is free to add sections and/or subsections as deemed relevant in context of the evaluation.

Section	Title	Suggested length
<b>CHAPTER 1: Introduction</b>		
1.1	Purpose and objectives of the CPE	1–2 pages max
1.2	Scope of the evaluation	
1.3	Purpose of the design report	
<b>CHAPTER 2: Country context</b>		
2.1	Development challenges and national strategies	4–6 pages max
2.2	The role of external assistance	
<b>CHAPTER 3: United Nations/UNFPA response and programme strategies</b>		
3.1	UNFPA strategic response	5–7 pages max
3.2	UNFPA response through the country programme	
3.2.1	The country programme	
3.2.2	The country programme financial structure	
<b>CHAPTER 4: Evaluation methodology and approach</b>		
4.1	Evaluation criteria and evaluation questions	7–10 pages max
4.2	Methods for data collection and analysis	
4.3	Selection of the sample of stakeholders	
4.4	Evaluability assessment, limitations and risks	
<b>CHAPTER 5: Evaluation process</b>		
5.1	Process overview	3–5 pages max
5.2	Team composition and distribution of tasks	
5.3	Resource requirements and logistic support	
5.4	Work plan	
<b>TOTAL</b>		<b>20–30 pages max</b>
<b>ANNEXES</b>		
Annex 1	Terms of reference	TBD
Annex 2	Evaluation matrix	
Annex 3	Interview guides	
Annex 4	List of UNFPA interventions	
Annex 5	Stakeholders map	
Annex 6	CPE agenda	
Annex 7	Documents consulted	
Annex 8	Final list of evaluation questions	
Annex 9	A reconstruction of the intervention logic (TOC)	

### Annex 4: Outline of Final Evaluation Report

The structure of the draft the final evaluation report should follow the UNFPA Evaluation Handbook and must have the following the chapters and sections as indicated below.

Section	Title	Suggested length
<b>EXECUTIVE SUMMARY</b>		5 pages max
<b>CHAPTER 1: Introduction</b>		
1.1	Purpose and objectives of the CPE	5–7 pages max
1.2	Scope of the evaluation	



1.3	Purpose of the design report	
<b>CHAPTER 2: Country context</b>		
2.1	Development challenges and national strategies	5–6 pages max
2.2	The role of external assistance	
<b>CHAPTER 3: United Nations/UNFPA response and programme strategies</b>		
3.1	UNFPA strategic response	5–7 pages max
3.2	UNFPA response through the country programme	
3.2.1	The country programme	
3.2.2	The country programme financial structure	
<b>CHAPTER 4: Findings: answers to the evaluation questions</b>		
4.1	Answer to evaluation question 1	25–35 pages max
4.2	Answer to evaluation question 2	
4.3	Answer to evaluation question 3	
4.4	Answer to evaluation question 4, etc.	
<b>CHAPTER 5: Conclusions</b>		
5.1	Strategic level	6 pages max
5.2	Programmatic level	
<b>CHAPTER 6: Recommendations</b>		
6.1	Recommendations #1, #2, #3, etc.	
(Total number of pages)		<b>55–70 pages max</b>
<b>ANNEXES</b>		
Annex 1	Terms of reference	TBD
Annex 2	List of persons/institutions met	
Annex 3	List of documents consulted	
Annex 4	The evaluation matrix	
Annex 5	List of Atlas project for the period under evaluation	
Annex 6	Information on main stakeholders by areas of intervention	
Annex 7	Evaluation quality assessment template	
Annex 8	Management response template	
Annex 9	Data set pertaining to the CPE meta-analysis	

Note: UNFPA evaluation report, excluding annexes, should not be more than 70 pages and should use the above format.

### Annex 5: The Evaluation Matrix

EQ1 : To what extent ...			
Assumptions to be assessed	Indicators	Sources of information	Methods and tools for the data collection
Assumption 1 (see example in Tool 1)			



**□ 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)			

Assumption 3 (see example in Tool 1)			

<b>EQ2 : To what extent ...</b>			
<b>Assumptions to be assessed</b>	<b>Indicators</b>	<b>Sources of information</b>	<b>Methods and tools for the data collection</b>
Assumption 1 (see example in Tool 1)			



Assumption 2 (see example in Tool 1)			
Assumption 3 (see example in Tool 1)			

## Annex 6: Ethical Code of Conduct for UNEG/UNFPA Evaluation

### *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. In particular:

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-setting/programming, design, or overall management of the subject of evaluation, nor expect to be in the near future. Evaluators must have no vested interests 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. Evaluators 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 suspicion of wrongdoing. Such cases must be reported discreetly to the appropriate investigative body.
4. Evaluators 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. Evaluators 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](http://www.unevaluation.org/papersandpubs/documentdetail.jsp?doc_id=21)

The Code of Conduct was formally approved by UNEG members at the UNEG Annual General Meeting 2008.

Further details of the ethical approach to evaluation in the UN system can be found in the *Ethical Guidelines for Evaluation in the UN System* (UNEG/FN/ETH[2008]). **UNEG/FN/CoC(2008)**

1. The conduct of evaluators in the UN system should be beyond reproach at all times. Any deficiency in their professional conduct may undermine the integrity of the evaluation, and more broadly evaluation in the UN or the UN itself, and raise doubts about the quality and validity of their evaluation work.

2. The UNEG Code of Conduct applies to all evaluation staff and consultants in the UN system. The principles behind the Code of Conduct are fully consistent with the Standards of Conduct for the International Civil Service by which all UN staff are bound. UN staff are also subject to any UNEG member specific staff rules and procedures for the procurement of services.

3. The provisions of the UNEG<sup>11</sup> Code of Conduct apply to all stages of the evaluation process from the conception to the completion of an evaluation and the release and use of the evaluation results.

4. To promote trust and confidence in evaluation in the UN, all UN staff engaged in evaluation and evaluation consultants working for the United Nations system are required to commit themselves in writing to the Code of Conduct for Evaluation<sup>12</sup> (see Annexes 1 and 2), specifically to the following obligations:

#### **Principal Obligations of Consultants:**

- Independence.
- Impartiality
- Conflict of Interest
- Honesty and Integrity
- Competence
- Accountability
- Obligations to participants
- Confidentiality
- Avoidance of Harm
- Accuracy, Completeness and Reliability

<sup>11</sup> UNEG is the United Nations Evaluation Group, a professional network that brings together the units responsible for evaluation in the UN system including the specialized agencies, funds, programmes and affiliated organizations. UNEG currently has 43 such members.

<sup>12</sup> While the provisions of the Code of Conduct apply to all UN staff involved in evaluation, only UN staff who spend a substantial proportion of their time working on evaluation are expected to sign the Code of Conduct, including staff of evaluation, oversight Performance management units directly involved in the management or conduct of evaluations are required to sign. All evaluation consultants are required to sign when first engaged by a UNEG member.



- Transparency
- Omissions and wrongdoing

### **Annex 7: Code of Conduct for Evaluation- Staff Agreement Form**

To be signed by all staff engaged full or part time in evaluation at the start of their contract.

#### **Agreement to abide by the Code of Conduct for Evaluation in the UN System**

Name of Staff Member: \_\_\_\_\_

**I confirm that I have received and understood, and will abide by the United Nations Evaluation Group Code of Conduct for Evaluation.**

Signed at (place) on (date)

Signature: \_\_\_\_\_

### **Annex 8: Code of Conduct for Evaluation- Evaluation Consultants Agreement Form**

To be signed by all consultants as individuals (not by or on behalf of a consultancy company) before a contract can be issued.

#### **Agreement to abide by the Code of Conduct for Evaluation in the UN System**

Name of Consultant: \_\_\_\_\_

Name of Consultancy Organization (where relevant): \_\_\_\_\_

**I confirm that I have received and understood and will abide by the United Nations Code of Conduct for Evaluation.**

Signed at (place) on (date): \_\_\_\_\_



### Annex 9: Implementing Partners (IPs) and Key Stakeholders Map

Sector/Areas of Intervention	Name of Implementing Agencies/Partners (IPs)	Other Partners	Beneficiaries
Population and Data	Ministry of Economic Planning and Development	Other Government Departments, Academia, Development Partners, Civil Society Organizations, Legislators and policy makers	General Population, Planners, policy makers, programmers
Population and Data	National Population Unit	Academia, Development Partners, Civil Society Organizations, Legislators and policy makers	General Population, Planners, policy makers, programmers
Population and Data	Central Statistics Office	Other Government Departments, Academia, Development Partners, Civil Society Organizations, Legislators and policy makers	General Population
Health	Central Medical Stores	Pharmacies, Development Partners,	General Population, Planners, policy makers, programmers
Health	Ministry of Health Sexual Reproductive Health Unit	Development Partners and Other UN Agencies	General Population, Health care workers, women, adolescents and youth
Health and Youth	The Family Life Association of Eswatini (FLAS)	Development Partners and Other UN Agencies	Women, adolescents and youth
Health Education	Southern Africa Nazarene University (SANU)	Academia, Other Government Ministries	Students and General Population,
Education	Ministry of Education and Training	Development Partners, Other Government Ministries	Students, Private and Public Sectors
Gender	Deputy Prime Minister's Office Department of Gender and Family Issue	Other Government Ministries, Development Partners and Other UN Agencies	People with Disability, children, elderly
Gender	Swaziland Action Group Against Abuse (SWAGAA)	Other Government Ministries, Development Partners, Other UN Agencies and Civil Society Organizations	Survivors of gender based violence
Gender	Kwakha Indvodza	Other Government Ministries, Development Partners, Other UN Agencies and Civil Society Organizations	Men and Boys
Gender and Health	Church Forum	Development Partners, Other UN Agencies and Civil Society Organizations	Members of the church



Youth	Ministry of Sports, Youth and Culture Affairs	Other Government Ministries, Development Partners, Other UN Agencies and Civil Society Organizations	Youth
Youth	Eswatini National Youth Council	Other Government Ministries, Development Partners, Other UN Agencies and Civil Society Organizations	Youth
HIV	National Emergency Response Council on HIV/AIDS (NERCHA)	Other Government Ministries, Development Partners, Other UN Agencies and Civil Society Organizations	People living with HIV

### Annex 10: Evaluation Quality Assessment (EQA) Grid

<b>Organizational unit:</b>		<b>Year of report:</b>	
<b>Title of evaluation report:</b>			
<b>Overall quality of report:</b>	<b>Good</b>	<b>Date of assessment:</b>	
<b>Overall comments:</b>	[insert text]		
<b>Assessment Levels</b>			
<b>Very good:</b>	strong, above average, best practice	<b>Good:</b>	satisfactory, respectable
		<b>Fair:</b>	with some weaknesses, still acceptable
		<b>Unsatisfactory:</b>	weak, does not meet minimal quality standards
<b>Quality Assessment Criteria</b>		<i>Insert <u>assessment level</u> followed by main <u>comments</u>. (use 'shading' function to give cells corresponding colour)</i>	
<b>1. Structure and Clarity of Reporting</b>		Yes No	Assessment Level:



	Partial		
<i>To ensure the report is comprehensive and user-friendly</i>		Comment:	
1. Is the report easy to read and understand (i.e. written in an accessible language appropriate for the intended audience) with minimal grammatical, spelling or punctuation errors?			
2. Is the report of a reasonable length? (maximum pages for the main report, excluding annexes: 60 for institutional evaluations; 70 for CPEs; 80 for thematic evaluations)			
3. Is the report structured in a logical way? Is there a clear distinction made between analysis/findings, conclusions, recommendations and lessons learned (where applicable)?			
4. Do the annexes contain – at a minimum – the ToRs; a bibliography; a list of interviewees; the evaluation matrix; methodological tools used (e.g. interview guides; focus group notes, outline of surveys) as well as information on the stakeholder consultation process?			
<i>Executive summary</i>			
5. Is an executive summary included in the report, written as a stand-alone section and presenting the main results of the evaluation?			
6. Is there a clear structure of the executive summary, (i.e. i) Purpose, including intended audience(s); ii) Objectives and brief description of intervention; iii) Methodology; iv) Main conclusions; v) Recommendations)?			
7. Is the executive summary reasonably concise (e.g. with a maximum length of 5 pages)?			
<b>2. Design and Methodology</b>	Yes No Partial	Assessment Level:	
<i>To ensure that the evaluation is put within its context</i>		Comment:	
1. Does the evaluation describe the target audience for the evaluation?			
2. Is the development and institutional context of the evaluation clearly described and constraints explained? Is the development and institutional context of the evaluation clearly described?			



3. Does the evaluation report describe the reconstruction of the intervention logic and/or theory of change, and assess the adequacy of these?			
<i>To ensure a rigorous design and methodology</i>			
4. Is the evaluation framework clearly described in the text and in the evaluation matrix? Does the evaluation matrix establish the evaluation questions, assumptions, indicators, data sources and methods for data collection?			
5. Are the tools for data collection described and their choice justified?			
6. Is there a comprehensive stakeholder map? Is the stakeholder consultation process clearly described (in particular, does it include the consultation of key stakeholders on draft recommendations)?			
7. Are the methods for analysis clearly described for all types of data?			
8. Are methodological limitations acknowledged and their effect on the evaluation described? (Does the report discuss how any bias has been overcome?)			
9. Is the sampling strategy described			
10. Does the methodology enable the collection and analysis of disaggregated data?			
11. Is the design and methodology appropriate for assessing the cross-cutting issues (equity and vulnerability, gender equality and human rights)?			
<b>3. Reliability of Data</b> <i>To ensure quality of data and robust data collection processes</i>	Yes No Partial	Assessment Level:	
1. Did the evaluation triangulate all data collected?		Comment:	
2. Did the evaluation clearly identify and make use of qualitative and quantitative data sources?			



3. Did the evaluation make explicit any possible issues (bias, data gaps etc.) in primary and secondary data sources and if relevant, explained what was done to minimize such issues? I.e. did the evaluation make explicit possible limitations of the data collected?			
4. Is there evidence that data has been collected with a sensitivity to issues of discrimination and other ethical considerations?			
5. Is there adequate gender disaggregation of data? And if this has not been possible, is it explained?			
6. Does the evaluation make explicit the level of involvement of different stakeholders in the different phases of the evaluation process?			
<b>4. Analysis and Finding</b>	Yes No Partial	Assessment Level:	
<i>To ensure sound analysis</i>			
1. Is information analysed and interpreted systematically and logically		Comment:	
2. Are the interpretations based on carefully described assumptions?			
3. Is the analysis presented against the evaluation questions?			
4. Is the analysis transparent about the sources and quality of data?			
5. Are possible cause and effect links between an intervention and its end results explained?			
6. Where possible, is the analysis disaggregated to show different outcomes between different target groups			
7. Are unintended results identified?			
8. Is the analysis presented against contextual factors?			



9. Does the analysis include reflection of the views of different stakeholders (reflecting diverse interests)? E.g. how were possible divergent opinions treated in the analysis?			
10. Does the analysis elaborate on cross-cutting issues such as equity and vulnerability, gender equality and human rights?			
<i>To ensure credible findings</i>			
1. Can evidence be traced through the analysis into findings? E.g. are the findings substantiated by evidence?			
2. Do findings follow logically from the analysis?			
3. Is the analysis of cross-cutting issues integrated in the findings?			
<b>5. Conclusions</b>	Yes No Partial	Assessment Level:	
<i>To assess the validity of conclusions</i>		Comment:	
1. Are conclusions credible and clearly related to the findings?			
2. Are the conclusions demonstrating an appropriate level of analytical abstraction?			
3. Are conclusions conveying the evaluators' unbiased judgment of the intervention?			
<b>6. Recommendations</b>	Yes No Partial	Assessment Level:	
<i>To ensure the usefulness and clarity of recommendations</i>		Comment:	
1. Do recommendations flow logically from conclusions?			
2. Are the recommendations sufficiently clear, targeted at the intended users and operationally- feasible?			



3. Do recommendations reflect stakeholders' consultations whilst remaining balanced and impartial?			
4. Is the number of recommendations manageable?			
5. Are the recommendations prioritized and clearly presented to facilitate appropriate management response and follow up on each specific recommendation?			
<b>7. Gender</b>  <i>To assess the integration of Gender Equality and Empowerment of Women (GEEW)<sup>13</sup></i>	Yes No Partial	Assessment Level:	
		Comment:	

### Overall Evaluation Quality Assessment

	Assessment Levels (*)			
Quality assessment criteria (scoring points*)	Very good	Good	Fair	Unsatisfactory
1. Structure and clarity of reporting, including executive summary (7)				7
2. Design and methodology (13)			13	
3. Reliability of data (11)			11	

<sup>13</sup> These assessment criteria is fully based on the UN-SWAP Scoring Tool, see Annex 7. Each sub-criteria shall be equally weighted (in correlation with the calculation in the tool and totaling the scores 11-12 = very good, 8-10 = good, 4-7 = Fair, 0-3=unsatisfactory). One question is if this criteria should be included in the overall evaluation quality assessment grid, or form a separate column and be assessed on its own.



4. Analysis and findings (40)			40	
5. Conclusions (11)		11		
6. Recommendations (11)		11		
7. Integration of gender (7)	7			
<b>Total scoring points</b>	7	22	63	7
<b>Overall assessment level of evaluation report</b>			Fair	
	<b>Very good</b> → very confident to use	<b>Good</b> → confident to use	<b>Fair</b> → use with caution	<b>Unsatisfactory</b> → not confident to use

(\*) (a) Insert scoring points associated with criteria in corresponding column (e.g. - if ‘finding and analysis’ has been assessed as ‘good’, enter 40 into ‘Good’ column. (b) Assessment level with highest ‘total scoring points’ determines ‘Overall assessment level of evaluation report’. Write corresponding assessment level in cell (e.g. ‘Fair’). (c) Use ‘shading’ function to give cells corresponding colour.

<b>If the overall assessment is ‘Fair’, please explain<sup>14</sup>:</b>	
<ul style="list-style-type: none"> <li>How it can be used?</li> </ul>	
<ul style="list-style-type: none"> <li>What aspects to be cautious about?</li> </ul>	
<b>Where relevant, please explain the overall assessment Very good, Good or Unsatisfactory<sup>15</sup>:</b>	

<sup>14</sup> The purpose here is to clarify in what way the report can be used. This in order to assist the elaboration of a relevant Management Response and the wider use of the evaluation findings back into programming. When a report has been assessed as Fair, it is obligatory to fill this text box in.

<sup>15</sup> The purpose is, where relevant, to clarify for example severe unbalances in the report (for example, the report is good overall but recommendations very weak). Is optional to fill in.



Consideration of significant constraints <sup>16</sup>		
The quality of this evaluation report has been hampered by exceptionally difficult circumstances:	<input type="checkbox"/> yes	<input type="checkbox"/> no
If yes, please explain:		

<sup>16</sup> E.g. this should only be used in case of significant events that has severely hampering the evaluation process like natural disasters, evaluators falling sick, unexpected significant travel restrictions, etc. More 'normal' limitations should be mentioned under relevant section above.