



# **Terms of Reference:**

## **System-Wide Evaluation of the UNDS Response to COVID-19**

October 2021

Executive Office of the Secretary-General  
United Nations

## Final TOR

### System-Wide Evaluation of the UNDS Response to COVID-19

This Terms Of Reference (TOR) deal with the objectives, scope and appropriate methodological approaches for a system-wide-evaluation of the UN Development Systems response at the country level to the socio-economic impacts of COVID-19<sup>1</sup>; including evaluation of the coherence and strategic relevance of the role played by the pooled funds in support of the UNCT response. It also presents a time line for completion of the evaluation.

The Secretary-General in his 2020 QCPR report (A/75/79) proposed steps to strengthen independent system-wide evaluations (SWE). The proposal clarified the focus of system-wide evaluations at global level: "At the global level, the focus will be on the planning, conducting, reporting and resourcing of system-wide evaluations, and sharing knowledge across them. Multi-Partner Trust Funds such as the Joint SDG Fund, the Spotlight Initiative Fund, and the UN COVID-19 Response and Recovery Fund - where a large number of UN entities are working towards a common objective - will be evaluated. System-wide evaluations at the three levels [country, region and global] will be mutually reinforcing."

In September 2020, the Deputy Secretary-General presented for discussion a roadmap and interim measures for progressive strengthening of the system-wide evaluation function to the UNSDG principals. The UNSDG principals endorsed the road map that included (a) early lessons and evaluability of UN COVID-19 MPTF using the country socio-economic response plan as the frame of reference in 2020 and (b) a major SWE of COVID-19 in 2021.

The SG included the Early Lesson and Evaluability of COVID-19 Response and Recovery MPTF<sup>2</sup> in his report on implementation of the QCPR. The exercise was welcomed by the member states and the Advisory Committee of the COVID-19 MPTF. The Early Lesson and Evaluability of COVID-19 Response and Recovery MPTF recommended that the UN Development System implement the System-Wide Evaluation of the UNDS Response to COVID-19 with a focus on learning to support a better recovery during the Decade of Action. The recommendation was accepted by the COVID-19 Response and Recovery MPTF Advisory Committee and is included into the management response coordinated by the SG's Designate for COVID-19 MPTF. This TOR will be implemented in accordance with the SG's SWE proposals in the QCPR report.

#### 1. Rationale

The report of the Early Lesson and Evaluability of COVID-19 Response and Recovery MPTF demonstrates how the Secretary General's appeal, *Shared Responsibility, Global Solidarity: Responding to the socio-economic impacts of COVID-19* served as the driving force and origin document for both the COVID-19 Response and Recovery MPTF (the Fund) and the subsequent *UN framework for the immediate socio-economic response to Covid-19* (the UN framework). At country level, the direct response by UNCTs to the April 2020 UN Framework was the preparation of Socio Economic Response Plans (SERPs) that are now finalized in 121 countries with estimated financing requirements of \$28.7 billion and current projected resources of \$15.7 billion,

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<sup>1</sup> While the primary focus of the evaluation is at country level, the study will encompass the global and regional dimensions of the UNDS response, especially in light of the Secretary General's, April 2020, UN framework for the immediate socio-economic response to COVID-19

<sup>2</sup> [Early Lessons and Evaluability of COVID-19 MPTF](#).

of which \$3.0 billion represents funds repurposed from existing projects and programmes of UNCTs.

The SERPs now encompass the programmes and projects supported by the COVID-19 Fund as well as resources and activities re-programmed and re-purposed by UNCT members in light of the pandemic together with new commitments of financial support to elements of the SERPs.

The results of the Early Lessons and Evaluability Assessment of the COVID-19 MPTF support the rationale for a SWE of the UNDS response to COVID-19 at country level. Specifically;

- The Fund was important in establishing the credibility of the UNDS and the UNCT in responding rapidly to the development emergency with focused support to address gaps in national capacity. It provided an incentive for the UNCT, national governments and development partners to engage in the SERP process and support the priority actions identified in the SERPs;
- Over time, the SERPs became the organizing principle and guiding framework for Fund supported projects and programmes. By August 2020, the Fund required a completed SERP as a precondition for proposals from UNCTs;
- As the SERPs are completed and UNCTs revert to joint work planning around Cooperation Frameworks (CFs) at the end of 2021, there is an opportunity through the SWE to learn lessons that can inform and strengthen new Cooperation Frameworks under development over the coming years and others that will be revised due to the new normal created by the pandemic;
- The lessons learning exercise has highlighted the need for improved clarity on the operational requirements and methods to Build Back Better<sup>3</sup> and secure a more equitable and sustainable path to Agenda 2030;
- The lessons learning exercise has indicated that the COVID-19 Fund and SERP, in combination, have contributed to a more coordinated and coherent offer of services from the UNDS. This more coherent offer is relevant to the needs and priorities of countries during the development emergency. However, there is a need to further explore and either validate or modify this lesson which is not built on the type of rigorous evidence gathering, triangulation and analysis possible in an evaluation;
- An SWE of the UNDS response at country level will be able to examine the extent that pooled funds have contributed to the overall response. The evaluation will further look at programmatic impact of select joint programmes at the country level and the transition of SERP to CF.

In keeping with recent guidance on evaluation criteria from the OECD/DAC and the United Nations Evaluation Group (UNEG), a key focus of the evaluation will be the coherence of the UNDS response to the socio-economic impacts of COVID-19 at national level. This, in turn, means the evaluation will need to address the role of the UNCT in supporting national strategies while

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<sup>3</sup> A key element of the UN framework for responding to the socio-economic impacts of COVID-19 is a commitment by the UNDS to support countries to Build Back Better (BBB) and greener, towards sustainable development and the 2030 Agenda. This involves four specific areas of national and international action to be addressed through the five pillars of the framework (pp. 38-34).

1. Laying the foundation for a fair and sustainable transition to a new social contract
2. Addressing the current unsustainable economic model and its patterns of consumption and production
3. Addressing the linkages between nature and health
4. Investing in social and economic interventions today to build a better post-pandemic future.

ensuring coherence and maintaining strategic focus for the UNCT in the interactions and transitions from SERPS to Cooperation Frameworks.

The evaluation provides an opportunity for the member states (through the SG's report on QCPR implementation) and UN development system to learn lessons and measure progress on the UN development system's response to COVID-19 at the country level.

## **2. Objectives**

The primary objective of the evaluation is to assess progress and provide accountability of the UN development system's contribution to the socio-economic response to COVID-19 at the country level and to learn lessons to accelerate progress towards recovering better and greener and achieving the SDGs. The specific objectives include:

1. Provide an assessment of progress and results in the implementation of the UN Framework on the socio-economic response to COVID-19 as well as medium and longer-term approaches as operationalized through the SERPs and evolving Cooperation Frameworks (CF).
2. Provide an assessment of the contribution of pooled funds to collaborative, coherent programming by the UN Development System and identify operational and funding constraints which may limit their contribution.
3. Present an assessment of the strategic coherence and collective value of UNCTs (including, non-resident agencies) in supporting the socio-economic response to COVID-19.
4. Learn lessons on how the new generation of UN Country Teams can build on the experience of the SERPs and CFs to better work with national governments and partners to progress towards recovering better and greener in line with core values of furthering human rights, gender equality and inclusion during the decade of action to deliver on the Sustainable Development Goals.
5. Learn lessons on how the UN Country Teams can build on the inter-agency and cross sectoral collaboration to overcome constraints and identifying incentive structures for better collaborative results from the SERP/CF implementation in line with the UN Development Reform objectives.

## **3. Scope of the Evaluation**

The programmatic scope of the evaluation will be the SERP at country level and its relationship with CFs, including the transition to new generation CFs.

The primary focus of the evaluation will be the strategic and programmatic orientation of UNCTs as they respond to the call for a coherent socio-economic response to COVID-19 as per the UN Development Reform objectives. The evaluation will not address either the direct health response to COVID-19 or the humanitarian response. The latter is currently being addressed through an Inter-Agency Humanitarian Evaluation.

While the evaluation will take into account results as reported through the UNDS system, it will focus more directly on the extent that the UNDS system has been able to develop and implement strategies and programs which are relevant to national socio-economic needs emerging during and beyond the COVID-19 pandemic, especially during the transition from SERPs to CFs. As a

result of this focus, primary data collection through interviewing at country level will concentrate on gaining the views and experience of national stakeholders engaged in-person or remotely depending on travel limitations and conditions at the time.

The evaluation will cover the period from March 2020 to April 2022 when most SERPs will have transitioned to the new generation CF (given the disruptions caused by the pandemic, it is expected that most country level planning frameworks will have to be adapted, to a greater or lesser degree, to the new normal and this evaluation will encompass this transition). The evaluation is intended to capture lessons on improving the coherence and effectiveness of the overall UNDS contribution to response and recovery.

The evaluation will examine the contribution made by the SERPs to addressing and alleviating the socio-economic impacts of COVID-19 at country level, including deepening understanding of the extent to which the principles of HR, GE and LNOB were operationalized. It will also examine the coherence of the SERPs with special attention to the role played by the COVID-19 MPTF and other joint funds. It will also assess the role of re-purposed funds channelled through UNCT entities at country level to fund elements of the SERPs as well as joint programming which is not funded through the mechanism of Multi-Partner Trust Funds (MPTF).

It will be important for the proposed SWE to engage more fully with key stakeholders outside the UN family than was possible during the early lesson component of this exercise. This will require interviews and other forms of participation by other multilateral organizations, bilateral development partners, national authorities, CSOs. Given its primary focus on strategic and programmatic coherence, the evaluation will also rely on evaluation evidence from secondary sources as well as interviews with organizations representing targeted vulnerable groups at country level to gain their perspective as stakeholders. The evaluation will also situate the SERPs and the UNCT projects and programmes they encompass within the broader set of actions taken by bilateral development partners and International Financial Institutions to support the national socio-economic response to COVID-19.

The design of the evaluation will take into account the UN Development Reform objectives, Funding Compact and the Report of the Secretary General: Review of the functioning of the Resident Coordinator system: rising to the challenge and keeping the promise of the 2030 Agenda and its implication for the UN development system at the country level.

The evaluation will address the following **Areas of Investigation (Aoi)**:

1. The extent that UNCTs have been able, through the SERP and the CF, to achieve or maintain a coherent and sustained UNDS focus on progress toward the achievement of SDGs during the pandemic. This will encompass the effectiveness of the SERPs and CFs in the context of UNDS reform as planning and programming instruments for the UNDS response to the socio-economic impacts of COVID-19.

2. The extent that MPTFs pooled financing have been effective instruments for mobilizing resources and planning and implementing programming that is coherent with the collective socio-economic response of UNCTs within the framework of the SERP and the CF: including their use in support of advocacy and policy engagement and consideration of operational and other constraints of the Funds.

3. The extent that UNCTs, within the framework of the SERP and CF, have developed and implemented coherent strategies and programmes to advance UN core values of human rights, disability inclusion and environmental sustainability. This will include advocating for and supporting national efforts to address climate change, address human rights and ensure especially gender equality, and disability inclusion.

4. The extent that the SERP and CF have contributed to identifying and acting on opportunities for UNCTs to work with national governments and partners to support progress toward the recover better agenda of the UN Framework – including a more equitable and more environmentally sustainable recovery in line with the core values referred to in area of investigation three.

5. The extent of learning by UNCTs (and the UNDS system as a whole) regarding cross-sectoral and inter-agency collaboration as a mechanism to overcome constraints and identify incentive structures which facilitate achieving collaborative results from SERP/CF implementation.

The individual evaluation questions to be addressed under each area of investigation will be elaborated during the inception phase of the evaluation and will take note of the OECD DAC Evaluation criteria.<sup>4</sup> Among the six current OECD/DAC criteria (relevance, coherence, effectiveness, efficiency, impact and sustainability) the evaluation addresses relevance, coherence, effectiveness and sustainability. Most importantly, all evaluation criteria are to be approached through the primary lens of coherence. This is based on the essential role of the SERP and the CF in ensuring a coherent, strategic, effective and sustainable UNDS response to the socio-economic impacts of the COVID-19 pandemic.

The evaluation is designed to be carried out in an ethical way during the current COVID-19 pandemic. UNEG member evaluation offices have produced guidelines for conducting evaluations during COVID-19 and these guidelines will be reflected in the evaluation design (see section 6).<sup>5</sup> Principles applied will include do no harm, the use of UNEG capacities, and exploring hybrid models for field-oriented country case studies in a time when international travel is constrained. In addition, the evaluation will adhere to principles of independence and credibility, not least through management in accordance with the proposal of the SG to setting up the SWE function in his reports on QCPR implementation.

The primary audiences for this evaluation are United Nations member states, the UN Sustainable Development Group member agencies, Resident Coordinators and UNCT entities. The secondary audiences are other multilateral agencies, international financial institutions, and civil society organizations operating globally and at national levels.

#### **4. Methods of Data Collection and Analysis**

The evaluation will rely on the following data collection methods, always with the core focus on the country and the UNCT as the central unit of analysis. Therefore, the evaluation will be guided

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<sup>4</sup> As elaborated by the OECD/DAC Network on Development Evaluation in “Better Criteria for Better Evaluation, Revised Evaluation Criteria and Principles for Use”. November, 2019.

<sup>5</sup> As compiled in *Synthesis of Guidelines for UN Evaluation Under COVID-19*, Office of Internal Oversight Services, Inspection and Evaluation Division, June 2020. Accessible at: <http://www.uneval.org/document/detail/2863>

at country level by the DCO/UNEG Guidelines for the Evaluation of the United Nations Sustainable Development Cooperation Framework.<sup>6</sup>

- A mix of desk-based and field-oriented country case studies focusing on the SERPs (and their inter-action with CFs) and the contribution of pooled funds to covid-19 response and recovery. As already noted, this will include interviews in each country with staff of multilateral organizations, bilateral development partners, national authorities and CSOs.
- Document reviews and key informant interviews at global and regional level building on the interviews and coded responses carried out during the lessons learning and evaluability assessment of the COVID-19 MPTF.
- Quantitative summaries of results reporting and RBM data and indicators as reported in the UN framework.

To avoid duplication available evaluative evidence on the socio-economic response to COVID-19 available from UN agencies will be mapped and a synthesis of relevant evaluative findings will be prepared. This will include a review of evaluations of responses to the socio-economic that can be accessed by the evaluation team during the inception phase of the evaluation. The inception phase will include an accounting of the results of UNDS evaluations with a focus on the socio-economic response to COVID-19 and a plan for synthesizing the findings of these evaluations.

## **5. Country Case Study Sampling**

The *Lessons Learning and Evaluability Assessment of the COVID-19 MPTF* involved seven country case studies (Cambodia, Guatemala, Kosovo, Malawi, Maldives, Moldova and Sao Tome and Principe) chosen as a purposive sample illustrating the operation of the Fund in just over ten percent of its 69 countries of operation. The number of case study countries will be determined during the inception stage of the evaluation based on the resources available and logistical and operational realities. The evaluative evidence gathered in the case countries will be augmented by results data reporting through the monitoring frameworks for the UN framework for an immediate socio-economic response to COVID-19. The case studies will facilitate gathering evidence at country level associated with the UNDS response to COVID-19 in a purposive sample (similar to MPTF Early Lessons Report). Countries will be selected for field-based data collection based on criteria to be elaborated during the inception phase but which may include, for example, different national socio-economic contexts, regional impact of the pandemic, geographic regions, response management and coordination modalities and/or others to be determined.

## **6. Conducting an Evaluation During the COVID-19 Pandemic**

It is essential that the evaluation should be designed and carried out in an ethical way during the current COVID-19 pandemic. The UN OIOS Synthesis of Guidelines for UN Evaluation Under COVID-19 reviewed 11 sets of UN guidelines and classified the results under three headings: Guiding Principles, Work Planning and Evaluation Approaches. Within that grouping some of the guidelines of special relevance to the evaluation include<sup>7</sup>:

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<sup>6</sup> United Nations Development Cooperation Office/United Nations Evaluation Group, *Guidelines for the Evaluation of the United Nations Sustainable Development Cooperation Framework*, September 2021.

<sup>7</sup> *Synthesis of Guidelines for UN Evaluation Under COVID-19*, Office of Internal Oversight Services, Inspection and Evaluation Division, June 2020, page 2

### Guiding Principles:

- Adapt throughout the evaluation
- Do no harm and prioritize safety

### Work Planning

- Access criticality and limitations
- Adjust scope as required
- Develop work plan scenarios

### Evaluation Approaches

- Greater reliance on secondary data
- Development of hybrid data collection models.

The development of the detailed evaluation operational plan during the inception phase will be guided by the guidelines highlighted above, with particular attention to adoptability, flexible work planning and the use of hybrid models where appropriate. Most importantly, the evaluation plan will prioritize the guiding principle of do no harm.

The evaluation will follow the subsidiarity principle call for system-wide evaluation to focus its attention on system-wide aspects that are not sufficiently addressed through other existing UN accountability mechanisms. To this end the system wide evaluation will focus on collective results at the country level and it will not be evaluating results of the programmes of UNCT members which is expected to be covered by the agencies programme evaluations. This is in line with the guidance of the CF evaluation guidelines prepared by UNEG/DCO. Inter-Agency Humanitarian Evaluations will continue to be the mechanism for evaluating the effectiveness of system-wide humanitarian response efforts to major emergencies and will not be duplicated by the system-wide evaluation.

The Inception Phase of the evaluation will include identification of key risks and mitigation measures to address those risks. These would include, for example, the risk of duplication of effort between the evaluation and recently completed or ongoing evaluations by UNDS members regarding the system-wide response. They would also include the effects of the pandemic itself on the ability to conduct data collection at country level. During the Inception Phase of the evaluation, different models for conducting country-case studies under uncertainty and evolving conditions of COVID-19 will be explored, including possibly use of hybrid models of desk and field-based studies. Emphasis will be placed on identifying flexible approaches which can be adjusted as needed to reflect conditions in the case study countries.

## **7. UNEG Role and Ongoing or Newly Commissioned Evaluation Activity**

There is a considerable amount of evaluation activity either ongoing or being launched by UNEG members with a focus on the impacts of COVID-19 and the effectiveness of the UN response under all three pillars of the overall response (Health, Humanitarian and Socio-Economic).

A number of UNEG members are active in the COVID-19 Global Evaluation Coalition. The coalition web-site identifies a wide range of analytical studies or evaluations by UN entities, bilateral development organizations, and multilateral financial institutions either under consideration, being planned or already underway. In addition, the UNEG website compiles the UNEG member efforts in the evaluation of COVID-19 responses. The evaluation will monitor the progress of



evaluations reported in both data bases with a view to using the results, where applicable, as triangulating evidence to test emerging findings.

UNEG members are charged with evaluating their programmes as they contribute to Agenda 2030 and the SDGs. To the extent possible the evaluation will draw on UNEG member evaluations focused on an equitable and sustainable recovery toward the 2030 agenda, especially in countries selected for case studies. UNEG members will be invited to be in the advisory group. Interested UNEG members will be invited to provide agency specific or joint evaluations that can feed into the evidence base.

## 8. Operational Planning and Timelines

The evaluation will be carried out in three phases: inception, data collection, and reporting.

**Inception Phase.** The evaluation team will be recruited in September/October. The inception phase will include interviews with key stakeholders at global and UNCT level aimed at refining the areas of investigation and developing the evaluation questions. This period will also be used to reconstruct a more detailed preliminary ToC based on material presented in Chapter 11 of the Lessons Learning and Evaluability Assessment of the COVID-19 MPTF. The ToC will be refined in discussions and workshops with key stakeholders (DCO and the UNSDG Task Force on COVID-19). This will include drawing on existing results frameworks and intervention logic models prepared for selected SERPs and for the COVID-19 MPTF and related Funds.

In addition, the Inception Phase will involve a document review of SERP related material, including an exploratory review of country level documents for use in both the desk and field-based country case studies. Much of this material has already been gathered and organized into folders during the Lessons Learning and Evaluability Assessment of the COVID-19 MPTF. The result of the Inception Phase will be a detailed operational plan for the evaluation, including a detailed ToC.

The inception phase will also finalize the sample set of desk and field-based case study countries. The feasibility of travel to case study countries will be decided during the inception phase of the evaluation given the evolving nature of the pandemic. The inception report will be finalised by December 2021.

**Data Collection Phase.** As well as the country case studies (which will use on-site and remote data collection methods as required), the data collection phase will require completion of the document review and global level key informant interviews. The results of country case studies will be shared with the relevant UNCTs through the RC and will be finalized before the end of the data collection phase. The evaluation team (and the QA Panel) will meet regularly during the course of data collection and analysis phases to monitor progress and address gaps in the data. The data collection phase will also allow for refining and updating of the theory of change. It will run from January to June 2022

**Analysis and Reporting Phase.** Up to two three-day data consolidation workshops will be held non-virtually in a location central to the team members and the evaluation manager. The location will be chosen with a view to reducing travel costs and ensuring full participation by the team. If meeting in a central location is not possible, a series of shorter on-line working groups sessions will be substituted. An interim report will be prepared in March 2022 in time for inclusion into the SG report to the QCPR (the key elements that will be included in the interim report and final report will be elaborated in the inception report). The draft final report will be submitted by Mid-September 2022.

## 9. Management and Governance

The evaluation will be managed by the Senior Coordinator, System-Wide Evaluation in line with the SG's proposal to the QCPR.

The evaluation will be guided by an Evaluation Reference Group (ERG). The ERG will consider the inception report, the interim report and final report and make recommendations on the quality of analysis and if the products fulfill the terms of reference. The main perspective sought from the ERG concerns the extent that the evaluation fulfills its objectives and provides the strategic and operational perspectives needed to advance the work of UNCTs in responding to the socio-economic effects of COVID-19 and the effective pursuit of the SDGs. The ERG will meet a minimum of four times during the evaluation to guide the evaluation products.

The evaluation will be also supported by two Evaluation Advisory Groups (EAG) from the stakeholders. The evaluation office of UNEG will be invited to be members of the UN Evaluation Group. The donors to the evaluation will form the second Evaluation Advisory Group.

The EAGs will provide comment on the TOR, inception report, interim report and the final report. The EAGs will provide written and oral comments on the draft products and will meet a minimum of four times during the evaluation to discuss the various draft products. The perspective sought from the members of the EAGs concerns the validity of the evaluation methods used and the adequacy of the evidence gathered as well as the quality of the analysis presented in the draft evaluation products. The EAG members (and other evaluation offices) will also provide completed evaluations and other material as evidence for the final report.

A two-person Quality Assurance Panel, composed of experts in evaluation, will provide independent advice to the Senior Coordinator, System-Wide Evaluation and the evaluation team on evaluation methodology, logic of analysis, and UN development reform aspects. The Quality Assurance Panel acts as a continuous advisor for the evaluation. All the evaluation products and case studies are appraised and commented on by the Quality Assurance Panel. The Quality Assurance Panel joins the meetings of the Evaluation Reference Group and Evaluation Advisory Groups.

## **10. The Evaluation Team**

The proposed team consists of 3 consultants (one team leader and two technical experts) who will have complementary expertise in the areas of UN reform, gender, human rights, disability inclusion, and LNOB. The team will be supported by a socio-economic researcher to do the literature review and background work. The consultants will have previously conducted comprehensive multi-sectoral evaluations. The team is expected to be balanced in terms of gender and geographic origin. The team members or their institutions will not have been involved in the design, implementation, or monitoring of the UN response to Covid-19, nor will they have other conflict of interest or bias on the subject.

### **Team Leader**

- Demonstrated experience of socio-economic programming and knowledge of UN development reform processes;
- Strong team leadership and management track record and commitment to delivering timely and high-quality evaluation reports;
- Extensive evaluation expertise (at least 10-15 years) including knowledge of human rights- and gender-responsive methods;
- Experience at team leader of complex, multi-sectoral evaluations involving multi-disciplinary teams

- Familiarity with UN programming, policy and advocacy work, and experience in evaluating multi-sectoral initiatives would be an asset;
- Good interpersonal and communication skills; ability to interact with various stakeholders and to concisely express ideas and concepts in written and oral form;
- Extensive experience in managing multi-disciplinary evaluation teams;
- Language proficiency: Fluency in English is mandatory; good command of French is desirable.

#### Team Members

- Significant experience in evaluation and/or policy research, with background in country programme evaluation, evaluation of gender equality and human rights-based approaches to programming;
- In-depth understanding of the UN system and UN reform, and experience in evaluating multi-sectoral programmes or initiatives;
- Strong conceptualization, analytical, and writing skills and ability to work effectively in a team;
- Hands-on experience in collecting and analysing quantitative and qualitative data;
- Knowledge of the UN's human rights, gender equality and equity agendas and application in evaluation;
- Good communication and people skills; ability to communicate with various stakeholders and to express ideas and concepts concisely and clearly in written and oral form;
- Language proficiency: Fluency in English is mandatory; good command over other UN official language(s) is desirable.

In addition, the evaluation may draw on external subject matter experts to provide limited and precisely defined contextual and thematic inputs, to provide the evaluation with an overview of the dramatically evolving and changing nature of the socio-economic crises associated with new developments in the COVID-19 pandemic, including new variants and issues in the vaccine response.

### **11. Expected Deliverables**

An inception report (max 25 pages): following an initial desk review, which outlines the scope, analytical approach and methods to be applied, and a chapter plan for the final report.

For case study countries, a brief of 4 pages and power point presentation will be prepared to facilitate presentation to UNCT.

One interim report (the scope to be determined during the inception phase) in March 2022

A final report (max 100 pages, including the executive summary and excluding annexes) September 2022.

#### **Acronyms**

**CF**                      Coordination Framework

<b>COVID-19</b>	Coronavirus Disease-2019
<b>CSO</b>	Civil Society Organization
<b>DCO</b>	Development Coordination Office
<b>EAG</b>	Evaluation Advisory Groups
<b>ERG</b>	Evaluation Reference Group
<b>GE</b>	Gender Equality
<b>HR</b>	Human Rights
<b>LNOB</b>	Leave no one behind
<b>MPTF</b>	Multi-Partner Trust Fund
<b>OECD/DAC</b>	Organisation for Economic Cooperation and Development / Development Assistance Committee
<b>QA Panel</b>	Quality Assurance Panel
<b>QCPR</b>	Quadrennial Comprehensive Policy Review
<b>RBM</b>	Results based management
<b>RC</b>	Resident Coordinator
<b>RCO</b>	Resident Coordinator Office
<b>SDG</b>	Sustainable Development Goals
<b>SERP</b>	Socio-Economic Response Plan
<b>SG</b>	UN Secretary General
<b>SWE</b>	System-Wide Evaluation
<b>ToC</b>	Theory of Change
<b>ToR</b>	Terms of Reference
<b>UN OIOS</b>	UN Office of Internal Oversight Services
<b>UNCT</b>	United Nations Country Team
<b>UNDAF</b>	United Nations Development Assistance Framework
<b>UNDS</b>	United Nations Development System
<b>UNEG</b>	United Nations Evaluation Group
<b>UNSDG</b>	UN Sustainable Development Group