GLOBAL AND THEMATIC EVALUATION OF THE MDG ACHIEVEMENT FUND
TERMS OF REFERENCE

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I. BACKGROUND AND CONTEXT

In December 2006, the Government of Spain committed € 528 million (US$ 710 million) to the United Nations system to support national governments, local authorities and citizen organizations in their efforts to tackle poverty and inequality. The inter-agency mechanism resulting from this agreement, the Millennium Development Goals Achievement Fund (MDG-F, also referred to in this document as the Fund), seeks to accelerate progress on the MDGs in participating countries through programmes that apply innovative development practices, introduce successful models for scale up, and promise high impact. In September 2008, Spain committed an additional € 90 million (US$ 130 million) to reinforce the Fund's thematic windows on Children, Food Security and Nutrition, Development and the Private Sector, and Conflict Prevention and Peace Building.

The Fund's vision and the basis for its programme of work is centred on three key principles: 1) to accelerate progress towards attainment of the MDGs by supporting policies and programmes that promise significant and measurable impact; 2) to reinforce the principles of the Paris Declaration on Aid Effectiveness, with a particular emphasis on national ownership; and 3) to contribute to United Nations (UN) System-wide Coherence by advancing its efforts in coordination.

This approach is reflected in the Fund's implementation structure. It uses joint programmes as its work modality, operating through UN agencies and national governments in each country. The Fund's portfolio includes a total of 130 joint programmes in 50 countries, each of which are aligned with one of its eight thematic windows[1]. These windows are:

- Children, Food Security and Nutrition
- Gender Equality and Women's Empowerment
- Environment and Climate Change
- Youth, Employment and Migration
- Democratic Economic Governance
- Development and the Private Sector
- Conflict Prevention and Peace Building
- Culture and Development

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[1] The MDG-F initially funded 128 joint programmes. After the split of Sudan and South Sudan in 2011, however, the two joint programmes in the country were divided by country, bringing the total number of joint programmes to 130.

Through its joint programmes, the Fund seeks to improve the quality of aid as foreseen in the Paris Declaration, catalyse innovations in development practice, and introduce successful models with potential for replication and scale-up at local, regional, and national levels. The MDG-F aligns its joint programmes with national development priorities and works in close cooperation with national counterparts in each of its programme countries with a view to ensuring national ownership of its activities. It aims to achieve impact in policy-making as well as direct results at the community level. In all of its programmes, the Fund applies a results-orientation and promotes mutual accountability.

Beyond its portfolio of joint programmes, the Fund has also invested in communication and advocacy at the joint programme, national and international levels with the aim of a) stimulating dialogue, analysis and support for MDG achievement, b) highlighting, through the work of the JPs, what is being done and can be done with investments in MDG related sectors and c) to contribute and advocate around key issues of importance to global development debates as was done through for example with its publication on inequalities entitled "Can the MDGs provide a pathway to social justice? The challenge of intersecting inequalities" (2010), its contributions to the 4th High Level Forum on Aid Effectiveness in Busan and the 4th High Level Inter-governmental Conference on Delivering as One in Montevideo, which both took place in 2011.

Knowledge management has also been a key area of MDG-F investment with the aim of capturing, systematising and sharing the lessons learned that stem from joint programme implementation in the various thematic areas.

The Fund has also been active in establishing strategic alliances through 13 partnerships since 2010, supporting cutting-edge research, capacity building and advocacy within its strategic priorities and thematic areas.

The MDG-F Secretariat is the operational coordination unit for the Fund, delegated by the Steering Committee to ensure that the Fund's strategies and activities are implemented. The Secretariat coordinated the proposal review processes for the Fund's joint programmes and partnerships, monitors all of the Funds interventions and manages the Fund's cross-cutting strategies on Monitoring and Evaluation (M&E), Communication and Advocacy, and Knowledge Management.

Financial administration of the Fund's joint programmes is entrusted to the Multi-Partner Trust Fund (MPTF) of UNDP. The MPTF Office is the Administrative Agent for the Fund and is responsible for transferring funds based on fund transfer requests from the UN Resident Coordinator (UNRC) on behalf of the National Steering and consolidating financial reporting on an annual basis at the global level.

II. THE MDG-F MONITORING AND EVALUATION STRATEGY

The Fund's monitoring and evaluation (M&E) strategy is results-oriented and was designed to provide quality assurance to the joint programmes as well as to track and measure the Fund's overall contribution to the MDGs and to multilateral development results. The Fund's M&E strategy is based on the UNEG and OEDC/DAC norms and standards for evaluation. The strategy builds on the information needs and interests of the Fund's different stakeholders while seeking a balance between their accountability and learning purposes.

The strategy's main objectives are:

- To support the Fund's joint programmes in attaining development results.
- To measure the overall impact of the Fund, including its joint programmes, with respect to its three main pillars: 1) progress towards achieving the MDGs, 2) implementation of the principles of the Paris Declaration on Aid Effectiveness, and 3) support to the UN reform process, particularly UN System-wide Coherence.
- To gather best practices and lessons learned from the joint programmes in order to replicate and scale up successful development interventions.

Monitoring

Each programme team is responsible for designing an M&E system for the joint programme, providing quantitative and qualitative indicators for each result, along with baselines, targets, verification means, collection methods, and hypotheses. These frameworks are updated by the team on a biannual basis. Programme teams also submit biannual monitoring reports to the MDG-F Secretariat, detailing progress made against planned results and the status of budget expenditure. Furthermore, portfolio managers from the Secretariat carry out monitoring missions to the joint programmes, providing strategic guidance on management and implementation issues. Several regional workshops were held to bring together joint programmes to exchange lessons learned and to contribute to the development of MDG-F joint programme implementation guidelines.

Evaluation

As stipulated in the MDG-F M&E strategy, each joint programme is the subject of mid-term and final evaluations. The mid-term evaluations are commissioned by the MDG-F Secretariat and are aimed at helping the joint programmes improve performance in the second half of their implementation period. The final evaluations are commissioned by the RCO in coordination with the joint programme teams, with the objective of capturing the results of the programme and drawing key lessons and recommendations for development cooperation beyond the lifespan of the MDG-F.

Additionally, the Fund's M&E strategy sets out individual evaluations of ten[2] select focus countries, aggregating the overall contribution of the Fund through its various joint programmes in the country. Lastly, a global evaluation of the Fund as a whole is to be undertaken in 2012-2013 and will assess its overall contribution to development cooperation and the MDGs from its establishment in 2006 to its completion. The current TORs refer to this last evaluation.

The global evaluation of the MDG-F is commissioned by the Fund's Steering Committee. Management of the evaluation will be led by the Fund´s Secretariat, while the evaluation itself will be undertaken by an external evaluation firm.

III. PURPOSE, GOALS, AND OBJECTIVES OF THE EVALUATION

With contributions of over US$ 800 million and 130 joint programmes in 50 countries aimed at accelerating progress on the MDGs since 2006, it is of critical importance to assess the overall added value of the MDG-F as a model for development cooperation in the current international aid context. This evaluation will seek to identify the Fund's main achievements and challenges to date, and on the basis of these, make recommendations for future efforts in delivering high-quality, high-impact development results as well as for future mechanisms aimed at enhancing effectiveness of UN coherence.

Overall Goals

1. The relevance and overall value of the MDG-F model as a multilateral mechanism for development cooperation will have been determined. The extent to which the concept and design of the Fund, as well as it's organizational and governance structures have been effective in the achievement of development results will have been analysed. Recommendations for future mechanisms for development cooperation based on the experience of the Fund, taking into account current priorities in the international development agenda will be available.

2. The extent to which the Fund has contributed to UN System-wide Coherence and supported the Paris Declaration on Aid Effectiveness through its strategic work as well as its global portfolio of joint programmes will have been assessed.

3. The extent to which the MDG-F joint programmes have reached their objectives within the Fund's eight thematic windows will have been assessed. To the extent measurable, their overall contribution to national MDG targets and other development objectives will also have been determined.

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[2] Colombia, Ecuador, El Salvador, Honduras, Morocco, Mauritania, Ethiopia, Bosnia and Herzegovina, Philippines, and Timor Leste.

Specific Objectives

I. The original design of the MDG-F, including its overall strategic orientation, the scope and areas of intervention of its thematic windows, and the joint programme formulation and selection process will have been evaluated. Consider both the process and outcome of its design, as well as its implications for the operationalization and results of the joint programmes.

II. The extent to which the MDG-F's institutional, organizational and operational model was effective in supporting UN System-wide Coherence and aid effectiveness at country level including the extent to which resident coordinator system has been enhanced will have been assessed. The extent to which the modality of joint programmes, as well as their governance structures, financing processes, and coordination mechanisms have helped UN agencies and national counterparts improve the way they do business[3] will have been analysed.

III. A holistic analysis of the institutional, strategic, and thematic results achieved by the Fund, taking into account the different countries and contexts in which the Fund has operated (including by region (LAC, Asia, Africa, Eastern Europe, etc.), level of political stability, human development indicators, income typology, (MICs, LDCs etc.) will have been provided. Consider what contexts the Fund has been able to respond to most effectively and why.

IV. The extent to which the challenges, opportunities and areas of intervention as outlined in the thematic terms of reference (TORs), address global development challenges in their respective fields will have been examined. The extent to which joint programmes in each thematic window were designed and implemented in alignment with the respective thematic TORs, national priorities and UNDAF's will have been assessed.

V. Overall development results of the joint programmes in each thematic window will have been evaluated including impact and resulting positive changes. To the extent measurable, the following will have been determined: aggregate results by thematic window and their contribution to MDGs, including the quality of joint programme (JP) partners and how they have helped advance results and MDGF strategic priorities; number and type of citizens reached (for example extent of which these are considered marginalised/excluded groups within the national contexts;, impact on policy-making and implementation; and contribution to the MDGs.

VI. Innovative approaches and intervention models in each thematic window that have been (or have the potential to be) successfully replicated and scaled-up at national level will have been identified.

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[3] Defined as improving their ability to develop stronger interventions that respond to complex development challenges, enhancing accountability vis a vis government

VII. The extent the Fund has effectively reached marginalised and excluded groups with its interventions and tackled – at both the local and national policy level - issues of inequality namely cultural (based on exclusion and discrimination), spatial (rural/location/hard to reach people), economic (lack of opportunities) and/or political (voice and representation in decisions) will have been assessed[4].

VIII. The extent to which the Fund has incorporated gender equality as a cross-cutting issue in the design, implementation, and results of its joint programmes will have been assessed.

IX. The effectiveness of the Fund's nine original Focus Country Initiatives will have been assessed in :

- o M&E: in relation to their original country plans including building country-level M&E capacity and aggregating JP results and impacts; and

- o Communication, Advocacy and Partnerships: in relation to increasing dialogue on and support for the MDGs and interventions piloted by MDG-F programmes, establishing strategic alliances with a broad range of partners –including civil society groups- in support of national MDG agenda and helping the UN communicate jointly on key issues.

X. The effectiveness of the Fund's 13 partnerships in promoting multi-stakeholder engagement in the Fund's key areas of work, fostering knowledge, and contributing to global dialogue will have been assessed.

XI. The effectiveness of the Fund's cross-cutting strategies for Monitoring and Evaluation; including those countries where special efforts on RBM and M&E were made, Communication and Advocacy, and Knowledge Management will have been evaluated, including the products generated by join t programmes in the field .

XII. The prospects for replicability of the Fund as a model for development cooperation as well as the sustainability of joint programme results at national level will have been reviewed. Its partnerships with national institutions and civil society, the level of commitment among partners' to continue activities undertaken by the Fund, their institutional capacity to take ownership of these activities, and the financial resources available will have been assessed.

XIII. Taking into account the intended users of the evaluation, a set of recommendations for development programmes at large, aimed at accelerating attainment of MDG targets, contributing to UN System-wide Coherence, and supporting aid effectiveness will have been produced. Based on the experience of the MDG-F, key

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[4] While many of these issue were included in joint programmes, the MDG-F not include them as an overall requirement during programme formulation (though some thematic window TORs did) but promoted these issues more comprehensively following the publication of its 2010 report on inequalities.

elements of a successful institutional and organizational model for multilateral development cooperation will have been identified.

XIV. Evaluate the Fund's accomplishments in capacity building, and its contributions to global dialogue through its targeted country support, partnerships, advocacy initiatives, and cross-cutting strategies.

IV. EVALUATION CRITERIA AND QUESTIONS

Evaluation Criteria

The evaluation will apply the evaluation criteria defined in the UNEG and OECD/DAC standards, while focusing on the key strategic lines of the MDG-F – accelerating achievement of the MDGs, contributing to UN System-wide Coherence, and supporting the principles of the Paris Declaration on Aid Effectiveness.

- **Relevance:** the assessment will look at the **relevance of the design** of the Fund at both global and national levels. It will examine to what extent the work undertaken through the Fund's joint programmes, partnerships, and strategic initiatives was **aligned with the MDGs and other global and national development priorities, the principles of aid effectiveness, UN mandates and the UN Development Assistance Frameworks (UNDAFs),** and **responded to capacity gaps**.

- **Efficiency**: the evaluation will assess the organizational structure, administration, and operations of the Fund's strategic and programme work, both at Headquarters and in the field. In particular, it will look at the Fund's efforts in **strengthening UN coordination** at national level and **engagement of national counterparts** in the implementation process.

- **Effectiveness:** based on the results achieved by the Fund in its various areas of work, the study will examine to what extent overall strategic and thematic objectives were met, and will weigh its overall contribution to **accelerating progress on the MDGs and other global development objectives**. The evaluation will analyse the added value of the Fund's **multi-sectoral approach** to development programmes, and will identify **innovative strategies** that have proven successful in its work**.** With respect to its joint programmes, the evaluation will focus in particular on the "jointness" in design through **coordination among UN partners**, as well and **national ownership** in the process.

- **Impact**: the evaluation will describe and assess the contribution to intermediate impacts that the Fund´s interventions have generated, specifically those related to policy and laws. The impact contribution assessment will consider the limitations on data reliability availability and time to measure these impacts.

- **Sustainability**: the evaluation will analyse the potential for sustainability of the Fund's joint programmes by evaluating the **commitment, capacity, and financial resources** of its partners, including national counterparts and civil society

organizations. At programme level, the evaluation will identify interventions that show promise for **replication and scale-up**. UN coherence is another element to be looked at under sustainability.

Evaluation Questions

Two different types of evaluation questions have been developed for this TOR: a) general questions for the overall evaluation report, and b) individual sets of targeted questions corresponding to each of the Fund's eight thematic windows (eight sets of questions in total). These questions are available in annexes 1 and 2, respectively.

V. LEVELS OF ANALYSIS

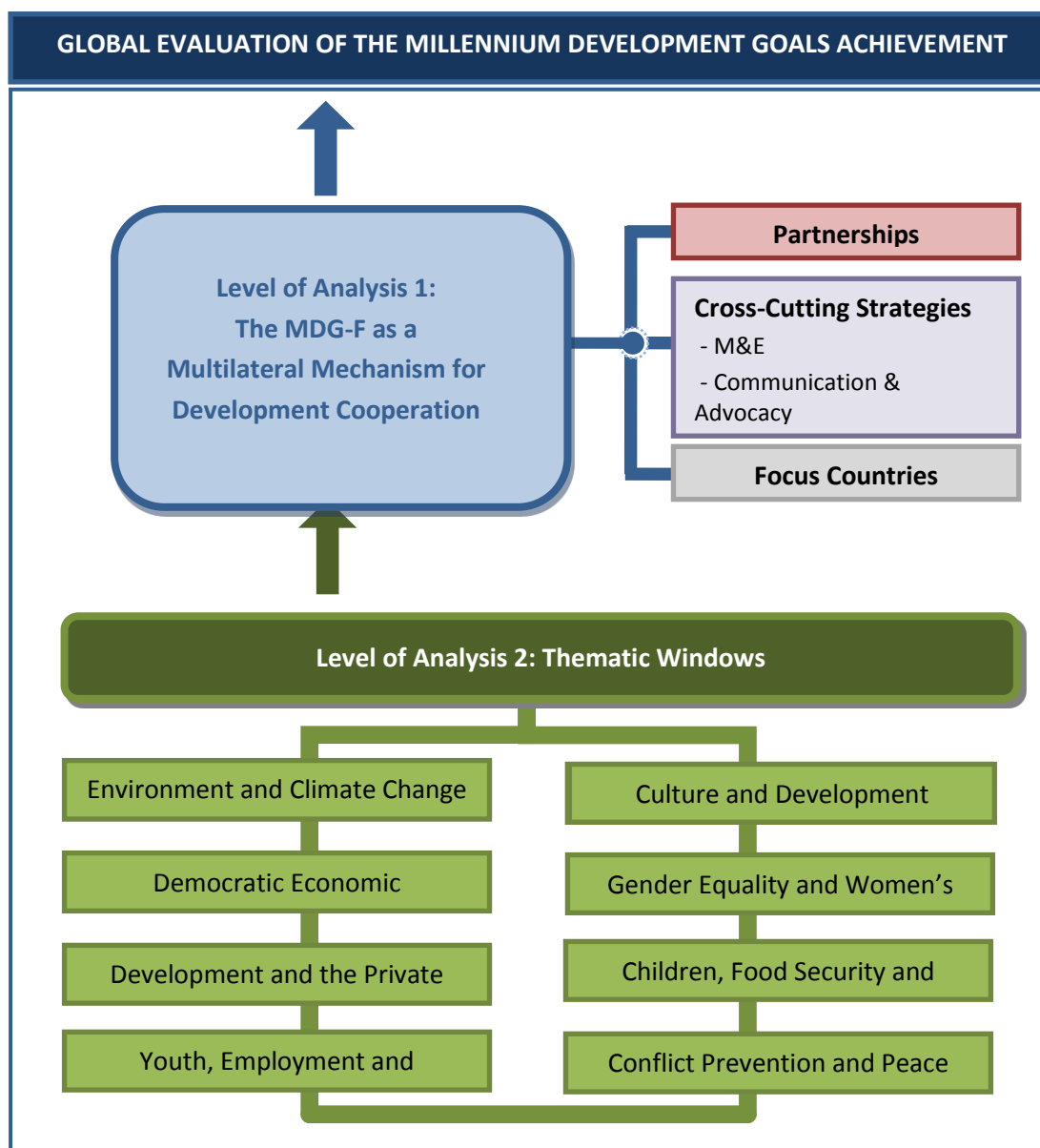The evaluation is structured around two main levels of analysis:

Figure 1: **Evaluation Levels of Analysis**

1) the MDG-F model as a multilateral mechanism for development cooperation and enhancement of UN system-wide coherence; and 2) MDG-F results at the thematic level. The report will feature a main 'global' section providing an assessment of the Fund's entire programme of work at global and national levels, including its activities in select focus countries, its partnerships, and cross-cutting strategic work, as well as the overall achievements of its joint programmes. In addition, it will include separate, stand-alone thematic chapters which will contain targeted studies of joint programme results in each of its eight thematic windows. The evaluation's overall conclusions and recommendations will be based on an aggregation of its global and thematic findings. Figure 1 below illustrates the evaluation's overall analytical scope.

VI. SCOPE OF THE EVALUATION

Financial scope

The MDG-F is comprised of three main accounts:

1. **The Global Account**: this account contained approximately US$ 24.1 million and was allocated to the core budgets of select UN agencies. This account will not be assessed by the evaluation.

2. **The Delivering as One UN Account**: through this account, the Fund contributed a total of US$ 65.8 million to the eight 'One UN' country pilots (with funds per country ranging from US$ 4 to 12 million). The eight UN pilots are: Albania, Cape Verde, Mozambique, Pakistan, Rwanda, Tanzania, Uruguay, and Vietnam. The pilot countries covered by this account will not be considered by this evaluation; they have been assessed separately by a global evaluation of Delivering as One (DaO), as well as country-level evaluations of the initiative.

3. **The Country Account**: consisting of US$ 700 million, this is the largest of the three accounts. Fifty-nine countries, included in the Spanish Cooperation Plan, were invited to submit joint programme proposals in eight thematic windows, of which 130 joint programmes were selected and granted funding. These joint programmes will be considered in the present evaluation.

4. **The MDG-F Secretariat Budget and Interest Income**: this account covers all the operational costs of the MDG-F Secretariat and its implementation of strategic activities. This account will be considered in the evaluation.

Geographic Scope

In the programme selection process, the MDG-F considered proposals from 59 different countries. Of these, 49 countries submitted successful proposals and received financing. In 2011, the number of programme countries was adjusted to 50 following split between

Sudan and South Sudan. The evaluation will encompass all of the Fund's 50 programme countries.

The Spanish Master Plan 2005-2008 put a heavy emphasis on development cooperation in Latin America and the Caribbean, which resulted in a large representation of the region in the original portfolio of countries that were eligible for MDG-F financing. This emphasis is also reflected in the proportion of MDG-F programmes awarded in LAC as compared with other regions. Overall, Latin America accounts for 42% of the total joint programme portfolio, while Africa represents 18%, Asia & the Pacific, 15%, Europe & CIS, 13% and the Arab States, 12% (please see figure 2 below).

Figure 2: Geographic Distribution of MDG-F Joint Programmes

Joint Programmes (JPs) by Region	# JPs	%
Africa	24	18%
Arab States	15	12%
Asia & the Pacific	20	15%
Europe & CIS	17	13%
Latin America & the Caribbean	54	42%
Total	130	100%

Timeframe

The evaluation timeframe covers the period from the creation of the MDG-F in December 2006, through December 2012, at which point over 70 of the total 130 joint programmes will have closed operations, with the remaining 60 closing within six months or less.

Intended Users

The intended users of the evaluation reflect the wide range of partners the MDG-F has collaborated with in its various areas of work since its inception. These include the UN system, the MDG-F donor government (Spain) as well as other donors, partner country governments, and civil society organizations.

VII. DATA AND INFORMATION SOURCES

Diverse sources of information will be used as a basis for the evaluation, including:

- Steering Committee documents and communications
- Bi-annual Secretariat reports to the Steering committee
- MPTF annual reports
- Convener agency reviews of joint programme concept notes
- Secretariat review and approval memos for joint programmes

- Joint programme documents
- Secretariat mission reports
- Joint programme bi-annual monitoring reports
- Joint programme mid-term evaluation reports
- Joint programme final evaluation reports
- Final reports from programme teams
- Thematic results studies
- Focus country reports for both C&A and evaluation
- Partnership concept notes
- Press coverage
- Secretariat background papers for global conferences
- Convener agency annual reports on Knowledge Management plans
- Convener agency Knowledge Management products
- Annual Teamworks reports
- Regional workshop reports
- MDG-F public website
- Publications and promotional material
- Audio and visual materials
- Any other relevant documentation

VIII.   METHODOLOGICAL APPROACH

Overall Approach

The methodological approach of this evaluation will employ mixed methods, combining systematic desk reviews, meta-evaluation, data collection and analysis, and case studies. The evaluation will use both quantitative techniques, including national and local statistics and indicators, results reports, and surveys, as well as qualitative techniques, such as semi-structured interviews, meetings, and focus groups.

The evaluation will be conducted in line with the United Nations Evaluation Group (UNEG) "Standards for Evaluation in the UN System". It will also entail a rigorous quality assurance process, involving an Evaluation Reference Group (ERG), an Advisory Group, the MDG-F conveners, and various external experts in the development, review and feedback of the evaluation deliverables. This process is described in further detail in section X, "Management and Quality Assurance".

Concept and TORs

These TORs were developed by the MDG-F Secretariat, with the contribution of thematic evaluation questions by external experts (see annex 2). The thematic questions were further revised by the Secretariat as well as the MDG-F's nine convener agencies – with each

agency reviewing the questions for its corresponding thematic window prior to finalization. A complete draft of the TOR was be shared with the ERG for review and feedback prior to finalization.

Upon completion of the TORs, an evaluation firm will be commissioned to undertake the assignment through a Request for Proposals (RFP). The selection will be based on demonstrated experience in evaluation and development, multidisciplinary thematic expertise in the areas of work of the Fund, and the technical resources and capacity to carry out the data collection methods. Given the complexity of the exercise and the wide array of skills needed, firms will be encouraged to submit joint proposals.

Inception Phase

The inception phase will begin upon the Secretariat's selection of the team to carry out the evaluation. The evaluation team will conduct a scoping mission to the Secretariat to review the assignment outlined in this TOR. Subsequently, the team will undertake an initial desk review, map existing data, identify information gaps, define the methodology to be used in the evaluation, and develop a work plan.

These steps will feed into the draft inception report, which will provide an overview of the conceptual and analytical framework of the evaluation and its theory of change, describe the methodology to be used, and introduce preliminary lines of inquiry. A draft of the inception report will be shared with the ERG and the Advisory Group for review and feedback, and meetings will be organized with both groups to discuss comments prior to the revision and finalization of the inception report.

In parallel to the development of the inception report, the MDG-F Secretariat will produce a communication and dissemination strategy for the evaluation, to be implemented upon completion of the final evaluation report.

Data Collection and Report Writing

The implementation phase of the evaluation will involve the overall data collection and analysis of the evaluation, including a second visit to the MDG-F Secretariat in New York and five country visits.[5]

The evaluation team's second visit to New York will be approximately 15 days in length and entail consultation of 50 to 90 stakeholders. Furthermore, the team will be expected to undertake five visits to MDG-F programme countries, covering each of the five regions the Fund operates in – Africa, Arab States, Asia, Eastern Europe, and Latin America and the Caribbean. Visits to the selected countries will be conducted by three to four team members

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[5] The methodology proposed in this TOR will be adjusted by the evaluation team as required according to information needs and resources.

for a period of 20 days each, covering an average of 30 to 50 stakeholders per country. Country visits will include consultations both in the capital as well as visits to programme sites. All visits will employ mixed methods, including, as required, stakeholder meetings, semi-structured interviews, questionnaires, and focus groups. This information will be complemented by quantitative data at the country level to be gathered during the mission.

Finally, the evaluation team will be expected to hold individual meetings with the Convenors of the Thematic Windows, and visit at least one Convenor Agency, in order to assess the overall Thematic Windows, including their experience and lessons learnt, and the MDG-F Knowledge Management projects led by the Convenors.

The draft evaluation report, prepared by the evaluation team, will be shared with the ERG and the Advisory Group for review and comments. A meeting will be held between the team and the members of the ERG and AG respectively, to discuss the aggregate comments. Based on the feedback received, the team will then revise the report and submit its final to the MDG-F Secretariat. This final report will then be submitted to the MDG-F Steering Committee.

After printing and publication of the report, the MDG-F will carry out a dissemination and communication plan for the evaluation, aimed at presenting the findings of the report to its intended users, initiating dialogue, and taking key lessons forward.

IX. EVALUATION PRODUCTS AND TIMEFRAME

Product	Timeframe
Preparation and finalization of the TORs	August –Oct 2012
RFP and selection of the evaluation team	October - December2012
Development of work plan and inception report	January 2012
Country visits and data collection and analysis	February – April 2013
Drafting of the global report and thematic studies	May 2013
Review and revision of the draft report	June - July2013
Publication of final report	August 2013
Report dissemination	August – September 2013

The working language during the evaluation process will be English. Final Products will be translated into Spanish and any other languages as required.

X. MANAGEMENT AND QUALITY ASSURANCE

The Commissioner of the Evaluation

The MDG-F Steering Committee is the commissioner of the evaluation. Oversight will be provided by the MDG-F Secretariat

Task Management

The MDG-F Secretariat

- Provides general oversight of the evaluation, manages its budget, and provides strategic guidance to the evaluation team
- Develops the TORs for the evaluation
- Manages the selection and procurement process for the contracting of the evaluation firm; oversees contract with evaluation firm
- Provides the evaluation team access to data and information; identifies key institutional stakeholders for consultation
- Coordinates communication between the evaluation commissioner, the evaluation team, the ERG, the Advisory Panel, and the conveners; convenes stakeholder meetings
- Ensures the evaluation deliverables meet UNEG quality standards
- Manages the editing, publishing, and printing of the report
- Develops a dissemination and communication strategy for the evaluation and is responsible for its implementation

The Evaluation Reference Group

Comprises the representatives of the main stakeholders and intended users of the evaluation, including the donor government, key UN partners, national counterparts and civil society (see annex 3)

- Provides overall strategic guidance to the evaluation team throughout the evaluation process
- Provides strategic guidance to evaluation team in refining the objectives, scope, and methodology of the evaluation
- Reviews and provides detailed feedback on the evaluation TORs, inception report, and draft evaluation report

The Advisory Group (AG)

Composed of three independent, high-level academics and/or professionals in evaluation and development

- Provides independent technical advice to the Secretariat and the ERG on the proposed objectives, scope and methodology of the evaluation
- Provides advisory support and technical advice on the evaluation TORs, inception report, and draft evaluation report
- Ensures that the evaluation deliverables comply with technical quality standards

The UN Agency Convenors of the Thematic Window
- Contribute to the Terms of Reference of the evaluation, particularly to Annex 2 which is related to the respective Thematic Windows
- Identify information needs and provide the Evaluation Team with access to data and information in relation to the Thematic Windows and to the MDG-F Knowledge Management projects led under the Thematic Windows
- Review the preliminary findings of the evaluation and provide feedback

The RCOs/Joint Programme Teams met by the Evaluation Team during the country visits
- Identify information needs and provide the Evaluation Team with access to data and information related to the respective Joint Programmes
- Identify key institutional stakeholders for consultation
- Review the preliminary findings of the evaluation on the respective Joint Programmes and provide feedback

The Evaluation Team

To be selected by the evaluation firm commissioned for the assignment

- Conducts the background research and document review for the evaluation
- Develops the evaluation work plan
- Undertakes the data collection, including analysis of programme documents and quantitative and qualitative data, stakeholder meetings, interviews, focus groups, surveys, etc.
- Presents the findings of the evaluation to its main stakeholders for feedback
- Drafts and revises the inception and evaluation reports, taking into account feedback from the ERG and Advisory Group
- Ensures analytical cohesion in the evaluation
- Ensures internal quality assurance

XI. PRINCIPLES OF THE EVALUATION

This evaluation is to be carried out according to ethical principles and standards established by the United Nations Evaluation Group (UNEG):

- **Anonymity and confidentiality**. The evaluation must respect the rights of individuals who provide information, ensuring their anonymity and confidentiality.

- **Responsibility**. The report must mention any dispute or difference of opinion that may have arisen among the Evaluation Team members or between the Evaluation Team members and the Joint Programme Teams and/or Convenors of the Thematic Windows in connection with the findings and/or recommendations. The team must corroborate all assertions, or disagreement with them noted.

- **Integrity**. The evaluator will be responsible for highlighting issues not specifically mentioned in the TOR, if this is needed to obtain a more complete analysis of the intervention.

- **Independence**. The Evaluation Team should ensure its independence from the intervention under review, and the team must not be associated with its management or any element thereof.

- **Incidents**. If problems arise during the fieldwork, or at any other stage of the evaluation, they must be reported immediately to the Secretariat of the MDGF. If this is not done, the existence of such problems may in no case be used to justify the failure to obtain the results stipulated in the present terms of reference.

- **Validation of information**. The Evaluation Team will be responsible for ensuring the accuracy of the information collected while preparing the reports and will be ultimately responsible for the information presented in the evaluation report.

- **Intellectual property.** In handling information sources, the Evaluation Team shall respect the intellectual property rights of the institutions and communities that are under review.

XII. ANNEXES

1. General Evaluation Questions
2. Thematic Evaluation Questions
3. Evaluation Reference Group diagram

ANNEX 1 – GENERAL EVALUATION QUESTIONS

Evaluation Questions Matrix				
A. Model and Overall Value of the Fund			**Specific Objectives**	**Criteria**
		Overall Evaluation Goal The relevance and overall value of the MDG-F model as a multilateral mechanism for development cooperation will have been assessed.		
1		What is the relevance and value of the MDG-F model as a multilateral mechanism for development cooperation, taking into account current priorities in the international development agenda? This includes the MDG-F's objectives of promoting UN System-wide Coherence and the Paris Declaration's principles of aid effectiveness, as well as its use of joint programmes as it principle work modality.	1, 2	Relevance
2		What are the key elements of the Fund's institutional and organizational model that have contributed to the achievement of its three main goals at both global and country levels? (MDGs and development objectives, System-wide Coherence, and Paris Declaration Principles)	1, 2, 3	Relevance Efficiency Effectiveness
3		Is the MDG-F model relevant in different development contexts within which the Fund has operated (includes differences by region, level of political stability, human development indicators, etc.)?	3	Relevance Effectiveness
4		To what extent, if any, were the financial arrangements and administration of the Fund efficient and effective to reach the Fund's goals and objectives? This question refers to the work of the MPTF which used a pass-through modality.	2	Efficiency
5		To what extent has the MPTF been efficient and effective in fulfilling its roles and responsibilities?	2	Efficiency
6		To what extent has the MDG-F Secretariat been efficient in the performance of its administrative and operational functions?	2	Efficiency
7		To what extent and in what ways has the MDG-F attained its overall goals at global and country levels? (MDGs and development objectives, System-wide Coherence, and Paris Declaration Principles)	3, 5	Effectiveness

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8	To what extent did UN country teams and national partners have the capacity to design and implement programmes through the Fund's 'joint' work modality? To what extent did the Fund contributed to capacity development of UNCT in JP formulation and implementation?	2	Efficiency
9	To what extent and in what ways did the MDG-F contribute to the development of public policy at national and local levels?	5	Effectiveness Sustainability
10	To what extent and in what ways did the MDG-F joint programmes lead to replication and scale up of successful interventions at national level?	6	Effectiveness Sustainability
11	To what extent and in what ways did the MDG-F contribute to fostering innovation (as defined by the MDG-F framework document) for development?	5, 6	Effectiveness
12	To what extent did the joint programmes incorporate gender in the design and implementation process?	8	Relevance
13	To what extent has the Fund effectively reached marginalised and excluded groups with its interventions and tackled – at both the local and national policy level issues of inequality based on ethnicity/ cultural (based on exclusion and discrimination), spatial (rural/location/hard to reach people), economic (lack of opportunities) and/or political (voice and representation in decisions). For those joint programmes that tackled issues of inequality, were they more effective in achieving development results?	7	Relevance Effectiveness
14	To what extent and in what ways was the Fund successful in strengthening capacity among UNCT and national partners in M&E through its nine focus country initiatives?	14, 9	Effectiveness Sustainability
15	To what extent has the Funds Communication, Advocacy and Partnerships Focus Country Initiative increased dialogue on and support for the MDGs and interventions piloted by MDG-F programmes nationally, established strategic alliances with a broad range of partners – including civil society groups- in support of national MDG agenda and helped the UN communicate jointly on key development issues? To what extent was the Fund successful in strengthening UNCT communication capacities (regarding One Image, communication of results, among others?	9	Effectiveness
16	To what extent and in what ways have the Fund's 13 partnerships been effective in promoting multi-stakeholder engagement in the Fund's key areas of work, fostering knowledge, and contributing to local and/or global dialogue?	10	Effectiveness

		Specific Objective	Criteria
17	To what extent have the cross-cutting strategies of the Secretariat (M&E, Communication and Advocacy, and Knowledge Management) contributed to the overall goals of the MDG-F? What have been the key outcomes of these strategies?	11	Effectiveness Sustainability
18	To what extent were MDG-F joint programmes in line with national and subnational priorities and the UNDAFs?	4	Relevance
19	To what extent has the MDGFs investment and focus on communication and advocacy helped to trigger communication, advocacy and social mobilization (through partnerships) around the MDGs at the joint programme, national (Focus Countries) and global level?	9, 11, 12	Effectiveness sustainability
20	To what extent has the implementation of the convener agency knowledge management plans supported the exchange of knowledge at regional, thematic and global levels, and identified best practices and lessons learned to be carried forward? To what extent has Knowledge Management plans had an effect in stakeholder participation ?	13,14	Sustainability
21	Has the MDG-F have been able to contribute to fostering a dialogue in the international development agenda (e.g. Culture and Development, Inequalities work)? What was the extent of this contribution?	14	Effectiveness Sustainability
22	To what extent has the financial model of the Fund been efficient? (e.g. the disbursement of funds to Agencies headquarters, then to Cos; the cases were use of CR authority clause determined interagency transfers; the use of the 7% in HQ vis-a-vis CO)	2	Efficiency
B. Efficiency and Effectiveness		**Specific Objective**	**Criteria**
	Overall Evaluation Goal The extent to which the Fund has contributed to UN System-wide Coherence and supported the Development Effectiveness agenda through its global portfolio of joint programmes will have been assessed.		
1	To what extent and in what ways has the MDG-F contributed to UN system wide coherence – both through its joint programmes including their governance and various models for management and implementation including the strengthening of the RC role and resources and its emphasis on joint monitoring, evaluation and communication? To what extent is this contribution sustainable?	2, 3, 11, 12	Efficiency Effectiveness Sustainability
2	What have been the key internal and external obstacles at global and national level preventing the MDG-F from attaining desired institutional and organizational changes? Have these been overcome? If yes, how? If not, how could they have been overcome?	2, 3	Efficiency Effectiveness

3	To what extent and in what ways has the Fund contributed to the harmonization and simplification of UN Agencies operational procedures?	1, 2	Efficiency Effectiveness
4	What were the roles of Lead Agencies in efficiency / effectiveness in joint programmes? To what extent did these lead agencies enhance joint programme efficiency?	2, 4	Efficiency Effectiveness
5	What were the roles of Non-resident Agencies in efficiency / effectiveness of JP? To what extent did these non- agencies contributed to efficiency and effectiveness?	2	Efficiency Effectiveness
6	What is the best evidence based business models for designing, formulating and implementing joint programmes in different national contexts? (elements to be considered added value of participating agencies and partners, number of actors, concentration versus scattered interventions, multi-sectorial approaches?	1,2,3	Efficiency Effectiveness
7	What was the effect of the Fund in building common thematic approaches (e.g. food security v. nutrition; private sector development, etc.) in cases where UN Agencies have different stands on the same topics?	2,4	Efficiency Effectiveness
8	What kind of modalities of partnership with government institutions have been established as a result of the Fund's interventions? What are the perceptions of government counterparts on the role and use of the JP? (e.g. UN as development partner and provider of capacity development in JP framework, UN as provider of cash on a demand-basis in JP framework, etc.). What were the efficiency gains of these partnerships?	2,4	Efficiency
9	Based on the experiences of the Fund's joint programmes, what are the efficiency gains of the United Nations working through joint programmes as opposed to single agency programmes with respect to design, management, and implementation)?	1,2,3,4	Efficiency
10	To what extent and in what ways has the MDG-F contributed to the advancement of the principles of aid effectiveness as defined in the Paris Declaration, in particular with respect to national ownership (at both local and central levels)?	2,4	Efficiency Effectiveness
11	To what extent and in what ways has the Fund's multi-sectoral approach to development programmes been effective in achieving its desired results?	2,3,4,5	Effectiveness
12	What are the best practices and lessons learnt on joint programme design and implementation? What elements of the MDG-F joint programme model could be replicated and in what ways would it need to change for future endeavors?	2,3,4	Sustainability

	C. Development Results at Thematic Level (Questions apply to each thematic window)	Specific Objectives	Criteria
	Overall Evaluation Goals The extent to which the MDG-F joint programmes have reached their objectives within the Fund's eight thematic windows will have been assessed, and to the extent measurable, their overall contribution to national MDG targets and other development objectives will have been determined.		
1	To what extent and in what ways have the thematic window TORs addressed global development challenges in their distinct technical areas?	4, 1	Relevance
2	To what extent and in what ways have the MDG-F joint programmes been aligned with the areas of intervention of their respective thematic window (as described in the TORs) as well as the three overall goals of the Fund? To what extent JPs have aligned their results framework to the priority areas and outcomes as defined in the MDGs (if available) country strategy and UNDAF?	4	Relevance
3	To what extent has the joint programme work modality translated into efficiency gains, or investment in this area, in each of the thematic windows?	2	Efficiency
4	What are some of the process oriented results and spin off effects that have been triggered by joint programmes and their working modality (for example increasing dialogue and working relations amongst national partners, strengthening communities involvement in development processes, etc.)?	6, 12	Sustainability
5	To what extent were the priorities of the thematic window TOR clear and relevant enough to guide the design of the joint programmes?	1	Relevance
6	To what extent were approved joint programmes coherent with the general objectives, priorities and challenges posed by the window TOR?	1	Relevance
7	What factors influenced the programmes design, in positive or negative ways?	1	Relevance
8	To what extent did the identification and design process involve national and local stakeholders taking account of the country context and the nature of the joint programme?	1	Relevance
9	To what extent did the local and national partners participation in the identification and design phase make a difference in the effectiveness of joint programme and the sustainability of results?	4, 3, 13	Relevance

10	Were the challenges and opportunities which led to the areas of intervention in the thematic window TORs relevant? Did some joint programmes come up with more relevant alternative approaches?	4,5	Relevance
11	To what extent did the joint programmes incorporate a multi-sectorial approach, and in what way have the multiple causes of the thematic development challenges been addressed considering the needs of beneficiaries as well as the local context?	1, 4	Relevance
12	What kind of possible alternative approaches to development cooperation in the thematic window where not outlined in the TOR of the thematic window but emerged from the findings of the evaluation, if any?	1,4	Relevance
13	To what extent have the joint programmes been successful in applying a multi-sectoral approach to development challenges in each thematic window? To what extent has this approach translated into strong results?	4	Relevance Effectiveness
14	In what way and to what extent did the comparative advantages and the "know how" of the UN agencies more involved in the joint programmes of this window contributed to achieve the outcomes of the joint programmes and the window's priorities? Were the agencies engaged in joint programming the best qualifes to address the development programmes? To what extent were M&E arrangements in joint programmes to answer to RBM and	2, 5	Efficiency
15	How have the joint programmes responded to issues like the lack of or weak capacity and participation of local or national institutions and communities, especially for upstream and management work related to food security and child nutrition? What models or strategies have proved to be most effective?	14	Efficiency
16	Which conceptual and operational approaches of the joint programmes within the thematic windows proved to be more effective in specific country context such as (conflict post conflict environments, middle income countries, etc.)	2, 3, 6	Efficiency Effectiveness
17	How many and what kinds of partnerships were established at national level through joint programme implementation in each thematic window? To what extent has working with partners helped increase the effectiveness and sustainability of joint programmes?	13	Efficiency Effectiveness
18	What types of products and services did joint programmes provide to beneficiaries? Were these products and services of high quality and did they contribute to the achievement of joint programme results?	5	Effectiveness
19	What kind of actual unintended effects did the joint programmes in the thematic window reach? (positive and negative)	5	Effectiveness

20	What were the most critical variables that influenced the effectiveness of the joint programmes in thematic window?	5	Effectiveness
21	To what extent were the intervention development models and the strategies proposed by the programmes innovative? To what extent did they build up from the gained experience and lessons learnt in the specific thematic field in the last decades, at national and international level?	6	Effectiveness
22	What kind of effects (expected or unexpected) have resulted in positive changes to beneficiaries (behavioural, institutional and social changes) in relation to the specific thematic goals and objectives of the joint programmes in the thematic window?	4,5,6,7,12	Effectiveness
23	What were the specific targeted populations addressed by the joint programmes? What were the programmes effects on these specific populations?	5,7	Effectiveness
24	How were gender issues considered in all the joint programmes and to what extent did the interventions contribute to advance in gender equality and the goals of MDG 3?	8	Effectiveness
25	To what extent, if any, did the joint programmes of the window contributed to the advancement of MDGs within each specific thematic window (local, national, regional)?	5	Effectiveness Impact
26	What were the main institutions reached through the joint programmes and what role did they play in the specific thematic agenda at national and local levels? What were the main programmes results in terms of capacity development and institutional strengthening, including multisectoral work and comprehensive interventions?	5,14	Effectiveness Impact
27	How many and what type of laws and public policies were formulated through the joint programmes in the specific thematic field? How many and to what extent were these laws and public policies effectively implemented? What were the elements for successful or unsuccessful implementation?	5,12	Effectiveness Impact
28	To what extent and how did the joint programmes introduced in their implementation strategies, advocacy exercises to raise awareness and understanding of thematic development challenges, and what models have proven to be most successful in terms of ownership in relation to the local context and the needs of beneficiaries?	5, 11, 12	Effectiveness Sustainability

29	As regards scaling up and replicating development interventions, what were the most effective strategies related to policy and planning at national and local level? What kinds of difficulties are common at the national level? At local level? What are the best strategies according to the geographical area, the development context and the country's characteristics? What kind of strategies and interventions could have negative unexpected effects and must be avoided? What are the most important variables that explain success and failure situations regard to policy and planning at national and local level?	6, 12	Sustainability
30	How many and to what extent did the public policies formulated and implemented have financial, political and/or institutional sustainability?	12,13	Sustainability
31	To what extent have joint programmes contributed to citizen and civil society organization and participation in local and national policy dialogue and implementation?	12	Sustainability Relevance
32	To what extent have the joint programmes positively contributed to develop capacities /development of rights-holders to claim their rights, and of duty-bearers to fulfill their obligations (at individual, organisational and institutional levels)	7	Effectiveness Sustainability
33	To what extent have work strategies of joint programmes adopted or considered the following: (1) Human Rights Approach; (2) Women's Human Rights Approach; (3) Economic, Social and Cultural Rights Approach; (4) International conventions and regulatory frameworks	1,7	Effectiveness Sustainability
34	Taking into account that results-based management and monitoring and evaluation were weak elements in the formulation of joint programmes, To what extent were M&E arrangements (including collection of baseline data, monitoring achievement of targets etc) of adequate quality to fulfill accountability needs? To what extent and how did the joint programmes design and implement an exit strategy for sustainability?	11, 12	Sustainability
	To what extent did joint programmes working in indigenous people's context engage the participation of of indigenous peoples groups in the design, implementation and monitoring? To what extent did these joint programmes mainstreamed of indigenous peoples issues?	1,7	Effectiveness

ANNEX 2 - thematic Evaluation questions

Environment and Climate Change Thematic Evaluation Questions

	Thematic Evaluation Questions Matrix		
	Environment and Climate Change	**Specific Objectives**	**Criteria**
1	To what extent did the joint programmes in this thematic window address the capacity gaps at the policy and institutional levels; local government level; and community level?	5	Relevance
2	Were the thematic strategies feasible and adequate to address the challenges of sustainable environment and climate change? To what extent were the thematic strategies consistent with national, regional and international commitments, including international conventions and UN resolutions?	3,4,5	Relevance and Impact
3	To what extent did the joint programmes in this thematic window contribute to equitable distribution of resources for sustainable environment management by poor and vulnerable groups and disadvantaged communities? (Were the potentials of all the disadvantaged groups fully realized and utilised?)	7	Efficiency
4	To what extent did the joint programmes in this thematic window contribute to increased awareness of the linkages between environmental conditions and human well-being such as livelihoods, health, vulnerability, participation and empowerment?	1	Effectiveness
5	To what extent did the joint programmes in this thematic window contribute to addressing the causes of environmental degradation such as climate change, overexploitation of natural resources and pollution?	5,6	Effectiveness
6	To what extent did the joint programmes in this thematic window contribute to mainstream environment as a crosscutting issue in national policy and strategy developing processes? (i.e. is there systematic and substantive attention to review of policies, use of statistics, environment mainstreaming and active involvement of disadvantaged groups?)	7	Effectiveness

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#	Question		
7	What are the key opportunities within the joint programmes in this thematic window to effectively and systematically empower poor and vulnerable groups with the assets, rights and entitlements over the land, water, biodiversity and other natural resources they need to improve their lives and their environment	7	Impact and Sustainability
8	To what extent did the joint programmes in this thematic window contribute to specific changes in development paradigms (e.g. valuation of critical ecosystem services, such as carbon sequestration, flood regulation, erosion control, air and water purification) in the context of national economic decision-making frameworks.	5,6	Sustainability
9	To what extent did the joint programmes in this thematic window contribute to the removal of barriers that limit the poor's access to and economic benefits from ecosystem services and equitable access to water and land resources, particularly among the rural poor and women?	5,6	Impact
10	In what ways did the joint programmes in this thematic window contribute to changes in financial allocations for sustainable environment management, and to what extent is this reflected in changes in the quality of life for the poor and vulnerable?	6	Relevance and Effectiveness
11	Of the different interventions under this thematic window – energy, bio diversity, natural resource management, etc. – is there any which were particularly difficult, or particularly successful; and why?	6	Relevance and Impact
12	To what extent did the joint programmes in this thematic window contribute to specific strategies for climate change adaptation and mitigating the potential impacts of climate change such as drought, floods, crop failure, disease outbreak, rising sea levels and extinction of species?	5,6	Effectiveness
13	What (if any) was the joint programme's value-added to local sustainable development strategies that integrate natural resources management in socio-economic development processes?	6	Relevance and Effectiveness

Democratic Economic Governance Thematic Evaluation Questions

	Thematic Evaluation Questions Matrix		
	Democratic Economic Governance	**Specific Objectives**	**Criteria**
1	To what extent did the joint programmes in this thematic window address the capacity gaps at the policy and institutional levels; local government level; and community level?	5	Relevance
2	Were the joint programme strategies feasible and adequate to address the challenges of economic governance? To what extent were the joint programme strategies consistent with national, regional and international commitments, including international conventions and UN resolutions)	3,5	Relevance
3	How strongly were synergies created between economic governance and other MDG-related goals and programmes? (Establish the links identified or not identified, between economic governance and other crosscutting issues such as human rights, environment, gender, etc.)	7	Relevance and Impact
4	To what extent did the joint programmes in this thematic window contribute to equitable distribution of resources for access to safe water by poor and vulnerable groups and disadvantaged communities? (Were the potentials of all the disadvantaged groups fully realized and utilised?)	2,7	Efficiency
6	To what extent did the joint programmes in this thematic window improve participation of the poor and vulnerable groups in policy-making and design of programmes to improve their access to safe water and other basic services?	7	Effectiveness
7	What are the factors that facilitated or inhibited progress towards the objectives of the joint programmes in this thematic window? In particular the effect of the strategy or approaches such as legal reforms, community participation, etc.	2,6	Effectiveness

8	To what extent did the joint programmes in this thematic window contribute to increased public and private investments to improve access to safe water and other basic services by the poor and vulnerable, and in disadvantaged communities?	2	Effectiveness
9	To what extent has economic governance been taken up as a truly crosscutting issue in the country policy and strategy developing processes? (i.e. is there systematic and substantive attention to inclusiveness, participation and pro-poor bias as opposed to formalistic treatment of the issues)	6	Impact and Sustainability
10	What have been the key opportunities in the joint programmes in this thematic window to effectively and systematically increase investment support to enable the poor to have greater access to basic services (in general) and quality portable water (in particular)?	4,5	Sustainability
11	To what extent did the joint programmes in this thematic window contribute to increase national financial allocations towards improved access to clean water by the poor and disadvantaged communities; and how is this reflected in terms of changes in the quality of life?	5,6	Sustainability and Impact
12	Among the following objectives of the joint programmes in this thematic window, which of them were more difficult to achieve; and which were more successful – and why? a) Improve efficiency, access, affordability and quality of services. b) Foster inclusive participation in decision-making relating to public utilities. c) Promote accountability and transparency in economic decision-making. d) Foster innovative partnerships with private sector.	5,6	Effectiveness Impact

Development and the Private Sector Thematic Evaluation Questions

	Thematic Evaluation Questions Matrix		
	Development and the Private Sector	**Specific Objectives**	**Criteria**
1	To what extent were the goals, illustrative interventions and outcomes areas proposed by the thematic window TORs based in evidences, pertinent, useful and coherent with the main objectives and challenges of PSD?	1,2	Effectiveness, Relevance
2	To what extent, if any, have the PSPs brought about significant changes to their relevant stakeholders (poor people, gender/disabled or specific target groups, intermediary organizations for private sector, relevant ministries) through the activities and budget allocated to activities such as Communication & Advocacy or Knowledge Management?	5,7	Impact, Effectiveness,
3	To what extent have the MDG-F PSPs been instrumental, as an added value, to a significant improvement in 1) the availability/quality/affordability/safety of products/services to the poor consumer; 2) in the improved production, cost optimization or integration in the value chain for poor producers; or more broadly 3) in improvements in the efficiency and effectiveness of development policies and processes resulting for the engagement of the private sector as a partner?	4,5,6	Impact, Effectiveness
4	To what extent, have the MDG-F PSPs improved the Legal and Judiciary framework, creating the conditions for a more conducive business environment? Have these conditions improved private sector activities, such as through commercial laws, property laws, property titling for asset pledging, business judiciary system, legal access to credit, handicraft recognition and sector wide approach?	2,4,6	Impact, Effectiveness,
5	At each PSP level, and in aggregate at thematic window level, what are the figures that can be drawn from the Objectively Verifiable Indicators (OVI) on number of poor or specific target groups of consumer/producer/intermediaries reached? What has been the change brought in US$ terms and what has been the cost of change (amount disbursed) per individual consumer/producer/intermediaries? Are these changes sustainable?	5,6,7,8	Effectiveness, Sustainability

	To what extent JP models of intervention beneficiaries (eg. combo of training, technical assistance, financial assistance and commercial integration in markets) were cost/efficient and effective to their targeted at.	4	Effectiveness, Sustainability
6	How far are the MDG-F PSPs sustainable and what requires to be changed for them to render their results sustainable at different stakeholders' level (poor, gender/disabled or specific target groups, intermediary organizations for private sector, relevant ministries for policies and legal/judiciary framework)?	6,4,12	Sustainability

Youth, Employment and Migration Thematic Evaluation Questions

	Thematic Evaluation Questions Matrix		
	Youth, Employment and Migration	**Specific Objectives**	**Criteria**
1	To what extent did the window's TORs offered a clear and robust approach to Youth, Employment and Migration phenomenon? To what extent this approach was useful to the countries in order to elaborate explanations of the problem and theories of change that supported the programmes design?	4,5	Relevance
2	To what extent were the goals, illustrative interventions and outcomes areas proposed by the thematic window TORs based in evidences, pertinent, useful and coherent with the main objectives and challenges of YEM?	1,2	Relevance
3	To what extent the intervention development models and the strategies proposed by the programmes were innovative? To what extent did they built from gained experience in the field of youth, employment and migration in the last decades, at national and international level?	5,6	Relevance
4	What were the main trends and characteristics of the joint programmes' management model of the window and how influenced the achieving results, either positive or negative?	5,6	Efficiency
5	To what extent did the programmes contribute to prioritize employment as a central concern in national economic and social policies? To what extent did the joint programmes contribute to the visibility of youth and to increase the understanding of the role of youth in human, social and economic development? To what extent did the youth participate in JP design, implementation and monitoring of the JP?	4,5,7	Effectiveness
6	What were the results of the joint programmes, in terms of generating of "sustainable" employment and "decent work" for young people? What internal and external factors influenced these results?	5	Effectiveness
7	What were the results of the joint programmes, in terms of reaching a better management of the negative and positive effects of migration? What internal and external factors influenced these results?	5	Effectiveness
8	How many programmes and to what extent did they seek to address/reverse rural-urban migration? What were the strategies implemented and the results attained in this specific dimension of migration phenomenon?	5	Effectiveness

9	To what extent did the effects on youth employment attained through the programmes contribute to poverty reduction (MDG 1) and other development goals?	5	Effectiveness
10	What were the main institutions reached through the joint programmes and their role in youth, employment and migration agenda at national and local levels? What were the main programmes results in terms of capacity development and institutional strengthening, including multisectoral work and comprehensive interventions for youth?	5	Effectiveness
11	How many and what type of laws and public policies were formulated through the joint programmes in the field of employment and migration? How many and to what extent were these laws and public policies effectively implemented? What were the elements for successful or unsuccessful implementations?	4,6	Effectiveness
12	How many and to what extent did the public policies formulated, with the support of the joint programmes, have financial, political and/or institutional sustainability?	4,6	Sustainability
13	In order to scale up and replicate of development interventions models, what were the most effective strategies to generate productive employment and decent work for young people? What kind of interventions and strategies are effective at the national level? At the local level? In urban and rural settings? What are the best strategies according to the geographical area, the development context and the country's and population's characteristics? What kind of strategies and interventions could have negative unexpected effects and must be avoided? What are the most important variables that explain success and failure situations?	6	Sustainability
14	To what extent did entrepreneurship development strategies are effective with young people? To what extent can youth entrepreneurships can generate sustainable self-employment and decent work? What are the advantages and disadvantages of individual and associative youth entrepreneurships and which are more durable or sustainable according to the programmes' experiences?	6,12	Sustainability
15	What were the lessons learnt on the main strategies implemented by the programmes to generate employment (vocational and and life skills trainings, micro-credit schemes for young people, tripartite approach, promotion of Public Employment Offices and Services, local economic development programmes, public-private partnership, empowerment of civil society organizations and youth groups, etc)?	6	Sustainability

16	What were the most effective strategies to reach a better management of the negative and positive effects of migration? What kind of strategies and interventions could have negative unexpected effects and must be avoided? What were the lessons learnt on the main strategies implemented by the programmes to attend objectives related to migration (awareness raising activities, campaigns of human and labor rights, alternative and productive management of remittances, strategies to address the migration phenomenon from the origin and destination countries, preventive and protection strategies, etc)?	6	Sustainability
17	To what extent did the programmes linkage successfully the three dimensions of the window "youth, employment and migration"? What were the effects and the lessons learnt on this approach to the phenomenon?	5, 6	Effectiveness, Sustainability
18	How were the joint programmes able to react to changing realities and challenges such as in Tunisia?	4, 5	Effectiveness
19	To what extent where joint programme intervention linked to existing policies, programmes and other partners?	4	Sustainability
20	How did the joint programmes respond to national challenges i.e. were the interventions appropriate? What was the outcome in terms of change in policy and/or institutions? For pilot interventions, what was the impact in terms of increased employment and earnings or management of youth migration?	1,2,5	Effectiveness
21	Were joint programmes able to target disadvantaged youth rather than "better off" youth? If so, how?	7	Effectiveness

Culture and Development Thematic Evaluation Questions

	Thematic Evaluation Questions Matrix		
	Culture and Development	**Specific Objectives**	**Criteria**
1	To what extent are the JPs in line with the **needs and priorities of Governments, civil society and other stakeholders** (as expressed in relevant policies, strategies and frameworks) and with global development objectives?	1,4	Relevance
2	To what extent has the **identification, design and implementation process involved local and national stakeholders** as appropriate? Was it adapted to the local and national context? What measures could have been taken to better respond to the local socio-cultural context?	1,4	Relevance
3	To what extent have **different levels of participation** in the identification and design phase made a difference in the effectiveness of the JPs and the sustainability of results?	1,4,5	Relevance
4	To what extent has the **conceptual and operational approaches to Culture and Development** proposed in the TORs of the Thematic Window proven to be relevant and valid at both the **country level** and at the **international debate level**?	5,6,12	Relevance
5	Which **possible alternative approaches to development cooperation in the area of Culture and Development** were not outlined in the TORs of the Thematic Window but emerged from the findings of the evaluation?	4	Relevance
6	What have been the **most efficient types of intervention** (capacity-building, support to policy and legal frameworks, etc.)?	2,5	Efficiency
7	Were the **overall duration and programme phases realistic and adequate** for the implementation of the JPs and which **factors most influenced the delivery pace**?	1,2	Efficiency
8	What are the most critical **variables that influenced the effectiveness** of Culture and Development JPs?	5,6	Effectiveness

9	How has the Thematic Window and its JPs **contributed to the MDGs** and to which ones in particular?	4,5	Effectiveness
10	How has the Thematic Window **contributed to the international debate on Culture and Development** and to what extent have the Culture and Development JPs contributed to forging or consolidating **new understandings of the notion of development**?	6,12	Effectiveness
11	To what extent have the JPs under the Thematic Window succeeded in establishing **links between culture and other sectors**? What types of **inter-sectoral cooperation** were required and what results were achieved both at the policy/strategy level and at the programmatic level?	5,6,12	Effectiveness
12	To what extent have the JPs led to **changes in the legal and normative frameworks** as well as to the definition of new policy orientations and guidance? In what ways have the JPs contributed to **cultural policy-making**? In what ways have they succeeded in integrating culture in other sectors' policies?	5	Effectiveness
13	To what extent have the JPs contributed to **strengthen institutional capacity to generate useful and accurate information to monitor and inform cultural policies**?	5, 11, 14	Effectiveness
14	To what extent have the Culture and Development JPs contributed to realize the **economic and social potential** of the cultural sector and promote **cultural and creative industries as drivers of economic and social development** and means for expanding people's opportunities?	5	Effectiveness
15	To what extent have the Culture and Development JPs provided **opportunities for income-generation activities**, notably in terms of support to cultural enterprises, support to the preservation and promotion of cultural heritage in all its expressions, support to the development of cultural products?	5	Effectiveness
16	To what extent has the Culture and Development Thematic Window led to any actual or potential **unexpected outcomes**, positive or negative, and if any, were these related to processes of social transformation and/or which other areas?	4,5	Effectiveness
17	Which conceptual and operational approaches to Culture and Development, or combination of different approaches, proved to be more effective in **specific contexts**, such as for example: a) conflict and post conflict environments; b) middle income countries; c) countries characterized by the existence of marginalized groups and e) other specific contexts identified during the evaluation.	1,3	Effectiveness

18	To what extent have the Culture and Development JPs **empowered women and contributed to improving gender equality**?	8	Impact
19	Has the Thematic Window in any way contributed to an increased understanding by stakeholders at country level of the **gender dimension** of Culture and Development and how gender equality could be addressed in policy and programming related to Culture and Development?	5, 8	Impact
20	To what extent have the Culture and Development JPs contributed to the **empowerment and socio-economic integration of marginalized groups and individuals**?	5,7	Impact
21	To what extent have the Culture and Development JPs contributed to **enhancing the political participation and protect the rights of groups excluded on cultural grounds**?	5,7	Impact
22	To what extent have the Culture and Development JPs contributed to **promote understanding, dialogue and tolerance** among different cultural communities and different levels of government?	5	Impact
23	Was the **duration of the JPs** long enough to ensure ownership, consolidation and sustainability of results?	6, 12, 13	Sustainability
24	To what extent are the **policy and legal frameworks supported by the JPs** owned by state and civil society stakeholders at national and local level?	5,12	Sustainability
25	To what extent have the Culture and Development JPs contributed to **dialogue and/or consensus among different communities and different levels of government (national and local) to enhance political sustainability of the initiatives supported**?	1,5	Sustainability

Gender Equality & Women's Empowerment Thematic Evaluation Questions

	Thematic Evaluation Questions Matrix		
	Gender Equality & Women's Empowerment	**Specific Objectives**	**Criteria**
1	To what extent were the main challenges to interventions at country level and the illustrative interventions proposed by the TORs based in evidences, pertinent and useful for the countries to design the joint programmes?	1,4	Relevance
2	To what extent were the joint programmes approved in the window were coherent with the general objectives, the priorities of the gender development agenda and the challenges of the window?	1,4	Relevance
3	What factors influenced the programmes design, in positive or negative ways?	1,2,4	Relevance
4	To what extent were the intervention development models and the strategies proposed by the programmes innovative? To what extent did they built up from the gained experience and lessons learnt in the field of gender equality and women's empowerment in the last decades, at national and international level?	1,2,4	Relevance
5	Did the JGPs rely on a gender and rights-based analyses? To what extent were JGPs design linked to CEDAW and other relevant international conventions/norms? How did programmes develop gender situation analysis at the design level?	4	Relevance
6	In what way and to what extent did the comparative advantages and the "know how" of the UN agencies involved in the joint programmes of this window contributed to achieve the outcomes of the programmes?	2,4,5	Efficiency
7	To what extent did the joint programmes contribute to develop women's capacities and equality? To what extent did they contribute to increasing their resources and opportunities (social and economic assets, social and political opportunities)? To what extent did the joint programmes contribute to women's security and reduce their vulnerability to violence and conflict?	5	Effectiveness
8	What were the specific targeted populations addressed by the joint programmes and the main products and services received through the programmes? What was the quality and relevance of these products and services? What were the programmes effects on these specific populations?	4	Effectiveness

9	What were the main institutions reached through the joint programmes and what role did they play in gender equality and women's empowerment agenda at national and local levels? What were the main programmes results in terms of capacity development and institutional strengthening, including multisectoral work and comprehensive interventions for women?	5	Effectiveness
10	To what extent and in what ways are joint programmes adding value and contributing to the objectives set by the Beijing Platform for Action? Is there evidence that JGPs address GE/WE more effectively than single agencies?	2	Efficiency
11	What were the most effective strategies and their combination with regard to gender-advocates? With regard to monitoring and data? With regard to targeted interventions? What are the most important variables that explain success and failure situations in these types of interventions? What kind of strategies and interventions could have negative unexpected effects and must be avoided?	6,12	Sustainability
12	What are the substantive lessons learnt and good practices that must be disseminated for scaling up and/or replication in short and medium term in this thematic window?	6	Sustainability
13	To what extent have the target populations taken active roles in JGP design and implementation processes? What role has civil society – in particular women's movements – played in the planning, design, implementation and monitoring of JGPs? To what extent were public/private national resources and/or counterparts been mobilized to contribute to JGPs' objective and produce results and impacts?	12	Sustainability

Children, Food Security and Nutrition Thematic Evaluation Questions

	Thematic Evaluation Questions Matrix		
	Children, Food Security and Nutrition	**Specific Objective**	**Criteria**
1	To what extent did the joint programmes incorporated a **multi-sectorial approach**, and in what way were the multiple causes of malnutrition* addressed considering the needs of beneficiaries as well as the local context? (*Insufficient access to food, Inadequate maternal and child-care practices, poor water/sanitation and inadequate health services acting at the household to national level.)	4	Relevance
2	To what extent did the joint programmes prioritize the **most vulnerable groups to malnutrition**, and to what extent have the strategies been **aligned to the needs of disadvantaged groups**? (i.e. children living with HIV and on HRT, disadvantaged groups, refugees, or HIV affected mothers)?	4	Relevance
3	Do the interventions respond to **local priorities and available resources** (local or traditional food interventions), identified and validated by the population? Are the options included in joint programmes for easy handling, low cost in time and resources that improve the incomes of the families that adopt them?	4,5	Effectiveness
4	How have the joint programmes responded to issues like the **lack of or weak capacity** and **participation** of local or national institutions and communities, especially for upstream and management work related to food security and child nutrition? What models or strategies have proved to be most efficient?	4,5	Effectiveness
5	To what extent have **information systems** designed and implemented, with SMART indicators of health, education, nutrition and agriculture and related to livelihoods groups at local and national level? What have been their main uses and how the participation of communities and local institutions has been ensured? (Description, best models currently operating, and comparative models among different context)	11,5	Effectiveness
6	Which local techniques supported by Joint Programmes have improved **productivity and diversification of local production**, specifically nutritious food? To what extent have the interventions enabled to diversify and increase productive assets and economic capacity of vulnerable people?	4,5	Effectiveness

7	What results have been achieved by the Joint Programmes in the **knowledge of nutritional needs** of adolescent girls, pregnant women and children under 5?	5	Effectiveness
8	To what extent did The Joint Programmes achieved increased the **rates of exclusive breastfeeding** for the age of 0-6 months and **appropriate feeding** for children 6-24 months and pregnant women?	5	Effectiveness
9	What kind of effects were achieved in relation to the access and availability of adequate **maternal, newborn and Child health Services**, as well as in relation to the access and availability to adequate **water, sanitation, and hygiene education services**?	5	Effectiveness
10	In how many cases have joint programmes led to **strengthening the organization of communities and local institutions around Food security**, and to introduce interventions focusing on food security and child nutrition in **national and local plans**? How many of theses interventions show sufficient technical and financial capacity to keep working?	5	Effectiveness
11	Process - To what extent have the Joint programmes contributed to **build multisectoral policies and guidelines** (inter-sectorial and inter-institutional approach), at regional, national and local levels to assure food security and child nutrition? What aspects have proved to be more efficient (description of model) in the development/revision of these processes?	4,5	Effectiveness
12	What kind of **effects** (expected or unexpected) have resulted **in positive changes to beneficiaries** (behavioural, institutional and social changes) in relation to their **rights to food** and nutrition issues?	5	Sustainability
13	What type of results have the JPs achieved in the **quality of diet** ("nutritionally adequate diets") for vulnerable groups, women of reproductive age, adolescent girls, and girls and boys under 5?	5	Effectiveness
14	What results have been achieved by JP in the **nutrition status of the target groups**? (mainly rates of stunting, wasting and underweight in boys and girls aged < 5 and women of reproductive age), and consequently, what strategies have been most effective in their **contribution towards** Eradicate Extreme Poverty and Hunger (**MDG 1**), and Reduce Child Mortality (**MDG 4**)?	5	Impact

15	What lessons have been learned at global and local level on **good practices to improve nutrition**, specifically in relation to **sustainable and local food-based approaches**, as well as the best models to enhance the **ability of key actors to influence policy**?	6	Effectiveness
16	What would be the **best mechanisms** (**next steps**) **to harness this experience** to inform decision makers and program people, and to replicate the best development interventions models?	6	Effectiveness

Conflict Prevention and Peace Building Thematic Evaluation Questions

	Thematic Evaluation Questions Matrix		
	Conflict Prevention and Peace Building	**Specific Objectives**	**Criteria**
1	To what extent were the history of past and present conflict, both at national and local levels, and/or the elements of potential conflict and insecurity, that could undermine peace and social cohesion, analyzed and taken into account to define conflict sensitive and better adjusted to national contexts CPPB strategies?	6	Relevance
2	To what extent have CPPB-JPs have included in their design the following aspects: (1) Multi-sector approach (governments at all levels, political actors, the security sector, Civil Society including women's groups, the private sector, and the international community), (2) reinforcement of the rule of law, (3) development of public policy frameworks, (4) social cohesion, and (5) socio-economic inequalities and other important objectives covered by the window such as tolerance, urban security, etc. in the countries of implementation?	1,4,5	Relevance
3	To what extent was Capacity Development regarding CPPB strategically addressed during the design phase by the utilization of systematic (such as Quick Scanning Matrix and Process Checklist, Organizational Capacity Assessments and others) and non-systematic analysis tools?	5,14	Relevance
4	To what extent have work strategies adopted by the CPPB-JPs considered the following: (1) Human Rights Approach; (2) Women's Human Rights Approach;(3) Economic, Social and Cultural Rights Approach; (4) International conventions and regulatory frameworks such as United Nations Security Council Resolution 1325 (Including Women in Peace-Building Efforts Worldwide), Convention on the Elimination of All Forms of Discrimination Against Women, Convention on the Rights of the Child, and another norms and standards applicable?	2,11	Relevance
5	What strategies and particular solutions among those implemented by the different CPPB-JPs have a high potential of replicability? What has been actually replicated and scaled up and why?	6	Efficiency
6	To what extent have CPPB-JPs managed to adapt and/or reshape planned activities, strategies and results frameworks because of variations in the work context (common situation in conflict and post conflict areas) in order to achieve the best results possible?	6	Efficiency

7	How was the overall efficacy of the CPPB window (to what extent have the different CPPB-JPs achieved planned results)? What development results have been achieved compared to what was planned?	4,5	Effectiveness
8	To what extent were the CPPB-JPs able to promote stable inter-institutional dialogue and collaboration instances referred to CPPB in the countries?	5	Sustainability
9	What have been the main effects at the thematic window level (positive, negative, expected or unexpected) of the CPPB window on the (1) rule of law, (2) development of public policy frameworks and (3) social cohesion in the countries of implementation, with special attention to aspects affecting women (Women's Human Rights), ethnic groups (Economic, Social and Cultural Rights), the youth and minorities, as collectives most vulnerable to conflicts and violence, urban insecurity, lack of tolerance and other types of abuse ?	5,6	Impact
10	To what extent have the CPPB window joint programmes positively contributed to develop capacities (at individual, organisational and institutional levels) related to CPPB of national institutions participating in the CPPB-JPs?	5,11	Impact

ANNEX 3 – EVALUATION REFERENCE GROUP DIAGRAM

MEMBERS OF THE EVALUATION REFERENCE GROUP

CSO: FIMI	**UNESCO HEADQUARTERS**
GOV. ASIA Government of the Philippines	**UNDP COUNTRY OFFICE** Turkey
GOV. AFRICA Government of Ethiopia	**UNICEF COUNTRY OFFICE** Timor Leste
GOV. LAC Governments of Ecuador	**MDG-F SECRETARIAT**
RC LAC Resident Coordinator of Peru	**SGCD** "División para el Seguimiento y Evaluación y Gestión del Conocimiento, Secretaría General de Cooperación para el Desarrollo"
AECID "Agencia Española de Cooperación Internacional"	**UNEG** TBD