Terms of Reference

Final Evaluation of the United Nations Sustainable Development Cooperation Framework for Ethiopia 2020 – 2025

United Nations Country Team in Ethiopia

1. Background

In July 2020, the UN Country Team (UNCT) in Ethiopia, in partnership with the Government of Ethiopia (GoE), started the implementation of the UN Sustainable Development Cooperation Framework 2020 – 2025 (UNSDCF)[1]. The UNSDCF outlines the key priorities and commitments of the UN system aligned to the Ten Years Development Plan for Ethiopia (2021 – 2030). The UNSDCF followed the UN Development Assistance Framework (UNDAF) 2016 – 2020 in accordance with the UN General Assembly Resolution 72/279. The UNSDCF enables the UNCT in Ethiopia to elevate its support to the GoE in the implementation of the Sustainable Development Goals (SDGs). The Framework adopted the principles of inclusion, resilience and sustainability. It aimed at causing transformational changes under four interlinked outcomes:

- All people in Ethiopia enjoy the rights and capabilities to realize their potential in equality and with dignity.

- All people in Ethiopia live in a cohesive, just, inclusive and democratic society.

- All people in Ethiopia benefit from an inclusive, resilient and sustainable economy.

- All people in Ethiopia live in a society resilient to environmental risks and adapted to climate change.

The implementation of the UNSDCF is guided by a Policy and Oversight Board, co-chaired by the Ministry of Finance (MoF) and the UN Resident and Humanitarian Coordinator (RC/HC). The Framework adopted a more 'joined-up' approach that encourages cross-sectoral and cross-issue collaboration. Even though the initial plan under the UNSDCF was to establish an issue group that focused on strategic thematic issues, the UNCT re-assessed the approach and adopted Action Groups to lead planning and programming coordination under each of the four outcome areas. In addition, the UNSDCF has thematic focused groups such as the Economists Group, Data and Statistics Working Group, Monitoring and Evaluation Sub-group and Leaving No One Behind (LNOB) Working Group that coordinate UNCT initiatives and advise the Programme Management Team (PMT) in their respective thematic areas. The UN Communication Group (UNCG) and Operations Management Team (OMT) also makes up the key coordination structures under the Framework.

The UNSDCF envisages a final independent evaluation in the penultimate year to systematically assess the contributions of the UNDS through the UNSDCF, focusing on development results achieved, gaps and overlaps. The evaluation will ensure accountability, support learning and inform decision-making on the design for the next planning cycle. The evaluation will not only allow course correction, where necessary, but also will ensure performance improvement for the remaining years of the current UNSDCF and inform the preparation of the next UNSDCF.

The independent UNSDCF evaluation will be informed by evidence collected using primary and secondary data collection methods including UNSDCF and UN entity annual reviews, assessments, implementing partners, UN

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[1] UN Sustainable Development Cooperation Framework for Ethiopia (2020 – 2025) available at https://minio.dev.devqube.io/uninfo-production-main/f83d8b3a-00a7-465c-9592-546c68858dc1_ETHIOPIA_UNSDCF_2020_2025_SIGNED_1.pdf.

entity and joint evaluations generated during the CF implementation cycle. The main audience and primary users of the evaluation report include the Government of Ethiopia, UNCT, implementing and development partners.

2. Country Context

Ethiopia is undergoing multiple structural transitions involving elements of both progress and regression. On the upside, the country completed peaceful general elections in June and September 2021, with the ruling Prosperity Party securing a five-year term and establishing a new Government headed by Prime Minister Abiy Ahmed with some opposition members appointed to the Cabinet. This represented a significant step forward in the governance transition of Ethiopia towards a plural and inclusive polity. Regional elections and referendums on the creation of the South West Ethiopia and Southern Ethiopia Regions were also held. The African Union Election Observation Mission issued a largely positive preliminary statement, affirming that pre- and post-electoral processes were conducted in an orderly, peaceful and credible manner.

The outbreak of conflict between Ethiopian National Defence Force and Tigray People's Liberation Front (TPLF) in November 2020, later extended to the neighbouring Afar and Amhara regions, resulted in a large number of casualties and significant destruction of public and civilian infrastructure. The permanent Cessation of Hostilities Agreement (COHA) signed in November 2022 however paves the way for the restoration of peace, security, and stability in the Tigray Region and beyond, in conflict impacted areas of Afar and Amhara regions. The toll from the war has been huge and will take urgent, sustained and large-scale efforts to overcome, including large-scale loss of lives, a humanitarian caseload spiralling upwards, widespread displacement (since the beginning of the war at least 2.5 million have been displaced across Afar, Amhara and Tigray), a large pool of ex-combatants (estimated at around 200,000-250,000), systematic violation of human rights, especially of women and girls, and extensive damage to infrastructure and services. In 2023, in northern Ethiopia, more than 12 million people are targeted for humanitarian assistance (5.4 million in Tigray, 6 million in Amhara and 1.2 million in Afar).

So far, the COHA and subsequent agreements have been holding and progress is being made to meet their terms: humanitarian land corridors have opened inside Tigray and UN Humanitarian Air Service (UNHAS) and commercial flights have resumed. Although still in progress, basic services are being restored in the region, with commercial banking, electricity and communications coming online, including in Mekelle.

Nonetheless, the situation in the country remains volatile with increased instability and insecurity in Amhara, Oromia, Benishangul-Gumuz and the Southern Nations, Nationalities and Peoples (SNNP). Since April 2023, the unrest in Amhara Region escalated resulting in conflicts between the Ethiopian National Defence Force (ENDF) and Fano. The violence has led to the arrest of opposition leaders and journalists, the imposition of curfews in various areas of the region, road closures and disruption of public services.

Ethiopia also experienced the worst drought in recent history. About 24 million people are living in drought-affected areas, including 12.6 million children. More than 4.5 million livestock have died since late 2021, and at least 30 million weakened and emaciated livestock are at risk. Recent rains have brought an improvement of the drought conditions, but the crisis is far from over, and the situation for vulnerable pastoralists and agro-pastoralists remains extremely dire. It is estimated to take 5-8 years to recover from a drought of this magnitude for those who lost 80-100% of their livestock. Recovery of children from malnourishment also takes months. At the same time, excessive localized rains have led to flood emergencies. The floods have displaced

thousands of people across SNNP, Oromia, Somali, Sidama and Dire Dawa, and caused additional livelihood loss in drought affected areas. Yet, response is minimal.

These crises, compounded by the impact of the war in Ukraine have had adverse effects on socio-economic development and have led to significantly increasing humanitarian needs. The 2023 Humanitarian Needs Overview shows humanitarian needs have continued to grow exponentially: from 8.3 million in 2020 to 28.6 in 2023.

On the human development side, as per the findings of the 2022 internal CCA review, poverty rates have increased in every region in Ethiopia over the past two years. The poverty rate stood at 19% in 2019 and has increased to 23% in 2022 according to a UN modelling average across regions. The country's economic growth has slowed from 9% in 2018 to 3.3% in 2022 (World Bank data). Inflation remains a major concern – with inflation consistently above 30% since mid-2021 and forex reserves remain dangerously low. A key development is the drop-off in external financing. Critical elements are the delay and suspension of the International Monetary Fund (IMF) Programme, the slow pace of implementation of the G20 Common Framework on debt restructuring and a significant decline in ODA (from USD 4.7 billion in 2020 to USD 2.7 billion in 2022), including the temporary suspension of direct budget support due to the war in Northern Ethiopia, which has had important cumulative effects on Ethiopia's internal and external balances. The IMF approved a 3-year, USD 2.9 billion programme in December 2019 to support macroeconomic balances and reforms. The programme disbursed USD 309 million until it was suspended in September 2021.

The shocks and crisis have disproportionately affected people at risk of being left behind. From COVID 19 to the drought, economic crisis and conflict worsened existing vulnerabilities. For instance, the impact of COVID 19 disproportionally impacted women in the lower-wage and informal sector employment. According to a study on the impact of COVID 19 in Addis Ababa,[2] the pandemic reduced activity in the formal sector (people working person/company/government/household or other entity), with women's involvement in the sector declining by 8.8% from 38.2%, prior to the pandemic. The impact of COVID-19 to women's income, combined crop failures caused by drought and increasing food prices are having a severe impact on food security and nutrition of entire families, but with disproportionate effect on women and girls. Recent UNICEF estimate indicate that acute malnourishment in pregnant and breastfeeding women in Ethiopia has increased from 1,7 million in 2020 to almost 2 million in 2022. Those living in poorer households, living in rural areas and lower education levels are more likely to be underweight, short and/or anemic.[3] In addition, there has been an increase in documented sexual and gender-based violence incidents and human rights abuses due to the conflict.[4]

Youth (15 – 29 years) make up for around 30% of the population. Thus, the triple impact of the conflict, climate and COVID-19 has, predictably, threatened the prospects of young people. Youth unemployment was high at 23.1% in 2021, with disparities between female and male at 29% and 16%, respectively. On the other hand, while enrolment in learning opportunities and transition in school is reported to be low,[5] less than 4% of the

[2] UN Women "Assessment of the Situation of Women in Informal Sector MSMEs and the Impact of COVID-19 in Addis Ababa (2022).

[3] United Nations Children's Fund (UNICEF). Undernourished and Overlooked: A Global Nutrition Crisis in Adolescent Girls and Women. UNICEF Child Nutrition Report Series, 2022. UNICEF, New York, 2023

[4] Report of the Ethiopian Human Rights Commission (EHRC)/Office of the United Nations High Commissioner for Human Rights (OHCHR) Joint Investigation into Alleged Violations of International Human Rights, Humanitarian and Refugee Law Committed by all Parties to the Conflict in the Tigray Region of the Federal Democratic Republic of Ethiopia, 3 November 2021. https://www.ohchr.org/Documents/Countries/ET/OHCHR-EHRC-Tigray-Report.pdf

[5] International Labour Organization. "ILO Modelled Estimates and Projections database (ILOEST)" ILOSTAT. Accessed February 21, 2023. ilostat.ilo.org/data.

grade 12 students passed national high school examinations in the last two rounds of national examinations which is indicative of the work required to improve the quality of education in the country.

Ethiopia conducted its second Voluntary National Review (VNR) on the SDSs and presented its VNR Report to the High-Level Political Forum (HLPF) in 2022. Following the VNR, the GoE undertook a reprioritization exercise to accelerate its effort towards achieving the SDGs in 2023.

3. UNSDCF Highlights

The UNCT in Ethiopia comprises of 28 UN agencies including two non-resident agencies (the Department of Economic and Social Affairs and International Trade Centre) and two observers (the United Nations Office for the Coordination of Humanitarian Affairs and United Nations Department for Safety and Security). The development of the Framework involved thorough consultation process with government, civil societies organisations and other key stakeholders. Informed by a Common Country Analysis and a UN visioning and prioritization exercise, the Framework is fully aligned to national priorities. The UNSDCF identified four outcome and 17 output areas aligned to 16 out of 17 SDGs with the exception of Goal 14 on Life Below Water[6]. Each of the UNSDCF outcome is backed by a theory of change identifying the immediate and underlying causes and proposed approach and partnerships to address the causes.

The UNSDCF requires a total estimated cost of 7.1 billion USD with an estimated available fund of 2.1 billion USD. As of December 2022, approximately 1.5 billion USD has been mobilized.[7] Both bilateral donors and international financial institutions (IFIs) are the major sources of funds to implement the UNSDCF. These include governments of Austria, Canada, China, Denmark, the European Union, Finland, France, Germany, India, Ireland, Italy, Japan, the Netherlands, New Zealand, Norway, the Republic of Korea, the Russian Federation, Spain, Sweden, Switzerland, the United Kingdom of Great Britain and Northern Ireland, the United States, African Development Bank, European Investment Bank and the World Bank.

Table 1: UNSDCF Outcomes and Outputs

UNSDCF Outcome	Outputs
Outcome I: All people in Ethiopia enjoy the rights and capabilities to realize their potential equally with dignity Under this outcome, the United Nations focuses on addressing four immediate causes of high multidimensional poverty and vulnerability: low levels of human development; poor quality and inequitable access to essential social services; gender inequality and violence against women and girls (VAWG); and displacement. The focus is on those left behind, especially young people, women, children, displaced populations and returned migrants as well as marginalized groups such as persons with disabilities. **Participating UN agencies:**	**Output 1.1.** Young people, especially those left behind in education and employment, are equipped with the knowledge and skills required to access decent jobs and participate in civic life. **Output 1.2.** Gender inequalities and violence reduced, rights and accountability mechanisms strengthened and opportunities for women and children enhanced. **Output 1.3.** Equitable access to basic social services is strengthened, benefitting vulnerable, marginalized and displacement affected people. **Output 1.4.** Access to decent jobs, employment and livelihood opportunities in formal and informal sectors improved particularly for youth and women.

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[6] SDG 14 has not been included in the alignment as Ethiopia is a land locked country. Issues related with internal water is addressed under SDG 6.
[7] 15 UN agencies reported for 2020 – 2021 data while the 2022 data came from 11 UN agencies.

IOM, UNAIDS, OHCHR, UNICEF, UNDP, UNESCO, UN Women, UNHCR, UNIDO, UNOPS, UNFPA, WFP, WHO, ILO, FAO, UN-Habitat, UNOPS, IFAD, UNAIDS	
Outcome II: All people in Ethiopia live in a cohesive, just, inclusive and democratic society Under this outcome, the UNCT targets key immediate causes of constrained social cohesion and relatively low social capital, including a lack of transparency and accountability in governance systems; risks to human rights and prevalent insecurity with associated intercommunal and intracommunal unrest triggered by a multitude of factors; and social exclusion and marginalization. **Participating UN agencies:** IFAD, ILO, IOM, OHCHR, UNDESA, UNDP, UNESCO, UNFPA, UN-Habitat, UNHCR, UNICEF, UNODC, UNOPS, UNWOMEN, WFP	**Output 2.1.** Government of Ethiopia's capacity to improve the performance of institutions and promote participation, transparency and accountability increased at national and subnational level. **Output 2.2.** Capacities and mechanisms strengthened at the national and sub-national level for enhanced protection of human rights, rule of law, access to justice and protection for vulnerable populations. **Output 2.3.** Peace architecture and related instruments strengthened to prevent, mitigate and manage conflict and promote peace, reconciliation and social cohesion at national and local level. **Output 2.4.** Civil society and the media empowered to exercise their rights and enjoy increased participation in political, economic and civic space.
Outcome III: All people in Ethiopia benefit from an inclusive, resilient and sustainable economy Under this outcome, the United Nations pledged to address four immediate causes of the economy's slow structural transformation: high unemployment and underemployment and a 'missing middle' of vibrant, productive and growing MSMEs connected to domestic and global supply chains; low productivity and value addition as well as weak market integration; an improving social protection system that still requires considerable investment; and low domestic resource mobilization. **Participating UN agencies:** FAO, IFAD, ILO, IOM, ITC, ITU, OHCHR, UNCDF, UNCTAD, UNDESA, UNDP, UNESCO, UNFPA, UNHCR, UNICEF, UNIDO, UNEP, UNWOMEN, WFP, WHO	**Output 3.1.** Policies, regulations and institutions strengthened to create decent jobs and to promote equal access to finance for micro, small and medium enterprises to invest in their productivity and competitiveness. **Output 3.2.** Access to decent jobs, employment and livelihood opportunities in formal and informal sectors improved particularly for youth and women. **Output 3.3.** Access to innovation, new technology and finance is increased, fostering an inclusive and diversified green economy. **Outcome 3.4.** Social protection programs and systems strengthened to enhance resilience of the most vulnerable people. **Outcome 3.5.** 2030 Agenda integrated in development plans and budget allocations at national and sub-national level with adequate financing mobilized.
Outcome IV: All people in Ethiopia live in a society resilient to environmental risks and adapted to climate change Under this outcome, the UNCT sets out to target selected causes of the relative lack of environmental resilience in Ethiopia and the slow pace of progress towards a green economy despite clear policy prioritization, including limited disaster risk management capacities; acceleration of environmental degradation as a result of rising demographic pressure in both the highlands and lowlands of Ethiopia, in the latter case, in the context of a fragile ecosystem; and shortfalls in implementing green economy policies. **Participating UN agencies:**	**Output 4.1.** Government of Ethiopia's capacity at national and subnational levels for climate and disaster risk management strengthened to build resilience. **Output 4.2.** Normative frameworks, institutions and systems strengthened for conservation, sustainable use and equitable benefit sharing from the use of biodiversity and natural resources to ensure environmental sustainability for development. **Output 4.3.** Institutions and systems strengthened, and solutions adopted to reduce pollution and increase access to clean, affordable and sustainable energy. **Output 4.4.** Governance and planning capacities strengthened at national and sub-national levels to promote

FAO, IFAD, IOM, ITU, OHCHR, UNDESA, UNDP, UNDRR, UNHCR, UNEP, UNESCO, UN-Habitat, UNIDO, UNOPS, WFP, WHO, WMO	sustainable urban development, especially in primary and secondary cities/towns.

4. Purpose and Objectives of the Evaluation

The purpose of the evaluation is twofold:

I.   **Promote greater learning and operational improvement.** The evaluation will provide important information for strengthening programming and results at the country level, specifically informing the planning and decision-making for the next CF programme cycle and for improving UN coordination in Ethiopia. The UNCT, GoE and other CF stakeholders can learn from the process of documenting good practices and lessons learned, which can then be shared with UN Development Coordination Office (DCO) and used for the benefit of other countries.

II. **Support greater accountability of the UNCT to CF stakeholders.** By objectively providing evidence of results achieved within the framework of the CF and assessing the effectiveness of the strategies and interventions used, the evaluation will enable the various stakeholders in the CF process, including national counterparts and donors, to hold the UNCT and other parties accountable for fulfilling their roles and commitments.

The objectives of the evaluation are:

-   To assess the contribution of the CF to national development results through evidence-based judgements using evaluation criteria (accountability).
-   To identify factors that have affected the CF's contribution; answering the question of why the performance is as it is; and explaining the enabling factors and bottlenecks (learning).
-   To reach conclusions concerning the UN's contribution across the scope being examined.
-   To provide actionable recommendations for improving the CF's contribution, especially for incorporation into the new CF programming cycle. These recommendations should be logically linked to the conclusions and findings of the evaluation and should draw upon lessons learned identified through the evaluation.

5. Scope

The Evaluation will cover all contributions to the UNSDCF outcomes of all programmes, projects and activities conducted by the UNCT at national and regional level for the UNSDCF period July 2020 to date. It will also assess the UNSDCF cross-cutting issues and global UN programming principles such as LNOB, human rights, gender equality and the empowerment of women, disability and youth inclusion, environmental sustainability and results-based management. The Evaluation will consider the changed national context due to the impact of the COVID-19 pandemic, political instability and conflict, and government re-structuring.

The Evaluation will not be a summative evaluation of each UN agency's programmes or projects but will build on the programme or project evaluations conducted by each agency to make evaluative judgements about the Cooperation Framework. The evaluation will cover the key questions of a formative evaluation and inform the preparation of the next UNSDCF for the period 2025-2030. Where a lack of data necessitates a quick assessment of a contribution, this should be carried out using appropriate evaluation methodologies that

identify contributions at the outcome level and ascertain the plausibility of causal relationships between outputs and outcomes.

The evaluation also assesses the contribution of the Government of Ethiopia as a co-signing partner to the UNSDCF towards the UNSDCF implementation. Specifically, it will assess the implementation, monitoring and reporting as well as in facilitating multi-stakeholder coordination and mechanism and mobilizing resources for smooth and efficient UNSDCF implementation. The evaluation will be informed by a stakeholder mapping to identify key users and target audiences of the evaluation.

The Evaluation will have a national coverage. The evaluators will be based in Addis Ababa and travel to the regions based on a detailed data collection plan to be submitted by the Evaluation Team and approved at the inception stage.

6. Evaluation Criteria and Questions

Evaluation Criteria: The UNSDCF Evaluation will be guided by all seven evaluation criteria outlined in the UNEG UNSDCF Evaluation Guidelines. The seven criteria include relevance and adaptability, coherence, effectiveness, efficiency, coordination, sustainability and orientation towards impact. The evaluation will respond to all questions provided below. The evaluation team is expected to unpack the evaluation questions in the evaluation design matrix and ensure that the LNOB principle is adhered to. The evaluation team may adapt the evaluation criteria and questions, upon agreement with the evaluation manager.

Evaluation Questions:

a) **Relevance and adaptability**

- To what extent are the UNSDCF objectives aligned and been consistent with the needs, priorities and policies of the government in alignment to national development plans, strategies and frameworks.

- To what extent did the implementation of the Country Framework adjust to emerging issues faced by the country during the implementation?

- To what extent does the UNSDCF address the triple nexus (development-peace-humanitarian spheres) and align with peace and humanitarian response planning?

b) **Coherence**

- To what extent has the UNSDCF strengthened the position, credibility and reliability of the UN system as a partner for the government and other actors, and has served as an effective partnership vehicle?

- To what extent has the CF strengthened the coherence of support by UNCT members and sought partnerships (with civil society/private sector/local government/parliament/national human rights institutions/international development partners) to enhance achievement of results?

- Post UN reform, to what extent have UN agency programs and work plans been effectively and meaningfully derived from CF both in design and implementation?

c) **Effectiveness**

- To what extent has the UNSDCF contributed effectively to provide greater clarity and transparency of results achieved and resources used?

- What has been the progress made towards the achievement of expected outcomes and results? What are the results achieved so far and/or on-track to be achieved?

d) Efficiency

- Was the UNSDCF supported by an integrated funding framework and by adequate funding instruments? What were the gaps, if any? Have resources been allocated efficiently?

- Has the UNSDCF been implemented in a timely way?

- Has the UNSDCF reduced transaction costs for partners through greater UN coherence and discipline?

e) Coordination

- To what extent has the UNSDCF fostered internal coordination, through the promotion of synergies and interlinkages between its interventions?

- To what extent the planning and coordination of the UNSDCF (through Action Groups and other coordination structures) efficiently contributed to a coherent implementation and to the achievement of indicators' targets?

- To what extent did the post reform Resident Coordinator office's roles and responsibilities enable positive UNCT's joint convening power and better coherence of the country team?

f) Impact

- To what extent has the UNSDCF contributed to the achievement of identified priorities? Can the contribution/s, if any, be clearly identified and measured?

- What are the notable impacts and the unintended effects, if any, of the UNSDCF?

g) Sustainability

- What mechanisms, if any, has the UNSDCF established to ensure socio-political, institutional, financial and environmental sustainability?

- What is the likelihood that progress towards the SDGs is sustained by national partners and stakeholders over time?

7. Evaluation approach and methodology

Evaluation approach: The evaluation will use a combination of document reviews, analysis of other quantitative secondary data, individual interviews with key informants and focus groups or other types of group discussion to collect data. The evaluation team will develop the evaluation methodology in accordance with the evaluation approach and design tools to collect appropriate data and information as strong, evidence-based answers to answer the overall evaluation questions. The methodological design will include: an analytical framework; a strategy for data collection and analysis; specially designed tools; an evaluation matrix; and a detailed work plan.

Sampling approach: A purposive sampling approach will be used to select programmes (joint workplans; joint programmes; UN agencies strategic plans etc.) that will be covered in the scope of the UNSDCF evaluation. The selected programmes components should have sufficient level of transformational intent (depth, breadth, and size) and maturity.

The purposive sampling approach will also be used to target groups and stakeholders to be consulted. It is expected that the list of target groups will ensure adequate representation of beneficiaries, including civil society organizations with an emphasis on vulnerable groups, e.g people living with disabilities, and other marginalized groups. The selection will be informed by the portfolio analysis and stakeholder mapping undertaken during the inception phase of the evaluation. This analysis will yield information on the relevant initiatives and partners to be part of the evaluation (including those that may not have partnered with the UNCT but play a key role in the outcomes to which CF contributes). The evaluation team should clearly outline the sample selection criteria and process and identify any potential bias and limitations, including the steps towards addressing the limitations.

The sampling technique should ensure that the selected samples adequately reflect the diversity of stakeholders of the intervention and pay special attention to the inclusion, participation, and non-discrimination of the most vulnerable stakeholders. This process will enhance the credibility and technical adequacy of the information gathered.

Data collection: The evaluation will use quantitative and qualitative approaches, including literature review, statistics at national and local levels, survey data, semi-structured interviews, direct observation, focus groups and workshops.

Quality assurance: The data collected should be subjected to a rigorous quality assurance for validation purposes, using a variety of tools including triangulation of information sources and permanent exchange with the CF implementation entities at Country Office level.

Evaluation Matrix: The evaluation team will use the template of the evaluation matrix provided by the evaluation manager to systematically structure and consolidate the data collected for each of the evaluation questions. This matrix will allow them, among other things, to identify the missing data and thus fill these gaps before the end of the collection. This matrix will also help to ensure the validity of the data collected.

Participation and inclusion: This evaluation should be conducted using a participatory and inclusive approach, involving a wide range of partners and stakeholders. The evaluation team will carry out a stakeholder mapping in order to identify the direct and indirect partners of the CF, specifically targeting United Nations organizations and representatives of the national government. Stakeholders mapping may include civil society organizations, the private sector, other multilateral and bilateral cooperation organizations and, above all, the beneficiaries of the program.

Theory of change analysis: During the inception phase or early in the data collection phase, the evaluation team will hold ToC meetings with the action groups to discuss the programmatic changes that could have occurred in the programme result chain during implementation as a response to emerging challenges and needs. These meetings are led by the Evaluation Team and organized by the Evaluation Manager. The analysis of the UNSDCF's theory of change and the reconstruction of its intervention logic, if necessary, will therefore play a central role in the design of the evaluation, in the analysis of the data collected throughout the evaluation, in communicating results and in developing relevant and practical conclusions and recommendations.

The theory of change analysis should be limited to the soundness of the "agencies' and joint workplans" outputs contributions to the outcome level and SDG indicators. Evaluators will base their evaluation on the analysis and interpretation of the logical consistency of the results chain: linking program outputs to

changes at a higher level of outcomes, based on observations and data collected during the process along the result chain. This analysis should serve as a basis for the judgment of the evaluators on the contribution of the current UNSDCF to the achievement of the outcome level results as targeted by the UNSDCF.

Finalization of the evaluation questions and assumptions: The evaluation team will finalize the evaluation questions after consultations with the evaluation steering committee and thematic groups. The final evaluation questions should be a reasonable number, generally not exceeding 15. They should clearly reflect the evaluation criteria as well as the indicative evaluation questions listed in this Terms of Reference. They should also take advantage of the results of the reconstruction of the intervention logic of the cooperation framework. The evaluation questions will be included in the evaluation matrix and should be supplemented by sets of hypotheses that capture the key aspects of the intervention logic associated with the scope of the question. Data collection for each of the assumptions will be guided by clearly formulated quantitative and qualitative indicators, also indicated in the matrix.

Ethical Consideration

The evaluation must conform to the [UNEG Ethical Guidelines for Evaluation (2020)](). Accordingly, the Evaluation Team will be responsible for safeguarding and ensuring ethics at all stages of the evaluation cycle. This includes, but is not limited to, ensuring informed consent, protecting privacy, confidentiality, and anonymity of participants, ensuring cultural sensitivity, respecting the autonomy of participants, ensuring fair recruitment of participants and ensuring that the evaluation results do no harm to participants or their communities.

8. Evaluation Management Structure

The evaluation will have the following management structure as per UNEG-DCO Guideline for UNSDCF Evaluation:

a. Evaluation Manager

The Evaluation Manager (EM) will provide technical oversight of the entire process of the evaluation, from its preparation to the dissemination and use of the final evaluation report. The manager serves as an interlocutor between the Evaluation Team and the Technical Evaluation Management Group (TEMG), ensuring the quality control of deliverables submitted by the evaluators throughout the evaluation process. The EM will facilitate access to information for the evaluators, sets up meetings, organize briefing and debriefing sessions and provide comments on the main deliverables of the evaluation process.

b. Technical Evaluation Management Group

The Technical Evaluation Management Group (TEMG), comprising of members of the Programme Management Team, M&E sub-group and the four action groups, will provide advice and support in the planning and implementing evaluation activities. Besides, the TEMG will facilitate access to information and evaluation and validate the inception report, draft evaluation report, final evaluation report and management response.

c. Evaluation Steering Committee

The UNSDCF Policy Oversight Board will serve as the Evaluation Steering Committee (ESC). It will oversee and guide the UNSDCF evaluation process. The Committee comprises of the UNCT, high level representatives from government, implementing and development partners.

d. The Evaluation Team

The evaluation team will be composed of multidisciplinary and gender balanced team of two national evaluation experts who will be jointly responsible for the evaluation. The team will have a team leader with clear delineation of roles and responsibilities. Technical support and back-stopping will be provided by the RCO and UN entities where applicable. The team should have ample collective knowledge of the national context in various areas of UN work.

Background, work experience and competencies

Team Leader:

- Advanced degree in development studies, public administration, economics or related social sciences.
- At least fifteen years of progressive experience in conducting evaluation both internationally and locally.
- A strong record in designing and leading evaluations.
- Extensive knowledge of, and experience in applying, qualitative and quantitative evaluation methods.
- Demonstrated managerial competence and experience in organizing, leading and coordinating evaluation teams at international level.
- In-depth knowledge and strong research record of the country context and socio-economic development.
- Technical competence in undertaking complex evaluations which involve use of mixed methods.
- Prior experience in working with multilateral agencies.
- Knowledge of UN role, UN reform process and UN programming at the country level, particularly UNSDCF.
- Strong experience and knowledge of the UN programming principles including LNOB, human rights, gender equality and women's empowerment, sustainability and resilience and accountability.

Team member:

- Advanced Degree in development studies, public administration, economics or related social sciences.
- At least ten years of experience in conducting evaluations.
- Technical competence in undertaking complex evaluations which involve use of mixed methods.
- Strong data collection and analysis skills.
- Prior experience working with multilateral agencies.

- Knowledge of UN role, UN reform process and UN programming at the country level, particularly UNSDCF.

- Strong experience and knowledge in the UN programming principles including LNOB, human rights, gender equality and women's empowerment, sustainability and resilience, and accountability.

- Process management skills such as facilitation skills and ability to negotiate with a wide range of stakeholders.

- Experience in conducting evaluation of UN programming frameworks is considered an asset.

Language

- Fluency both in English and Amharic is required for the assignment.

Other competencies:

The following additional competencies are also expected from the team:

- Good understanding of the SDGs, other relevant regional or global frameworks, national priorities and their implications for development cooperation

- Good understanding of multilateralism and the role of the UN System in development cooperation in Ethiopia

- Understanding of UN Reform and its implementation implication at the country level

- Demonstrated analytical capacity, including on political economy and financing for development

- Sound knowledge of the country context and an in-depth understanding of UNSDCF priorities

- Excellent capability in reporting highly credible conclusions substantiated by evidence and develop clear, realistic, actionable recommendations.

- Excellent knowledge of different types of theories of change, logic models and can use systems approach to recreate the development of theories of change and logic models to facilitate evaluative thinking

- Must be able to work in a multidisciplinary team and multicultural environment

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9. **Evaluation Processes and Timeline**

9.1. **Evaluation Processes**

a. **Inception phase**

- Entry-level briefing with the Resident Coordinator and the Evaluation Manager.

- The Evaluation Team compiles relevant documents and undertakes a desk review.

- The Evaluation Team maps and scopes activities to refine the evaluation design and questions to be reflected in the inception report.

- The Evaluation Team undertakes a detailed stakeholder mapping and selects a representative sample of stakeholders to be interviewed during data collection.

- The Evaluation Team drafts an inception report using the standard template aligned with the UNEG Norms and Standards.

- Validation and endorsement of the inception report.

b. Data collection phase

- The Evaluation Team undertakes primary and secondary data collection and analysis.

- The Evaluation Team presents the preliminary findings of the data collection exercise to Evaluation Manager and the Evaluation Technical Management Team.

c. Reporting phase

- The Evaluation Team synthesizes the findings and drafts the Evaluation Report.

- The Evaluation Steering Committee and Evaluation Technical Management Team review the report.

- UNDCO reviews and approves the evaluation report.

- RCO organises a stakeholder validation workshop of the evaluation findings

d. Management Response, Dissemination and Use Phase

- RCO disseminates the UNSDCF Final Evaluation Report through the UNSDG portal and the UN website.

- UNCT, with the support of RCO, endorses the management response.

9.2. Timeline

The Evaluation will be conducted within 55 working days within the period of February to May 2024. The Evaluation Team will develop detailed work plan at the inception phase under the below timeline.

Evaluation Phases	Deliverables	Dates/ working days
Phase 1 Inception phase	Desk review	15 days
	Map and scope activities to refine the evaluation design and questions to be reflected in the inception report	
	Stakeholder mapping and sampling	
	Preparation and presentation of inception report and data collection tools and instruments	
	Submission of final inception report	
Phase 2 Data collection phase	Data collection and field visits	25 days
	Presentation of preliminary findings	

Phase 3 Reporting phase	Preparation, presentation and validation of draft evaluation report	15 days
	Preparation of final evaluation report	
	Total Number of Days	**55 days**

10. Deliverables

Deliverables	Time frame for submission	Person responsible (all stages will be coordinated by the evaluation managers)	Payment schedule
Inception Report with the detailed methodology, data collection instruments, reconstituted ToC (If necessary), stakeholder mapping and representative sample size, detailed implementation work plan, and evaluation matrix	15 days	Evaluation Team with engagement of the Evaluation Management Groups	20%
Data collection, preparation of draft report and present analysis and preliminary findings of the data collection exercise to the Evaluation Managers and the Evaluation Technical Management Team	24 days	Evaluation Team to be reviewed by the Evaluation Managers and RRG.	
Validation of the draft report at a validation meeting	1 days	Evaluation Team	40%
Final Evaluation Report (incorporating annexes and recommendations)	15 days	Evaluation team approval by SC and quality assurance by DCO.	40%

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-   UN Ethiopia Internal Annual Review of the Common Country Analysis (2023)

Annexes

Annex 1: UN Sustainable Development Cooperation Framework Ethiopia (2020 - 2025)

Annex 2: Ethical Code of Conduct of the UN Evaluation Group (UNEG)

Annex 3: UNEG Integrating Human Rights and Gender Equality in Evaluations

Annex 4: UNEG Norms and Standards for Evaluation

Annex 5: Guidelines for the Evaluation of the United Nations Sustainable Development Cooperation Framework

Annex 6: United Nations Editorial Manual Online | Department for General Assembly and Conference Management

Annex 7: List of UN Ethiopia national partners/stakeholders UN Ethiopia Partnership Database