Guidelines for Selection of Evaluation Consultants for project evaluations

These guidelines provide (i) an overview of UNEG Norms and Standards relevant to the selection of Evaluation Consultants and (ii) checklists that can be used by project managers to guide the selection process.

UNEG Norms and Standards

The selection of evaluation consultants in UNODC must be guided by the UNEG Norms and Standards listed below.

- **Independence**

Norm 6.3: To avoid conflict of interest and undue pressure, evaluators need to be independent, implying that members of an evaluation team must not have been directly responsible for the policy-setting, design, or overall management of the subject of evaluation, nor expect to be in the near future.
Norm 6.4: Evaluators must have no vested interest and have the full freedom to conduct impartially their evaluative work, without potential negative effects on their career development. They must be able to express their opinion in a free manner.

- **Qualifications and Team Composition**

Standard 3.13: Evaluations should be conducted by well-qualified evaluation teams. The number of evaluators in a given team depends on the size of the evaluation. Multi-faceted evaluations need to be undertaken by multi-disciplinary teams. Evaluators should be selected on the basis of competence, and by means of a transparent process. The members selected must bring different types of expertise and experience to the team. If possible, at least one member of the team should be experienced in the sector or technical areas addressed by the evaluation, or have a sound knowledge of the subject to be evaluated. At least one other should preferably be an evaluation specialist and be experienced in using the specific evaluation methodologies that will be employed for that evaluation. The evaluation team should also possess a broad knowledge and understanding of the major economic and social development issues and problems in the country(ies) where the evaluation is taking place or in similar countries in the region.

Standard 3.14: The composition of evaluation teams should be gender balanced, geographically diverse and include professionals from the countries or regions concerned. Qualified, competent and experienced professional firms or individuals from concerned countries should be involved, whenever possible, in the conduct of evaluations, in order, inter alia, to ensure that national/local knowledge and information is adequately taken into account in evaluations and to support evaluation capacity building in developing countries. […] Members of the evaluation team should also familiarise themselves with the cultural and social values and characteristics of the recipients and intended beneficiaries. In this way, they will be better equipped to understand and respect local customs, beliefs and practices throughout the evaluation work.

Although technical expertise as regards the subject evaluated is important, priority should be given to candidates with evaluation expertise, as carrying out an evaluation requires very specific evaluation skills and techniques. Balance of skills should be ensured in the evaluation team.

Evaluation teams comprising several members should be multicultural with an appropriate gender balance and geographic representation. In alignment with the Paris Declaration on Aid Effectiveness, international expertise should be matched with local expertise.

Checklists

Depending on the size of the evaluation team, Project Managers should use the following **checklists** (A) or (B):

A. The team is composed of **two or more** members (one principal evaluator - national or international - and one or more members, or one principal evaluator - national or international - and another member), the following checklist applies and its criteria are **mandatory:**

For all members:	
a. To hold relevant university degree	
b. To possess experience in conducting evaluations	
c. To demonstrate good English language skills	
For one member of the team at least:	
d. To possess 3 years of professional experience or substantive experience in programme and project evaluation (designing, conducting and leading evaluations; applying qualitative and quantitative evaluation methods)	
e. To hold a minimum of 3 years of professional experience in the technical field relevant to the evaluation (e.g. corruption)	
f. To demonstrate proficiency in English language: both oral communication and report writing skills	
g. Possess knowledge of local language relevant to the evaluation	

B. If the team is composed of a single evaluator, the following checklist applies and its criteria are mandatory:

a. To possess at least 3 years of professional experience in programme and project evaluation (designing, conducting and leading evaluations; applying qualitative and quantitative evaluation methods)	
b. To hold relevant advanced university degree (Master or PhD)	
c. To demonstrate excellent oral communication and report writing skills in English	
d. Possess knowledge of local language relevant to the evaluation	

In order to assess the compliance with the above checklists, the Project Managers should:
- Review CV
- Proceed to interviews
- Prepare a written test: standard evaluation questions and answers for this matter are listed below and they should focus on evaluation methodology to ensure appropriate evaluation expertise
- Request a writing sample, e.g. prior evaluation report.

Please note that prior work experience with the UN will be considered as an asset.

Examples of questions (**strictly reserved for the use of the interviewer** – not to be shared)

1. What is triangulation and how would you use it to assess UNODC's project?
   Standard answer: triangulation is the use of three or more theories, sources or types of information, or types of analysis to verify and substantiate an assessment. By combining multiple data sources, methods, analyses or theories, evaluators seek to overcome the bias that comes from single informants, single methods, single observer or single theory studies. The purpose of triangulation is to enhance reliability of evaluation findings.
   The evaluator answer should list at least three of the following methods to triangulate findings: interviews, questionnaire, observation, documentation review/desk study, group discussion.

2. What requirements must be met to allow assessment of impact?
   Standard answer: To allow assessment of impact, (i) ''before and after data'' must be made available, e.g. baseline and monitoring data should be collected or control groups should be identified; (ii) external factors that have a potential effect on the project's results should be monitored.