**DRAFT TERMS OF REFERENCE**

**Original TORs will be provided upon Contract Endorsement**

**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 aims at developing the policies and programs that are envisioned to contribute to the reduction of poverty as well as to ensuring that every pregnancy is wanted, every childbirth is safe and every young person’s potential is fulfilled.

The purpose of this Country program evaluation is to assess the programme performance. More specifically, the evaluation will look into determining factors that facilitated or hindered achievement, and document the lessons learned from the past cooperation along with the UNDAF evaluation that could inform the formulation of the next Country Programme of UNFPA and in support to the Government of Albania.

The main audience and primary users of the evaluation is the UNFPA Albania CO, national partners and relevant government agencies. They all will benefit from findings, conclusions and recommendations of the evaluation. UNFPA Eastern Europe and Central Asia Regional Office (EECA RO) 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, EECARO Regional Adviser on M&E and UNFPA Albania CO.

**Country context**

Albania has made progress over the last decade in its transition from a closed society followed by an interim state of conflict and anarchy to become a stable democracy with sustained economic growth, ranking 95th in the 2014 UNDP Human Development Report with an overall HDI of 0.716, placing the country in the category of high human development. Moreover, Albania has committed itself to achieving the Millennium Development Goals (MDGs).

Following the enactment of the Stabilization and Association Agreement (SAA), Albania officially applied for EU membership in late 2009. In June 2014, the European Union endorsed granting Albania the candidate status. The Government of Albania is in the process of preparing the new National Strategy on Development and Integration covering the period 2014-2020.

Albania was one of eight countries around the world selected in January 2007 to pilot the ‘One UN” Programme. The Delivering as One UN (DaO) is characterised by elements such as “DaO, One Budgetary Framework, One Leader and One Office.” Albania’s first One UN Programme was signed in October that same year (2007) and ended in 2011.

A number of lessons learned from the 2007-2011 programme, identified partly through the “Country Led Evaluation — Delivering as One Albania”, which took place in 2010, fed into the formulation of the new Programme of Cooperation 2012-2016, the current “UNDAF”.

The total estimated budget of the UN Programme of Cooperation from 2012-2016was$132 million andwas to be implemented by 20 participating agencies including Non-Resident Agencies.The results framework of the Programme of Cooperation 2012-2016 contained 11 outcomes and 41 outputs. The Programme’s outputs are made operational through the development of joint annual work plans which form an agreement between the UN agencies and implementing partners on the use of resources.

The Programme of Cooperation also envisaged joint programme reviews that allow for timely measurement of progress and performance thereby allowing for adjustment of programme implementation. The key partners in the implementation of the Programme of Cooperation are the Government, namely the Department of Development Programming, Financing and Foreign Aid (DDPFFA) within the Prime Minister Office and line Ministries, UN Agencies, development partners, and civil society organizations. While the management processes are implemented by the UNCT, which is supported by inter-agency advisory bodies, including: (i) the Operations Management Team; (ii) the Communications Team; (iii) the Gender Working Group; (iv) the HIV/AIDS Theme Group; and (v) the Results-Based Management Advisory Committee.

A UN Resource Mobilization Strategy 2012-2016 has been developed and serves as a guiding tool in support of UNCT resource mobilization efforts. Key strategic considerations and specific actions to be taken are identified in order to target the most viable donors to UN resource mobilization potential in a challenging and evolving development landscape.

Moreover, the One Coherence Fund was established in 2007 to support the achievement of the outcomes articulated in the Programme of Cooperation. The Coherence Fund complements other funding sources such as the core or regular resources of individual Agencies. The Coherence Fund has been operational throughout the period 2007-2016

During the first half of 2014, UN Albania in partnership with the Government of Albania conducted the Mid Term Review 2014 of the PoC. The Mid Term Review, finalized and endorsed in June 2014, aimed to look back at the first two years of implementation of the Government of Albania (GoA) and United Nations (UN) Programme of Cooperation 2012 – 2016, and draw lessons and recommendations from it. The new results framework, derived from this review, significantly reduced the number of outcomes (from 11 to 4) and outputs (from 41 to 15) and lifted the overall strategic level of each result. The new results framework has four ‘pillars’: (i) Human Rights; (ii) Inclusive Social Policies; (iii) Governance and Rule of Law; (iv) Regional and Local Development.

**Background information on the UNFPA contribution to the Programme of Cooperation (PoC)**

UNFPA has been active in Albania since late 1980s. UNFPA is part of the PoC(2012-2016). The approved UNFPA Programme has been aligned with the national priorities, the MDGs, the ICPD Programme of Action, UNFPA corporate Strategic Plans and, subsequently to the UN Mid-Term Review 2014.

The overall goal of the UNFPA Country Programme is to contribute to the development and consolidation of the democratic state and establishment of equal opportunities for men and women in order to improve the quality of life in Albania by supporting the following PoC outcomes:

(a) Strengthened public oversight, civil society and media institutions make authorities more accountable to the public, and better able to enforce gender-equality commitments in planning, programming and budgeting processes;

(b): Public administration has enhanced capacities, practices and systems to effectively deliver on national development priorities and international obligations

(c): The rights of disadvantaged individuals and groups are equally ensured through legislation, inclusive policies, social-protection mechanisms and special interventions;

(d): Boys and girls over the age of three (including youth), especially from marginalized groups, access and participate in high-quality education and learning opportunities;

(e): The health of the population is protected by universal health insurance coverage, and high-quality, gender-sensitive and age-appropriate public health services for all, including identified at-risk populations is available;

(f): All people are better able to take advantage of their fundamental right to work, have greater and inclusive employment opportunities, and can engage in comprehensive social dialogue

The three components of UNFPA support are: Reproductive Health and Rights, Population and Development, and Gender Equality.

Reproductive Health Program Area: UNFPA is committed in strengthening and in improving quality of health care service delivery and in advancing health reform strategies in the country by

1. Strengthening health system governance and leadership: Policy advice and technical support in informing the health reform processes; Policy advice and technical support in the process of developing health sector related strategies and action-plans; Technical support to ensure priority setting in policy making; Strengthening coalition building, coordination among health institutions, with donors and other stakeholders; b) Strengthening Health Information Systems: Increasing effective use of information at all levels to support planning and quality improvement processes; c) Improving quality of service delivery: Developing, disseminating and implementing clinical practice guidelines, protocols and standards in Primary Health Care and in other levels; Strengthening capacities of health care providers and advancing Continuous Professional Development process for doctors, nurses and midwives in the country; Ensuring safe practices and quality improvement for mothers and new – borns in the maternity hospitals; d) Building social capital by engaging and empowering communities: Developing sustainable interventions for future health promotion programs; Developing communication materials for primary health care provision; Establishing and expanding networks of health educators to better reach communities in remote and rural areas;

Gender Equality Programme Area: UNFPA’s contribution to address gender equality focus mainly:

1. Strengthening the capacities of state institutions, public oversight bodies, civil society and media to ensure the promotion of GE and RR, to mainstream gender issues into legislation, strategies and policies and to address GBV. As part of UN overall efforts to coordinated response to the gender base violence, UNFPA supports the Ministry of Health (MoH) to integrate GBV within health system and improve the health response to GBV. The work will strive to establish protocols and guidelines for PHC providers on GBV nationwide in all levels of health system as well as to build a system to be integrated into the existing health management information system which will collect standardized data on GBV victims as well as services and referrals provided.
2. Mainstreaming gender in policies and strategies and establish clear disaggregated gender related indicators.
3. Advocacy and IEC will be important component of the work on gender. The focus will be on strengthening gender equity and equality through male participation, increasing the role of women in decision-making, strengthening positive behaviour changes especially among the youth and adult men regarding sexual and reproductive health issues as well as raising awareness and addressing all recommendations and observations of UPR and CEDAW..

Youth related Programme Area: The work related to youth aims to support the design and establishment of comprehensive sexuality education. The activities intend to advocate for healthy lifestyles education and youth friendly services for adolescents and young people promoting healthy life, attitudes and behavior and healthy relationships in a healthier and more positive environment that promotes gender equality and addresses RH from human rights perspective. The purpose of the interventions is to enhance the quality of life of young people in Albania through improved lifestyles, youth friendly services that promote young people`s SRH, Reproductive Rights and health in general; by increasing communication among parents and their adolescent children, teachers and health care providers. The work aims to raise awareness on condom use to prevent HIV/AIDS and STIs among the general young population but even more so among vulnerable young people in and out of school, Roma population and including in prison setting and key population; The work about Youth supports also the collaboration and relations with the media

Population and Development related work aims to support a more comprehensive and functional national statistical system, central in monitoring National Strategy for Development and Integration (NSDI) and ICPDand in development of evidence –based planning and programming. UNFPA supports the efforts on strengthening the capacity of the Government and Non-State users manage the demand, supply and use of disaggregated data for policy making, service delivery and reporting. The programme works closely with other UN agencies in three main components: 1. Data production; 2. Data dissemination; 3. Data use. The specific expected results from this programme are:

- Improved capacity of the Institute of Statistics and other line ministries involved in data collection through administrative reporting system, surveys and researches to produce qualitative data, disaggregated by sex, age, and geographical territory in timely manner;

- Improved data dissemination through improvement of data dissemination systems, tools and practices. This should be focused on high-quality statistical publications addressing needs of data users;

- Improved use of available data by increasing the capacity in government, CSOs and other stakeholders as well as stimulating data use for both in-government and non-government policy analysis. To achieve intended meaningful programme results in all three components, the focus will be on a set of indicators related to the ICPD/SDGs (MDGs), NSDI and Social Inclusion as they will be presented on the 5-years Albania Programme of Official Statistics.

The UNFPA Albania 2012-2016 Results and Resources Framework approved by the Executive Board in June 2011was developed in line with the UNFPA Strategic Plan 2011-2013, and afterwards, in 2014, it was aligned with the revised UNFPA Strategic Plan 2014-2017. Currently the third UNFPA Country Programme contributes to SP outcomes 1,2,3,4 and outputs 1,4,5,6,7,8,9,10,11,12,14. Please refer to Annex 1, Annex 2 and Annex 3.

The programme is being implemented in close partnership with Albanian Government and its line ministries, as well as civil society organizations. The original CPAP 2012-2016 approved by Executive Boardforesaw a total of $7,6mio for the 5-year programme, of which $3,5 core funds and $4,1 milion to be raised from non-core resources. After the Mid-Term Review in 2014, in view of the realignment of the Country Programme to the new UNFPA Strategic Plan, the new UN Programme of Cooperation Outcomes and Outputs and the new donor and financial situation in the country, the UNFPA Country Office overall programmecontribution was amended to total $3,5mio (of which$2,6 mio core funds and $0,9 mio to be raised from non-core funds).

**The second comments under MA3 is not relevant as CP has national coverage**

**OBJECTIVES AND SCOPE OF THE EVALUATION**

The purpose of this evaluation is to conduct aquasiend programme cycle evaluation to assess the achievement of the UNFPA programme, the factors that facilitated/hindered achievement, and to compile lessons learnt so as to inform development of the next UNFPA programme.

In 2016 UNFPA CO concludes implementation of the current UNFPA Albania CP 2011-2016. In view of this, an in-depth evaluation of the current CP constitutes an essential step to identify the major achievements as well as challenges encountered while implementing the current CP and ensure that the lessons learnt are duly reflected in the forthcoming CP 2017-2021.

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

* An enhanced accountability of UNFPA and Country Office for the relevance and performance of the country programme

Provide and evidence –based for the design of the next programme cycle

*The specific objectives will be:*

1. To provide an independent assessment of the 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 country office (CO) positioning within the developing community and national partners, in view of its ability to respond to national needs while adding value to the country development results.

The evaluation will focus on assessing the outputs and outcomes achieved through the implementation of the programme. The evaluation should consider UNFPA’s achievements since January 2012 against intended results and examine the unintended effects of UNFPA’s intervention and compliance with UNFPA’s Strategic Plan, as well as its relevance to national priorities and those of the PoC. 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/coherence, efficiency, and sustainability of the current CP, and reviewing the country office positioning within the development community and national partners in order to respond to national needs while adding value to the country development results.

The evaluation will cover the Albania CP from 2012 to 2014 (present). The evaluation is expected to take place during the period of May- October, 2015

**EVALUATION CRITERIA AND EVALUATION QUESTIONS**

Relevance, effectiveness, efficiency, sustainability as well as coordination with the UNCT and added value of UNFPA will constitute core evaluation criteria for the subject assignment. The guiding questions will be as follows:

**Relevance**

* To what extent is the current programme consistent with and is tailored to the needs and expectations of the final beneficiaries and partners;
* To what extent is the current programme reflective of UNFPA policies and strategies as well as global priorities including the goals of the ICPD Program of Action and the MDGs;

**Effectiveness**

1. 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?
2. What were the constraining and facilitating factors and the influence of context on the achievement of results?

**Efficiency**

* 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**

* Are programme results sustainable in short and long-term perspectives? How UNFPA Albania did ensure sustainability of its programme interventions?
* Are stakeholders ready to continue supporting or carrying out specific programme/project activities; replicatethe activities; adapt programme/project results in other contexts?

**UNCT Coordination**

* To what extent has the UNFPA country office contributed to the functioning and consolidation of UNCT coordination mechanisms?
* To what extent does the UNDAF/PoC 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?

**Added Value**

* What are the main UNFPA comparative strengths in the country – particularly in comparison to other UN agencies? Are these strengths a result of UNFPA corporate features or are they specific to the CO features?

**METHODOLOGY AND APPROACH**

**Data Collection**

The evaluation will use a multiple-method approach including documentary review, group and individual interviews, focus groups and field visits as appropriate. The evaluation will review documents including strategic plan/Multi-year Funding Framework, UNDAF, Country Programme Documents, Country Programme Action Plan, AWPs, Standard Progress Reports, 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 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.

**Validation mechanisms**

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

**Stakeholders’ participation**

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

**EVALUATION PROCESS**

The evaluation will unfold in five phases, each of them including several steps:

**Preparation phase**

During this phase UNFPA Albania 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:

* 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 workplan for the field phase.
* Evaluation team leader will conduct 5 day long scoping mission in Tirana

At the end of the design phase, the evaluation team leader will 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.

**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.

**Dissemination and Follow-up phase**

Management Response – the country office will prepare a management response to the evaluation recommendations in line with UNFPA evaluation procedures. The evaluation report will be shared with Regional Office and Evaluation Office at UNFPA headquarters. The evaluation report will be made available to UNFPA Executive Board by the time of approving a new Country Programme Document in 2016. The report and the management response will be published on the UNFPA website.

**EXPECTED OUTPUTS/ DELIVERABLES**

The evaluation team will produce the following deliverables:

* Design report 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 report should be maximum 40 pages)
* Debriefing presentation document (Power Point and/or two -three pages overview) synthesizing the main preliminary findings, conclusions and recommendations of the evaluation, to be presented and discussed with the CO during the debriefing meeting foreseen at the end of the field phase;
* First and second draft final evaluation reports
* Final report prepared taking into account all the comments made.(the report should be maximum 40 pages plus annexes)

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 translated into Albanian.

**WORK PLAN/ INDICATIVE TIMEFRAME**

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| --- | --- | --- | --- | --- |
| **PHASES/DELIVERABLES** | | **RESPONSIBLE** | **PARTNERS** | **DEADLINE** |
| **Preparation phase** | Finalization of ToR by CO with input by RO M&E Adviser: approval of ToR by Evaluation Office (IEO). | Evaluation Manager (EM), Assistant Representative (AR) | RO M&E adviser, EO | 7thMay |
| Selection of potential evaluators by CO with input by RO M&E adviser; pre-qualification of potential evaluators by Evaluation Office. Recruitment of external evaluators. | EM, Admin Finance Associate (AFA) | AFA, RO M&E adviser, IEO | 28th May |
| Assembly of Evaluation Reference Group (ERG). | EM, AR | CO staff | 13th May |
| Compilation of Initial list of documentation\Stakeholder mapping and compilation of list of Atlas Projects. | EM, AR | CO staff | 13thMay |
| **Design phase** | Preparation and submission of a design report 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. | Evaluators | EM, RO M&E adviser, CO staff, ERG | 15th June |
| **Field phase** | Conducting data collection and analysis. | Evaluators | EM, CO staff, ERG | 16-30 June |
| Debriefing meeting on the preliminary findings, testing elements of conclusions and tentative recommendations. | Evaluators | EM, CO staff, ERG | 1 July |
| **Synthesis phase** | Production of the first draft final report. | Evaluators | EM | 16 July |
| Comments by the evaluation reference group. | ERG | EM | 23July |
| Production of the second draft final report. | Evaluators |  | 30 July |
| EQA of the second draft final report. | EM | Representative, AR | 7August |
| Production of the Final Report. | Evaluators |  | 15August |
| EQA of the final evaluation report. | EM, RO M&E adviser, | Representative, AR | 22August |
| Final EQA. | IEO | EM, RO M&E Adviser | 30August |
| **Dissemination and Follow-up** | Management response. | Representative, AR | EM, CO staff | 30September |
| CPE report, final EQA and Management response published on CO website and UNFPA evaluation database. | EM, IT Associate | IEO | 5October |

**COMPOSITION AND QUALIFICATIONS OF THE EVALUATION TEAM**

The evaluation will be carried out by a team consisting of one **International Consultant/Evaluation Team Leader, and one National Evaluation Consultant.** Team members should be committed to respecting deadlines of delivery outputs within the agreed time-frame.

**Evaluation team leader** will be responsible for the production and timely submission of the expected deliverables of the CPE including design report, draft and final evaluation reports. She/he will lead and coordinate the work of the national evaluation consultant and will also be responsible for the quality assurance of all evaluation deliverables. The Evaluation team leader will be an international expert in monitoring and evaluation of development programmes with the following necessary competencies:

* Extensive previous experience in leading evaluations, specifically evaluations of international organizations or development agencies. 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 Europe and Central Asia Region (EECA).
* Excellent analytical, communication and writing skills
* Good management skills and ability to work with multi-disciplinary and multi-cultural teams
* Fluency in English is required

**National Evaluation Consultant** will have in-depth knowledge and experience of UNFPA programmatic areas and excellent knowledge of the national development context, issues and challenges in the country. She/he will take part in the data collection and analysis work during the design and field phases. Evaluation National Consultant will provide substantive 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. The modality and participation of Evaluation National Consultant in the entire CPE process including participation at interviews/meetings and technical inputs and reviews of the design report, draft evaluation report and final evaluation report will be agreed by the Evaluation Team Leader and will be done under his/her supervision and guidance. The necessary competencies of Evaluation National consultant will include:

* 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 and ability to work in a multi-cultural team
* Excellent analytical, communication and writing skills
* Fluency in Albanian and English is required.

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.

**REMUNERATION AND DURATION OF CONTRACT**

Repartition of workdays among the team of experts will be the following:

* 50workdays for the International Consultant /Evaluation Team Leader;
* 50 workdays for Evaluation National Consultant;

The repartition of workdays per expert and per evaluation phase is the following:

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **PHASES/DELIVERABLES** | | **RESPONSIBLE** | **PLACE** | **TIME-FRAME** | **No. of Workdays** |
| **Design phase** | Preparation and submission of a design report | International Consultant /Evaluation Team Leader, Evaluation National Consultant | Home - based | 28 April-15 May | 12 days |
| **Field phase** | Conducting data collection and analysis | All evaluation team | Tirana, selected sites | 16-30 May | 15 days |
| Debriefing meeting on the preliminary findings, testing elements of conclusions and tentative recommendations | All evaluation team | Tirana | 1 June | 1 day |
| **Synthesis phase** | Production of the first draft final report | All evaluation team | Home - based | 2-16 June | 8 days |
| Comments by the evaluation reference group | ERG | Home - based | 23-30June | 0 day |
| Production of the second draft final report | All evaluation team | Home - based | 3-9 July | 7 days |
| EQA of the second draft final report | EM | Home - based | 11-17July | 0 day |
| Production of the Final Report | International Consultant /Evaluation Team Leader, Evaluation National Consultant | Home - based | 18-23 July | 7 days |

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

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.

**MANAGEMENT AND CONDUCT OF THE EVALUATION**

The Country Programme Evaluation will be conducted according the above Work Plan/ Indicative Timeframe. Overall guidance to the CPE will be provided by the UNFPA Country Director for Albania with support of Evaluation Reference Group. Evaluation will be managed and coordinated by the UNFPA Assistant Representative.(1)

The UNFPA CO Evaluation Reference Group composed of representatives from the UNFPA country office in (country), the national counterparts, and the UNFPA regional office as well as from UNFPA relevant services in headquarters. The main functions of the reference group will be:

* To discuss the terms of reference drawn up by the Evaluation Manager;[[1]](#footnote-2)
* To provide the evaluation team with relevant information and documentation on the programme;
* To facilitate the access of the evaluation team to key informants during the field phase;
* To discuss the reports produced by the evaluation team;
* To advise on the quality of the work done by the evaluation team;
* To assist in feedback of the findings, conclusions and recommendations from the evaluation into future programme design and implementation.

The UNFPA CO Assistant Representative (AR) will support the team 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/ produces the EQA for the final draft evaluation report and the final evaluation report in consultation with the ROM&E adviser and approves deliverables of the evaluation and sends final report and EQA to Evaluation Office. 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.

**BIBLIOGRAPHY AND RESOURCES**

1. Programme of Cooperation (PoC) 2012-2016
2. Final common country programme document for Albania 2012-2016
3. Reviewed RRF 2012-2014
4. UNFPA SP 2014-2018
5. Resource Allocation memos 2012, 2013,2014.
6. PoC Midterm Review Report – Albania
7. Revised UNFPA Strategic Plan (2012-2013)
8. Annual Work Plans
9. Field Monitoring Visit Reports
10. Yearly Standard Progress Reports -UNCT
11. Country Office Annual Reports (COARs) to the UNFPA Executive Director
12. Handbook to “How to Design and Conduct a Country Programme Evaluation at UNFPA”
13. Country led evaluation 2010
14. UNFPA Independent Evaluation Office webpage: //www.unfpa.org/public/home/about/Evaluation

**ANNEXES**

* *Ethical Code of Conduct for UNEG/UNFPA Evaluations*
* *List of Atlas projects for the period under evaluation*
* *Information on main stakeholders by areas of intervention*
* *Short outlines of the design and final evaluation reports*
* *Evaluation Quality Assessment template and explanatory note*
* *Management Response*

***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>

1. Due to the size of the office Albania CO does not have a separate post for Evaluation Manager, but in the said case the AR will undertake that function [↑](#footnote-ref-2)