**Terms of Reference: Team Leader (International)**

**Country Programme Outcome Evaluation**

**United Nations Development Programme (UNDP), India**

1. **SCOPE OF WORK**

To lead the team and undertake the CPAP outcome evaluation of UNDP India Country Office (CO) – Country Programme Action Plan (CPAP 2013 -17)

1. **LOCATION**

Place of residence of the identified consultant with up to two visits to New Delhi, India. He/She may be also required to travel within India as a part of the evaluation process

1. **TIME FRAME**

Up to 35 working days during the period from August - October 2016

**PLEASE REFER TO ANNEX – 1 FOR THE DETAILED TERMS OF REFERENCE OF THE OUTCOME EVALUATION**

1. **OBJECTIVES**

The objectives of the outcome evaluation are

1. To review and assess the extent to which all the relevant outputs under each of the programme thematic areas contributed to the desired outcomes achieved
2. To identify factors among the initiatives - the approach and strategies that have or have not been successful
3. To assess the effectiveness of UNDP’s work, by identifying concrete evidence of the UNDP contribution to the achievement of the outcomes
4. To assess the continued relevance of UNDP’s contribution in context of the current political social and economic environment in the country
5. To provide key recommendations for the next country programme cycle (2018‐2022)
6. **CONTEXT AND EXPECTED RESPONSIBILITIES**

The UNDP India CO wishes to engage the services of an international consultant to lead a team of 2 national consultants to conduct an outcome evaluation as outlined in the Terms of Reference **(Annex -1)**. The responsibilities of the external evaluation team under the leadership of the team leader will evolve around the following steps

1. **Desk review of all relevant documents and developing an inception report**
2. **Orientation and supervision of the external evaluation team**

 The consultant will be overall responsible to supervise and orient the team with regards to all aspects of the outcome evaluation process, data collection and analysis

1. **Orientation of UNDP CO senior management and staff of the outcome evaluation process**
2. **Data collection**
3. **Analysis and development of the outcome evaluation report**
4. **DELIVERABLES/FINAL PRODUCTS EXPECTED**
	1. Inception report
	2. Draft outcome evaluation report
	3. Final outcome evaluation report
	4. PowerPoint presentation with notes on the outcome evaluation – background, methodology, findings and recommendations
5. **REPORTING AND SUPERVISION**

The consultant directly reports to the Deputy Country Director (DCD), UNDP India, who will serve as the evaluation manager, in close coordination with the country office’s M & E team and is supported by the Business Development Unit (BDU).

1. **EXPERIENCE AND REQUISITES**
2. Master’s degree or equivalent in the related area of work
3. Exceptional communication skills – proficiency in written and oral English is a must
4. Prior experience in leading at least 5 outcome evaluations at the country or regional level for international development organizations. Having undertaken such assignments for UN agencies will be considered an asset
5. Clear knowledge and experience in undertaking complex evaluations of programmes and projects
6. In-depth knowledge of the social economic and cultural context in India
7. Previous experience of working for/partnering with national level development agencies

Proposals are invited from interested individuals to include the following:

1. A covering letter with provides a snapshot of your individual expertise and experience relevant to the terms of reference
2. A detailed curriculum vitae (CV) that demonstrates experience in conducting similar assignments highlighting your capacity to undertake the assignment as per the experience criteria given above
3. Proposed approach, methodology and activities with time lines (Max 2 Page)

**Annex -1**

**UNDP India Country Office**

**Country Programme Evaluation**

**Terms of Reference**

1. **GENERAL INFORMATION**

The Country Programme Action Plan (CPAP 2013-17)[[1]](#footnote-1) between the Government of India (GOI) and UNDP India Country Officer (CO) was signed in March 2013 and with a total value of US$ 261 Million.

The CPAP directly contributes to 4 outcomes across the 4 programme areas of

1. Inclusive growth and poverty reduction
2. Democratic governance
3. Energy and environment - including disaster risk reduction
4. Responsive and accountable Government and civil Society

The focus areas of the UNDP’s India programme are closely aligned with the UNDP Strategic Plan[[2]](#footnote-2) (2014-7) and the 12th Five Year Plan of India[[3]](#footnote-3). The CPAP is currently being implemented through more than 45 projects in partnership with 17 Central Line Ministries, 9 United Nations Development Action Framework (UNDAF) State Governments, and a number of NGOs and other UN agencies.

1. **BACKGROUND**

The CPAP was developed by the UNDP India country office based on a substantial consultative process with the Government of India, community stakeholders, multiple development and institutional partners. The CPAP is aligned to the 12th Five Year Plan of India and its priorities within the global UNDP mandate.

During the implementation period of the CPAP, India as a country has been a witness to some very substantial change in the social political and economic environment which in turn has influenced the UNDP CO programme over the course of its implementation to effectively respond to the emerging priorities and issues of the country.

One of the most significant and influencing events has been in 2014, the decisive victory of the Bharatiya Janata Party (BJP) that formed the new Government. Under the leadership of Prime Minister Narendra Modi India has been playing a larger role in global affairs and in promoting South-South cooperation. It has set a 10 point development agenda for the coming years. The mandate of *maximum governance and minimum Government* has led to some significant changes in the how the country is governed.

A number of important administrative changes have occurred for example, the Planning Commission that prepared five year plans has been replaced with the National Institute For Transforming India (NITI) to foster cooperative federalism; the National Disaster Management Authority is being revamped and the [Empowered Groups of Ministers set up by the previous Government](http://www.thehindu.com/news/modi-abolishes-ministerial-panels/article6070181.ece?homepage=true&utm_source=Most%20Popular&utm_medium=Homepage&utm_campaign=Widget%20Promo) has been abolished with the aim to empower Ministries and foster greater accountability and empowerment.

Four large scale campaigns have been launched: *Clean India Campaign*, to address health and sanitation issues resulting from India having approximately 600 million people who practice open defecation; *Make in India Campaign,* to turn India into a global manufacturing hub; *Financial Inclusion Scheme,* that has resulted in the opening of an impressive 122 million plus new bank accounts; and *Save the Girl Child, Educate the Girl Child campaign*, to tackle India’s dwindling number of girls and improve the enrolment of girls in schools. Key reforms to provide universal health coverage and housing for all are being planned and implemented. Regulations have been initiated to revamp the country’s energy policy and to improve the transport, water and electricity grids. The Government is also committed to identify and build 100 smart cities and introduce a national skilling strategy to provide millions of skilled workers to improve economic growth

To facilitate e-governance and improve ease of doing business,” Digital India” is being implemented which has drawn investment of $67,250 million and is expected to create 2 million jobs. Skill India was launched to equip 400 million people for jobs by 2022, and position India as the human resource capital of the world.

In order to upgrade urban infrastructure, spur investment and economic growth, 3 major urban development initiatives have been launched, including developing smart cities; building 20 million homes; and upgrading infrastructure in 500 towns and cities. The Government increased tax devolution from 32% to 42% of the shareable pool of taxes to States.

On the economic front, GDP grew by more than 5% in 2014 and is expected to be 7.9% in 2016.

With all the positive changes and renewed outlook, India still has some very significant challenges it needs to address urgently. Despite the impressive economic growth India still harbours the maximum number of people living below the poverty line with widespread inequality with regard to economic opportunities, education, sanitation, health services and access to justice. The geographic variance in development between regions and states is also a cause of concern across various sectors that remain unequal. The country has the maximum population group in a prime age group with productive capacity, under pressure to open the markets to increase employment and the availability of skills across sectors. The “make in India” campaign is aiming to do just that, but also requires the conducive environment of doing business with proactive policies and procedures. At the same time, the accelerated development and infrastructure is straining the natural resources available to the country and India is challenged to strike a fine balance between development and protecting the environment simultaneously. The environmental degradation is adversely affecting the country which is now more prone to natural disasters and other climate change related vulnerabilities.

1. **CONTEXT**

UNDP’s India programme responds to the development priorities of the country and is implemented across 4 programme outcome areas namely

1. Inclusive growth and poverty Reduction
2. Democratic governance
3. Energy and environment - including disaster risk reduction
4. Responsive and accountable Government and civil society

Overall there are some 45[[4]](#footnote-4) projects currently running under the four programme outcome areas above.

Similar to the changing background in the country the UNDP country office programme evolved taking into the account two very crucial factors

1. The change in the political and economic landscape, and the emerging priorities of the country
2. The diminishing core programmable resources available with UNDP India to achieve its mandate in the country

UNDP country office in the current cycle has been able to produce some very significant results across the four outcome areas. The Mid Term Review[[5]](#footnote-5) (MTR) undertaken provides evidence towards the progress made. The UNDP India programme has undergone substantial changes to align itself to the changing priorities of the new Government. One, for a billion plus population – small pilots and demonstration projects do not achieve the level of outcome results in proportion to the country needs, which is only possible by programmes with a with a wider geographic reach and addressing diverse populations groups. Second, the Government – central and state requires support to be able to implement large scale development programmes that have far more sustainable results.

The need to reach economies of scale and coupled by the issue of diminishing resources globally and consequentially the UNDP, led to the India country office making some very important changes in its function, structure and strategic approach to remain relevant, sustain and be effective. UNDP India is amidst implementing a business model the Development Support Services (DSS) that provides the opportunity to partner with the Central and State Governments in realising their goals and objective which in turn are aligned to UNDP India’s mandate. In addition, UNDP India mobilises resources from donors in order to directly implement large high result yielding projects which are scalable and sustainable.

In contrary to the regional trends where UNDP is challenged with the lack of resources, the India CO has taken lead to establish itself as a partner in development rather than a traditional donor and provider of technical assistance. The trends for the India CO are increasingly promising whereby the CO is attracting local as well as international resources to support the country towards more sustainable development.

With this context UNDP India would like to undertake an outcome evaluation of its current programme to assess and document UNDP’s contribution to India’s development as well as provide critical evidence to develop the next 5 year country programme cycle 2018-22 for the country.

1. **EVALUATION PURPOSE AND OBJECTIVES**

The objectives of the proposed outcome[[6]](#footnote-6) evaluation are

1. To review and assess the extent to which all the relevant outputs under each of the programme thematic areas contributed to the desired outcomes achieved, and how the achievements will relate to the development of the next country office programme (2018 -22)
2. To identify factors among the initiatives - the approach and strategies that have or have not been successful
3. To assess the effectiveness of UNDP’s contribution, by identifying concrete evidence of the UNDP contribution to the achievement of the outcomes
4. To assess the continued relevance of UNDP work in context with the current political social and economic environment in the country
5. To provide key recommendations for the next country programme cycle (2018‐2022)

The audience for the outcome evaluation reports and results include all stakeholders to the UNDP programme in the country which primarily includes the Government of India, Development Partners, Communities and academic institutes

1. **SCOPE OF WORK**

The CPAP defines 4 broad outcomes and 62 output level indicators. The outcome evaluation will assess the strength of the results chain – Project results to and from the CPAP to UNDAF by reviewing achievements at the outcome level.

The outcome evaluation will assess the quality, quantity and timeliness of progress towards delivering intended results. It will include an assessment of the performance of ongoing and recently completed projects. It will derive the lessons learnt and will utilize host of information avenues such as the annual reports, assessment reports, Mid Term Review Report, Project Evaluations, donor reports and active interaction with various stakeholders to define the progress achieved in meeting the stated outcomes

***Evaluation Criteria***

The exercise will use the standard evaluation criteria for Evaluation of Development Assistance[[7]](#footnote-7) and will answer to the specific queries within the criteria as described below

1. **Relevance:**

Extent to which UNDP’s work suited to respond to the priorities and policies of its programme target groups, recipients and donors as well as the Countries priorities and needs

* Is the programme in line with UNDP’s mandate and national priorities? Was the programme able to respond appropriately and effectively to the changing context and needs
* Does the programme promote UNDPs principles of equality, human rights and development?
* To what extent UNDP’ work is strategic and in line with the development context?
* To assess the appropriateness of UNDP methods of delivery to be able to respond efficiently and effectively
1. **Effectiveness:**

How successful has UNDP been in achieving its intended results or what has been the progress in achieving them

* To what extent have the outputs achieved contributed to the progress towards the intended outcomes?
* What has been the contribution of the stakeholders in the intended achievement of the outcomes
* Is there evidence to suggest that there has been any unintended results either at the output or outcome levels– both positive and negative resulted from UNDP’s interventions?
* Have the activities addressed issues of equality
1. **Efficiency:**

How efficient has UNDP applied its resources (financial as well as human resources) to achieve the targeted development results?

* Have the programme outcomes resulted from economic use of resources
* Have the programme outcomes been timely and of good quality
* How have the various partnerships developed contributed into the achievement of the results
* Was there adequate technical support and appropriate monitoring mechanism in place
* How has the programme addressed and worked towards scaling up activities and services to achieve maximum impact
1. **Sustainability:**

How has the UNDP India CO ensured sustainability in all its activities? What is the likelihood that efforts, services and advocacy will continue to be made available to the beneficiaries in the future after UNDP’s withdrawal?

* What evidence is there to suggest that the outcomes are sustainable
* What has been the strategy to ensure sustainability of outcomes such capacity building or policy direct etc.
* Are the results addressing issues of gender equality, human rights and human development
1. **OUTCOME EVALUATION MANAGEMENT AND TEAMS**

The outcome evaluation process will be overseen and chaired by UNDP and the Department of Economic Affairs (DEA), Ministry of Finance, Government of India in keeping with the design and mandate of the Country Programme Management Board (CPMB)

This outcome evaluation will be a participatory process, involving a wide range of stakeholders. Overall, guidance and oversight for the whole CPAP outcome evaluation will be done by Department of Economics Affairs (DEA) and UNDP. Internally the process is led by the M&E Unit under the oversight of the Deputy Country Director, UNDP India.

The outcome evaluation process will be led by two teams

1. **External outcome evaluation team**

**The outcome evaluation will be undertaken by the external evaluation team consisting of**

* 1 international consultant who will be the overall in charge
* 2 national consultants in the focus areas of the country programme
1. **UNDP country office evaluation team**

**The UNDP CO will work with the external evaluation team and facilitate the process**

* Senior management team
* Unit Heads
* Selected programme/project officers
1. **THE OVERALL PROCESS, MILESTONES AND METHODOLOGIES**

The overall process of the outcome evaluation will be defined by the following milestones:

1. Selection and recruitment of the evaluation team (1 senior international and 2 national consultants), and setting up of the internal evaluation teams, oversight mechanisms and support structures for the process.
2. Design of the outcome evaluation framework, time lines, methodology, data collection and reporting structure outlined in the evaluation inception report
3. Conduct of the evaluation from September - October 2016
4. Submission of the outcome evaluation report

The external evaluation team will be responsible for developing the methodology and mutually agreed time lines with the UNDP India CO. The outcome evaluation will base its analysis to the extent possible on using a mix method of primary and secondary data. The primary data will be collected from meetings, discussion and workshops with defined stakeholders. The secondary data will include desk reviews of existing materials such as completed programme/project evaluations, project reviews, studies, assessments as well as consultations with stakeholders.

The external evaluation team will be responsible for the following

1. **Desk review of all relevant documents and developing an inception report**

An in-depth review of the all the relevant documents to include the UNDAF, CPAP and CPD etc. the external evaluation team will develop an inception report the clearly outlines the evaluation process

1. Evaluation purpose and scope—A clear statement of the objectives of the evaluation and the main aspects or elements of the initiative to be examined.
2. Evaluation criteria and questions—The criteria and questions that the evaluation will use to assess performance and rationale.
3. Evaluation methodology—A description of data collection methods and data sources to be employed, including the rationale for their selection (how they will inform the evaluation) and their limitations; data collection tools, instruments and protocols and discussion of reliability and validity for the evaluation; and the sampling plan.
4. Evaluation matrix—That identifies the key evaluation questions and how they will be answered by the methods selected
5. A revised schedule of key milestones, deliverables and responsibilities.
6. Detailed resource requirements tied to evaluation activities and deliverables
7. Detailed work plan and implementation time lines
8. Quality assurance mechanisms
9. Analysis plan
10. Broad report structure expected at the end of the exercise
11. **Orientation of UNDP CO of the outcome evaluation process**

Based on the methodology defined the external evaluation team will undertake a workshop with the UNDP CO internal evaluation team outlining the process, requirements, quality assurance procedures as well as the time lines.

1. **Data Collection – I review of relevant information**

The external evaluation team will be expected to

1. Develop detailed guidance notes and information collection formats/checklist in close collaboration with the UNDP programme team
2. Review all relevant documents provided by the UNDP CO pertaining to the programme and projects such as UNDAF, CPAP, project documents, annual work plans, quarterly and annual progress reports, evaluation and assessment reports, minutes of meetings such as the CPMB, project steering committees meeting reports and midterm review report etc.
3. Review all documents and information provided internally by UNDP CO and analyzed taking into account different aspects of program design, implementation, monitoring and results achieved with emphasis on cross cutting issues and knowledge management
4. Provide a brief analysis of their observations
5. Develop the check list for the proposed areas of query to undertake active data collection from identified stakeholders
6. **Data Collection - II**

In accordance to the methodology, analysis plan and desk review as outlined in the inception report – the external evaluation team will

1. Identify stakeholders for data collection in consultation with UNDP to include programme managers, select key Government stakeholders, civil society, beneficiaries, donors and other relevant partners
2. Finalize the check list with identified areas of query
3. Undertake **in-depth interviews** with external stakeholders in the Government, civil society and/or other relevant partners
4. Undertake field visits to a few sights that will be identified and facilitated by UNDP
5. **Analysis and Development of the Report**

Upon completion of the desk review and data collection the external evaluation team will analyze all information and develop a draft report for the UNDP India CO. The draft report including the recommendations will be shared with staff and management for their feedback and inputs.

Following the revision of the draft report - a workshop will be organized - facilitated by the external evaluation team - to share, validate and improve the internal programme review results with internal and external stakeholders. The outcome of this workshop will also be incorporated in the final report for the evaluation, which will be ready by 31st October 2016. **Annex – 2 provides guidelines on the final structure of the report expected**

1. **TIME LINES**

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
|  | Activity | July | August | September | October |
|  | Identification of International Team Leader | X |  |  |  |
|  | Identification of National Consultants | X |  |  |  |
|  | Inception Report |  | X |  |  |
|  | Finalization of the Methodology and Time Lines |  | X |  |  |
|  | Desk Review |  | X |  |  |
|  | Orientation of CO Staff |  |  | X |  |
|  | Data Collection |  |  | X | X |
|  | Analysis |  |  |  | X |
|  | Final Report |  |  |  | X |

1. **EVALUATION ETHICS**

Evaluations in UNDP will be conducted in accordance with the principles outlined in the UNEG ‘Ethical Guidelines for Evaluation’, and must follow the procedures to safeguard the rights and confidentiality of information providers, for example: measures to ensure compliance with legal codes governing areas such as provisions to collect and report data, particularly permissions needed to interview or obtain information about children and young people; provisions to store and maintain security of collected information; and protocols to ensure anonymity and confidentiality.

1. **FINAL DELIVERABLES**

At the end of the outcome evaluation the final deliverables that are expected

1. Final inception report with evaluation framework, plan, data collection tools, analysis plan and broad structure of the report
2. Draft evaluation report for review
3. Final evaluation report in Microsoft word format
4. Power point presentation highlighting the outcome evaluation approach, results and recommendations

**Annex 2**

**Evaluation Report Template and Quality Standards**

This **evaluation report template** is intended to serve as a guide for preparing meaningful, useful and credible evaluation reports that meet quality standards. It does not prescribe a definitive section-by-section format that all evaluation reports should follow. Rather, it suggests the content that should be included in a quality evaluation report. The descriptions that follow are derived from the UNEG ‘Standards for Evaluation in the UN System’ and ‘Ethical Standards for Evaluations

The evaluation report should be complete and logically organized. It should be written clearly and understandable to the intended audience. In a country context, the report should be translated into local languages whenever possible. The report should also include the following:

**Title and opening pages—**should provide the following basic information:

* Name of the evaluation intervention
* Time frame of the evaluation and date of the report
* Countries of the evaluation intervention
* Names and organizations of evaluators
* Name of the organization commissioning the evaluation
* Acknowledgements

**Table of contents—**Should always include boxes, figures, tables and annexes with page references.

**List of acronyms and abbreviations**

**Executive summary—**A stand-alone section of two to three pages that should:

* Briefly describe the intervention (the project(s), programme(s), policies or other interventions) that was evaluated.
* Explain the purpose and objectives of the evaluation, including the audience for the evaluation and the intended uses.
* Describe key aspect of the evaluation approach and methods.
* Summarize principle findings, conclusions, and recommendations.

**Introduction—**Should:

* Explain why the evaluation was conducted (the purpose), why the intervention is being evaluated at this point in time, and why it addressed the questions it did.
* Identify the primary audience or users of the evaluation, what they wanted to learn from the evaluation and why, and how they are expected to use the evaluation results.
* Identify the intervention (the project(s) programme(s), policies or other interventions) that was evaluated—see upcoming section on intervention.
* Acquaint the reader with the structure and contents of the report and how the information contained in the report will meet the purposes of the evaluation and satisfy the information needs of the report’s intended users.

**Description of the intervention—**provides the basis for report users to understand the logic and assess the merits of the evaluation methodology and understand the applicability of the evaluation results. The description needs to provide sufficient detail for the report user to derive meaning from the evaluation. The description should:

* Describe what is being evaluated, who seeks to benefit, and the problem or issue it seeks to address.
* Explain the expected results map or results framework, implementation strategies, and the key assumptions underlying the strategy.
* Link the intervention to national priorities, UNDAF priorities, corporate multi- year funding frameworks or strategic plan goals, or other programme or country specific plans and goals.
* Identify the phase in the implementation of the intervention and any significant changes (e.g., plans, strategies, logical frameworks) that have occurred over time, and explain the implications of those changes for the evaluation.
* Identify and describe the key partners involved in the implementation and their roles.
* Describe the scale of the intervention, such as the number of components (e.g., phases of a project) and the size of the target population for each component.
* Indicate the total resources, including human resources and budgets.
* Describe the context of the social, political, economic and institutional factors, and the geographical landscape within which the intervention operates and explain the effects (challenges and opportunities) those factors present for its implementation and outcomes.
* Point out design weaknesses (e.g., intervention logic) or other implementation constraints (e.g., resource limitations).

**Evaluation scope and objectives—**The report should provide a clear explanation of the evaluation’s scope, primary objectives and main questions.

* Evaluation scope—The report should define the parameters of the evaluation, for example, the time period, the segments of the target population included, the geographic area included, and which components, outputs or outcomes were and were not assessed.
* Evaluation objectives—The report should spell out the types of decisions evaluation users will make, the issues they will need to consider in making those decisions, and what the evaluation will need to achieve to contribute to those decisions.
* Evaluation criteria—The report should define the evaluation criteria or performance standards used. The report should explain the rationale for selecting the particular criteria used in the evaluation.
* Evaluation questions—Evaluation questions define the information that the evaluation will generate. The report should detail the main evaluation questions addressed by the evaluation and explain how the answers to these questions address the information needs of users.

**Evaluation approach and method—**The evaluation report should describe in detail the selected methodological approaches, methods and analysis; the rationale for their selection; and how, within the constraints of time and money, the approaches and methods employed yielded data that helped answer the evaluation questions and achieved the evaluation purposes. The description should help the report users judge the merits of the methods used in the evaluation and the credibility of the findings, conclusions and recommendations. The description on methodology should include discussion of each of the following:

* Data sources—The sources of information (documents reviewed and stakeholders), the rationale for their selection and how the information obtained addressed the evaluation questions.
* Sample and sampling frame—If a sample was used: the sample size and characteristics; the sample selection criteria (e.g., single women, under 45); the process for selecting the sample (e.g., random, purposive); if applicable, how comparison and treatment groups were assigned; and the extent to which the sample is representative of the entire target population, including discussion of the limitations of the sample for generalizing results.
* Data collection procedures and instruments—Methods or procedures used to collect data, including discussion of data collection instruments (e.g., interview protocols), their appropriateness for the data source and evidence of their reliability and validity.
* Stakeholder engagement—Stakeholders’ engagement in the evaluation and how the level of involvement contributed to the credibility of the evaluation and the results.
* Ethical considerations—The measures taken to protect the rights and confidentiality of informants (see UNEG ‘Ethical Guidelines for Evaluators’ for more information).70
* Background information on evaluators—The composition of the evaluation team, the background and skills of team members and the appropriateness of the technical skill mix, gender balance and geographical representation for the evaluation.
* Major limitations of the methodology—Major limitations of the methodology should be identified and openly discussed as to their implications for evaluation, as well as steps taken to mitigate those limitations.

**Data analysis—**The report should describe the procedures used to analyse the data collected to answer the evaluation questions. It should detail the various steps and stages of analysis that were carried out, including the steps to confirm the accuracy of data and the results. The report also should discuss the appropriateness of the analysis to the evaluation questions. Potential weaknesses in the data analysis and gaps or limitations of the data should be discussed, including their possible influence on the way findings may be interpreted and conclusions drawn.

**Findings and conclusions—**The report should present the evaluation findings based on the analysis and conclusions drawn from the findings.

* Findings—Should be presented as statements of fact that are based on analysis of the data. They should be structured around the evaluation criteria and questions so that report users can readily make the connection between what was asked and what was found. Variances between planned and actual results should be explained, as well as factors affecting the achievement of intended results. Assumptions or risks in the project or programme design that subsequently affected implementa- tion should be discussed.
* Conclusions—Should be comprehensive and balanced, and highlight the strengths, weaknesses and outcomes of the intervention. They should be well substantiated by the evidence and logically connected to evaluation findings. They should respond to key evaluation questions and provide insights into the identification of and/or solutions to important problems or issues pertinent to the decision making of intended users.

**Recommendations—**The report should provide practical, feasible recommendations directed to the intended users of the report about what actions to take or decisions to make. The recommendations should be specifically supported by the evidence and linked to the findings and conclusions around key questions addressed by the evaluation. They should address sustainability of the initiative and comment on the adequacy of the project exit strategy, if applicable.

**Lessons learned—**As appropriate, the report should include discussion of lessons learned from the evaluation, that is, new knowledge gained from the particular circumstance (intervention, context outcomes, even about evaluation methods) that are applicable to a similar context. Lessons should be concise and based on specific evidence presented in the report.

**Report annexes—**Suggested annexes should include the following to provide the report user with supplemental background and methodological details that enhance the credibility of the report:

* ToR for the evaluation
* Additional methodology-related documentation, such as the evaluation matrix and data collection instruments (questionnaires, interview guides, observation protocols, etc.) as appropriate
* List of individuals or groups interviewed or consulted and sites visited
* List of supporting documents reviewed
* Project or programme results map or results framework
* Summary tables of findings, such as tables displaying progress towards outputs, targets, and goals relative to established indicators
* Short biographies of the evaluators and justification of team composition
* Code of conduct signed by evaluators
1. UNDP India CPAP 2013-17 <http://www.in.undp.org/content/india/en/home/presscenter/pressreleases/2013/03/01/undp-and-government-of-india-pledge-to-a-new-country-programme-a.html> [↑](#footnote-ref-1)
2. UNDP Strategic Plan 2014 – 17 <http://www.undp.org/content/undp/en/home/librarypage/corporate/Changing_with_the_World_UNDP_Strategic_Plan_2014_17.html> [↑](#footnote-ref-2)
3. 12th Five Plan – India <https://www.google.co.in/url?sa=t&rct=j&q=&esrc=s&source=web&cd=3&cad=rja&uact=8&ved=0ahUKEwjrzuDx0YjNAhXDMI8KHY7EBNYQFggrMAI&url=http%3A%2F%2Fplanningcommission.gov.in%2Fplans%2Fplanrel%2F12thplan%2Fpdf%2F12fyp_vol2.pdf&usg=AFQjCNHlaJGutDImjWHI7jmKSxMUfgR2lA&sig2=syIh1NIuB4RZaIoGCcarQQ&bvm=bv.123664746,d.c2I> [↑](#footnote-ref-3)
4. <http://www.in.undp.org/content/india/en/home/operations/projects/overview.html> [↑](#footnote-ref-4)
5. UNDP India CO CPAP 2013-17 Mid Term Review Report <http://www.in.undp.org/content/india/en/home/library/poverty/mtr.html> [↑](#footnote-ref-5)
6. Outcome is a short to medium term change in development situation while output is an immediate development result(s) that can be closely attributed to the project and non‐project activities. Outcomes are intended development results created through the delivery of outputs and contributions of various partners within a period of time. See P.55‐59 of the UNDP Handbook on planning, monitoring and evaluating for development results, UNDP 2009 [↑](#footnote-ref-6)
7. UNDPs handbook on planning, monitoring and evaluating results <http://web.undp.org/evaluation/guidance.shtml#handbook> [↑](#footnote-ref-7)