



**Duty station:** Home-based with mission to Angola

**Duration:** 30 days

**Type of contract:** IC

**Language required:** English and Portuguese

APPLICATION DEADLINE: 20 JUNE 2017

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## **1. BACKGROUND**

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According to the Evaluation Plan of UNDP Angola for 2017, an outcome evaluation is to be conducted to assess the impact of UNDP's development assistance in the Practice Area of Environment and Disaster Risk Reduction, specifically UNPAF Outcome No. 4 (Partnership Framework between the Government of Angola and the United Nations System (UNPAF) 2015-2019; Country Programme Document for Angola 2015-2019 (CPD) and Country Programme Action Plan 2015-2019:

“By 2019, the environmental sustainability is strengthened through the improvement of management of energy, natural resources, access to green technology, climate change strategies, conservation of biodiversity, and systems and plans to reduce disasters and risks (AGO\_OUTCOME63).

This Outcome is aligned with SP Outcome 5: Countries are able to reduce the likelihood of conflict and lower the risk of natural disasters, including from climate change”. Also, related to SP Outcome 5, this outcome is contributing to Strategic Plan Results (IIRF) through the Outputs: Output 5.1: Mechanisms in place to assess natural and man-made risks at national and sub-national levels; Output 5.2: Effective institutional, legislative and policy frameworks in place to enhance the implementation of disaster and climate risk management measures at national and sub-national levels; Output 5.4: Preparedness systems in place to effectively address the consequences of and response to natural hazards (e.g. geo-physical and climate related) and man-made crisis at all levels of government and community.

Under this Outcome, UNDP supports the Government of Angola in achieving the following Indicative Country Programme Outputs: 4.1) Legal and regulatory frameworks and institutions enabled to ensure the conservation, sustainable use, access to and benefit-sharing of environmental resources in line with international conventions and national legislation; and 4.2) Preparedness systems in place to effectively address the consequences of and response to risks posed by natural and man-made disasters at all levels of government and community (Country Programme Document for Angola 2015-19). More specifically, UNDP is helping the Government of Angola in the implementation of a portfolio of projects and actions that have the objective of increasing environmental sustainability, with focus on biodiversity conservation, climate change mitigation and adaptation, and reducing the vulnerability of the country and its communities to disasters including flooding and drought. To achieve this, UNDP is working with the Government at several levels to develop and implement policies and programs in the areas of environmental sustainability and disaster risk reduction, with focus on the Ministry of the Environment and the Ministry of the Interior, respectively, as well as a range of other Ministries.

Within this context, the Outcome Evaluation should show what has been and what has not been achieved, what the reasons for success or underperformance are and what improvements could be recommended for use in the next round of programmatic activities. The role of UNDP in assisting Angola in its development agenda, also in the context of the Sustainable Development Goals and the imminent graduation of the country from Least Developed Country to Medium-Income Country, should be particularly attenuated.

The outcome evaluation is conducted in 2017 for the programming cycle 2015-19 with a view to applying any lessons learned in the remaining two years of the program.

## **2. BRIEF NATIONAL CONTEXT**

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UNDP's cooperation with the Government of Angola is based on the National Development Plan (2013-17) and other key policy documents that are listed in Annex D of this Term of Reference.

Angola has been in peace since 2002 when its long civil war ended. The economy of the country is highly dependent on the production and export of mineral oil, of which it is one of the largest producers in Africa. While oil revenues have raised the per capita income of Angola sufficiently for the country to qualify for graduation by 2022 from Least Developed Country to Middle-Income Country, poverty is still widespread both in rural and urban populations. The current oil price crisis has severely affected the country's economy and has motivated a strong move towards economic diversification, including through promoting commercial agriculture, forestry and tourism.

Angola's wide range of ecosystems, with tropical rainforest in Cabinda Province in the north to desert in Iona National Park in the southeast, offers important opportunities for conservation but also challenges. Much of the infrastructure of the protected areas network has been destroyed in the civil war and is only gradually being rebuilt. Wildlife populations almost everywhere in the country have suffered from indiscriminate hunting during the civil war. Formerly an important producer of agricultural exports including coffee and cotton, Angola's commercial agriculture sector has largely collapsed, while fishing in the cold Benguela stream along the coast remains an important source of revenue for coastal communities. Especially the south is highly vulnerable to natural disasters such as drought, while parts of the south and the coastal regions are subject to periodic flooding.

The UNDP Country Office has emerged as a 'partner of choice' in supporting the Government in many of its development priorities, and especially in the areas of biodiversity conservation, climate change, and disaster risk reduction. This is evident from the recent growth of the environment portfolio (currently implementing five full-size GEF and EU funded projects totalling over US\$ 20 million) and its close partnership with the Government in the development and implementation of disaster mitigation policies. The Government has recently formally requested UNDP's support in new areas including accessing funding from the Green Climate Fund (GCF) and the expansion of its renewable energy portfolio.

The aftermath of the severe drought that hit the country beginning in 2012 continued to impact 6 Southern provinces, especially Cunene, Huila and Namibe in 2016. Of 1.2 million people directly affected by the El Niño-induced drought, 1.1 million were found in the 3 provinces. The drought-affected provinces developed respective response plans based on the Provincial Contingency Plans prepared with the support of the UNDP in 2015, and their implementation was assisted by the GoA and UN's emergency response action along with the coordination and information management support provided by UNDP/RCO throughout 2016.

By utilizing disaster recovery planning capacity built from 2015 to 2016 with support of Japan and the UNDP, in 2016 the GoA effectively led the 2012-2016 Droughts Post-Disaster Needs Assessment (PDNA) in the 3 provinces in partnership with the UN, the EU and the World Bank to facilitate a critical transition from emergency to development. Based on the PDNA results, in June/July 2017 the GoA plans to develop a Disaster Recovery Framework (DRF) and a programme for resilient recovery, in particular for the operationalization of a dedicated Resilience Fund to support the drought-affected people in need of income diversification, livelihood support beyond agriculture, basic services, and small infrastructure development. The operationalization of the Resilience Fund is planned by the Angolan government in the SADC Regional Humanitarian Appeal that was launched in June 2016.

In the area of decentralized contingency planning for enhanced preparedness and response, in the framework established by the National Plan for Preparedness, Contingency, Response, and Recovery 2015-2017, from 2015 to 2016, 8 provinces were assisted by the UNDP in developing their contingency plans. The provincial contingency plans, comprising preparedness and response plans, established frameworks, leading the provincial governments to allocate budgets and facilitate disaster preparedness and response at local level. 8 provinces equipped with contingency plans include Cunene, Huila, Namibe, Cuanza Norte, Uige, Luanda, Malanje, and Benguela. In anticipation of La Nina-induced floods, in February 2017 the UNDP has assisted the Cunene province with a flood response simulation exercise to test and improve its contingency planning and response standard operating procedures (SOPs) in close collaboration with other UN agencies.

Furthermore, a process to develop the national risk knowledge system in Angola started in 2016 by the launching of the National Disaster Loss Database – DesInventar. The DesInventar was launched by the GoA in April 2016 with the support of the EU and the UNISDR/UNDP to build an evidence base for risk-informed policy and development planning decisions internally, but also reporting internationally against the targets set in the Sendai Framework on Disaster Risk Reduction (DRR) 2015-2030 and the Sustainable Development Goals (SDG). Angola's database was validated and published online for public use in May 2017 prior to the Global Platform for DRR in Mexico. The Sendai Framework for DRR, adopted in March 2015, is a holistic approach to ensure that disaster risk reduction is integrated into all public policy including health, education, transportation, agriculture, investment and development. Tracking of disaster losses and other technical analysis will help Angola to create the country's risk and vulnerability profiles, and to identify cost-effective and evidence-based policy and financial options to reduce the country's disaster and climate risk in the coming years.

The Strategic Plan for Prevention and Disaster Risk Reduction (DRR) 2015-2017 developed with the UN support was launched in 2016 to advance mainstreaming Disaster Risk Reduction (DRR) and Climate Change Adaptation (CCA) into sectorial works across relevant ministries. As envisaged by the plan, the GoA established 4 thematic groups of relevant sectorial ministries around the 4 Priorities for Action established in the Sendai Framework for DRR. GoA staff have been trained by the UN to roll out the national training programme on the Mainstreaming DRR into Sustainable Local Development Planning in Angola in 2017.

Since Angola is currently at a cross-road of its development through the drive to diversify its economy and the graduation to middle income country, the demands on UNDP in terms of climate resilient development, natural resource based development including tourism, sustainable energy access, and effective and inclusive strategies to avoid and respond to natural disaster risks are likely to increase. An independent analysis will help UNDP to utilize its available resources and capacities more effectively and efficiently in the remainder of the programming cycle and the process of developing the work program for the subsequent cycle.

### 3. EVALUATION PURPOSE

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The overall objective of the outcome evaluation will be to assess how UNDP’s environment and disaster risk program results have contributed and are contributing to sustainable development in Angola. The purpose of the proposed evaluation is to measure UNDP’s contribution to the outcome outlined above with a view to fine-tune the current UNDP environment and disaster risk programs for the current and future programming cycles.

### 4. EVALUATION SCOPE

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The evaluation will cover UNDP outcome 4 (Table 1) for the current CPAP/UNPAF period 2015-2019. This outcome evaluation will assess progress towards the outcome, the factors affecting the outcome, key UNDP contributions to outcomes and assess the partnership strategy. The evaluation will also assess the internal alignment of the projects within the portfolio, with other parts of the UNDP country program.

Table 1

<b>Outcome 4:</b> By 2019, the environmental sustainability is strengthened through the improvement of management of energy, natural resources, access to green technology, climate change strategies, conservation of biodiversity, and systems and plans to reduce disasters and risks (AGO_OUTCOME63).	
Projects to be evaluated under the Outcome	
Output 4.1: Legal and regulatory frameworks and institutions enabled to ensure the conservation, sustainable use, access to and benefit-sharing of environmental resources in line with international conventions and national legislation	
1.	Conservation Biodiversity Iona National Park
2.	Expansion & Strengthening Angola Protect Areas System
3.	Promotion of Sustainable Charcoal in Angola
4.	Climate-resilience Angola’s Cuvelai River Basin
5.	Address Urgent Coastal Adapt Needs & Capacit Gaps Angola
6.	Support to Climate Change (including New National Climate Change Strategy)
7.	Support to Sustainable Energy for All Initiative
8.	Environment Strategic Programme
9.	Support to the Cubango-Okavango River Basin Strategic Action
10.	Hydrochlorofluorocarbon (HCFC) Management Plan for Angola
Output 4.2: Preparedness systems in place to effectively address the consequences of and response to risks posed by natural and man-made disasters at all levels of government and community	
11.	Preparedness for Resilient Recovery
12.	Strengthening Capacities for Disaster Risk Reduction and Resilience Building
13.	Promoting Angolan Women’s Empowerment Through CSOs

**Outcome status:** Determine whether there has been progress made towards achieving the targets in Outcome 4 and identify the challenges to the attainment thereof. Identify innovative approaches and capacities developed through UNDP assistance. Assess the relevance of UNDP outputs to the Outcome.

**Underlying factors:** Analyze the underlying factors beyond UNDP’s control that influenced the Outcome. Distinguish the substantive design issues from the key implementation and/or management capacities and issues including the

relevance and nature of outputs, degree of stakeholders' and partners' involvement in the completion of outputs, and implementation strategies employed by the projects and UNDP.

**Strategic Positioning of UNDP:** Examine the distinctive characteristics and features of UNDP's environment and disaster risk programs and how they have shaped UNDP's relevance as a reliable partner. UNDP's position will be analyzed in terms of communication, i.e. how UNDP articulates the need for its presence in the country, how UNDP meets partner needs by offering specific, tailored services to these partners, how UNDP mobilizes resources for the benefit of the partners. A specific attention should be given to the UNDP's comparative advantages over other development organizations in Angola.

**Partnership strategy:** Ascertain whether UNDP's partnership strategy has been appropriate and effective. Specific attention should be given to how new partnerships were formed, level of stakeholders' participation and efficiency of the partnerships. Examine the partnership among the UN Agencies and other donor organizations in the relevant field. The Evaluation will also aim at validating the appropriateness and relevance of the Outcome to the country needs, hence enhancing development effectiveness and/or decision making on UNDP future role in environment and disaster risk management.

**Lessons learnt:** Identify lessons learnt, best practices and related innovative ideas and approaches in relation to the management and implementation of activities. Lessons learnt is the critical aspect of the Outcome Evaluation as it will be used to design a better implementation strategy for the programmatic cycle.

The consultants will pay particular attention to the following:

**a) Relevance**

- Extent to which UNDP support is relevant to Angola's current economic diversification objectives, Sustainable Development Goals, and Graduation process, as well as its sectoral programs of relevant line ministries
- Relevance of program and project design in addressing the identified priority needs in CPAP 2015-2019
- Extent of the progress towards the achievement of the targets in the Outcome
- Extent of UNDP's contribution to mainstreaming the Outcome's targets in the national programs.

**b) Efficiency**

- How much time, resources and effort it takes to manage the portfolio, what could be improved and how UNDP practices, policies, decisions, constraints and capabilities affect the performance of the Portfolio
- Roles, engagement and coordination among the stakeholders
- Synergies and leveraging with other programs and development agencies in Angola
- Extent of synergies among UNCT programming and implementation.

**c) Effectiveness, results and sustainability**

- Extent of UNDP's effectiveness in producing results aligned with CPAP
- Extent of UNDP achievement in national partners' capacity development, advocacy on environmental including climate change issues and issues related to disaster risk reduction
- Contributing factors and impediments and extent of the UNDP contribution to the achievement of the outcomes through related project outputs
- Extent of UNDP partnership with civil society and local communities to promote environmental and disaster risk awareness in Angola.

#### **d) Sustainability**

- Extent to which UNDP established mechanisms ensure sustainability of the policymaking interventions
- Extent of the viability and effectiveness of partnership strategies in relation to the achievement of the outcomes
- Effective use of the portfolio to support appropriate central and local authorities, local communities and civil society in the environment and disaster risk related agendas with a long term perspective
- Possible areas of partnerships with other national institutions, NGOs, UN Agencies, private sector and development partners.

Based on the above analysis, provide recommendations on how UNDP should adjust its partnership arrangements, resource mobilization strategies, working methods and/or management structures to ensure that the environment and disaster risk related portfolio fully achieves its outcomes in the current programming period (2015-2019).

### **5. METHOTOLOGY**

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The Outcome Evaluation will involve all relevant stakeholders including but not limited to the UN, the governmental institutions, CSOs, private sector, multilateral and bilateral donors, and beneficiaries.

An Outcome Evaluator will undertake a number of field visits to selected project sites and will convene briefing sessions with the UN and Government officials, as well as with donors and partners. All relevant data should be disaggregated (by sex, age and location) where possible.

Based on the objectives mentioned above, the Outcome Evaluator will propose a methodology and plan for the assignment that will be approved by UNDP senior management. It is recommended that the methodology should take into account the following:

#### **3.1. Desk Review**

- a) Study National Development Plan (NDP) 2013-17 and other relevant government strategies, policies and interventions (to be provided by UNDP) to understand the country context.
- b) Study UNDAF and the CPD/CPAP for a description of the intended outcome, the baseline for the outcome and the indicators and benchmarks used. Obtain information from the country office gathered through monitoring and reporting on the outcome. This will help to define whether change has taken place.
- c) Validate information about the status of the outcome from contextual sources such as project evaluation reports. To do this, the consultant may use interviews or questionnaires during the evaluation that seek key respondents' perceptions on a number of issues, including their perception of whether an outcome has changed.
- d) Base the evaluation on a review of relevant analytical documents, including the UN progress reports. The current status of and degree of change in the outcomes shall be assessed against the baselines for the outcome and the indicators and benchmarks used in relation to UNDAF, CPD and CPAP, relevant project/program documents, progress and monitoring reports of projects/programs, contextual information from partners.
- e) Study all relevant project reports, with a particular focus. The project reports include the annual reports, respective project documents, Terminal and Mid Term evaluation reports, Annual Progress Report (APR)/Project Implementation Report (PIR). In addition, the evaluator could review project budget revisions, progress

reports, project files, national strategic and legal documents, and any other materials that the evaluator considers useful for this evidence-based assessment.

- f) Undertake a constructive analysis of the outcome formulation itself (and the associated indicators). This is integral to the scope of outcome evaluation. The consultant can and should make recommendations on how the outcome statement can be improved in terms of conceptual clarity, credibility of association with UNDP operations and prospects for gathering of evidence.
- g) Conduct interviews with key informants including gathering the information on what the partners have achieved with regard to the outcome and what strategies they have used including focus group discussions.
- h) Undertake field visits to selected sites, meet with all relevant UNDP staff and the Government officials, donors and partners.

### **3.2. Primary Data collection**

Data will be mainly collected from the existing information sources through a desk review that will include the comprehensive desk review and analysis of relevant documents, information, data/statistics, triangulation of different studies etc. This phase will be comprised of:

- Interviews with all Key Informants and Players
- Questionnaires where appropriate
- Field Visits to project sites and partner institutions where appropriate

### **3.3. Key Stakeholders**

The evaluator will meet the following main development actors involved in the implementation of the Outcome 4:

- UNDP Angola
- Ministry for Environment
- Ministry of the Interior
- Ministry of Planning
- Ministry of Family and Women's Affairs
- Development partners: EU, JICA, AfDB.
- National universities
- Non-governmental organizations
- CSOs

## **6. OUTPUTS DELIVERABLES OF THE EVALUATION**

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The Outcome Evaluator is expected to deliver the following:

- Initial Work Plan
- Evaluation Inception Report
- Draft Outcome Evaluation Report
- Final Outcome Evaluation Report

Deliverable	Content	Timing	Responsibilities
<b>Initial Work Plan</b>	Proposed schedule of evaluation mission's tasks, activities and deliverables	To be submitted with expression of interest	Outcome Evaluator to address the UNDP's comments  UNDP CO to accept the Initial Work Plan if satisfied with the quality of deliverable.
<b>Evaluation Inception Report</b>	Should be prepared by the evaluator before going into the full-fledged data collection exercise (proposed methods, proposed sources of data, schedule of work)	Beginning of evaluation mission	Outcome Evaluator to address the UNDP's comments  UNDP CO to accept the Evaluation Inception Report if satisfied with the quality of deliverable.
<b>Draft Evaluation Report</b>	Full report (per annexed template) with annexes	Within 3 weeks of the evaluation mission	Outcome Evaluator to address the UNDP's comments  UNDP CO to provide comments on the Draft Evaluation Report
<b>Final Evaluation Outcome Report</b>	Revised report	Within 1 week of receiving UNDP comments on draft	Outcome Evaluator to address the UNDP's comments  UNDP CO to accept the Final Evaluation Outcome Report if satisfied with the quality of deliverable.

## **EVALUATION DELIVERABLES**

The Evaluator will conduct a preliminary scoping exercise and come up with a short agenda (containing an evaluation matrix, evaluation protocols for different stakeholders, and a description of the methodology), to be discussed with the UNDP Country office and other stakeholders, before s/he start the evaluation itself.

The key product expected from each outcome evaluation is a comprehensive analytical report that includes, but is not limited to, the following components:

- Title and Opening page
- Executive summary
- 2. Introduction
- 3. Evaluation purpose and objectives
- 4. Evaluation Methodology
- 5. Background (Country Programme Outcome description)
- 6. Major findings
- 7. Lessons learnt (from both positive and negative experiences)
- 8. Constraints that impacted country programme delivery
- 9. Conclusions and Recommendations
- 10. Annexes: Summary of Output-level assessments.

For more detailed information, please see the template in Annex C.

The report should present clear, well-structured and supported findings, and provide concrete and implementable recommendations. UNDP should be able to share it readily with partners and it should generate consensus around the finding and recommendations.

When submitting the final evaluation report, the evaluator is required also to provide an 'audit trail', detailing how all received comments have (or have not) been addressed in the final evaluation report.

The draft and final evaluation reports are to be submitted in English.



## EVALUATION TIMEFRAME

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The total duration of the evaluation will be 35 days according to the following plan:

Activity	Timing	Completion Date (to be specified upon beginning of works)
Desk review	5 days	July 2017
Evaluation Mission	10 days	July 2017
Draft Evaluation Report	10 days	15 August 2017
Final Report	10 days	15 September 2017

## IMPLEMENTATION ARRANGEMENTS

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The principal responsibility for managing this evaluation resides with the UNDP CO in Angola. The UNDP CO will contract the Outcome Evaluator and will ensure timely provision of per diems and travel arrangements within the country for the Evaluator.

The Outcome Evaluator is an Independent Consultant who will report to the Country Director of UNDP Angola with delegated authority to Claudia Fernandes. The respective heads of the environment and disaster risk programs will be responsible for liaising with the Evaluator to set up stakeholder interviews, arrange field visits, coordinate with the Government etc.

- Evaluator will work home/office-based with presence in UNDP premises as needed for the desk reviews, and will make travel arrangements in coordination with UNDP CO to visit Angola. This position envisages one mission to Angola (10 days).
- Dates of mission will be determined after contract signing.
- All travel expenses should be included in total contract amount.

## EVALUATOR COMPOSITION

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The Outcome Evaluator shall have prior experience in evaluating similar outcomes, projects. Experience with GEF financed projects is an advantage. The evaluator selected should not have participated in the project preparation and/or implementation and should not have conflict of interest with project related activities.

The evaluator must present the following qualifications:

- Minimum Master's degree in environmental management, business administration, development economics, financial management
- Minimum 10 years of professional experience relevant to sustainable development, environment, climate change, disaster risk reduction
- Knowledge of the Angolan economy and development priorities
- Previous exposure to international development organizations, in particular UNDP
- Previous experience with results-based monitoring and evaluation methodologies
- Experience in conducting evaluations of UN agency project, outcome and Country Programme or UNDAF evaluations will be added advantage;
- Excellent English writing and communication skills, excellent Portuguese reading and communication skills.

## EVALUATOR ETHICS

Evaluation consultant will be held to the highest ethical standards and are required to sign a Code of Conduct (Annex E) upon acceptance of the assignment. UNDP evaluations are conducted in accordance with the principles outlined in the [UNEG 'Ethical Guidelines for Evaluations'](#)

## PAYMENT MODALITIES AND SPECIFICATIONS

%	Milestone
15%	At contract signing as an advance tranche
35%	Following submission and approval of the 1ST draft evaluation report
50%	Following submission and approval (UNDP-CO) of the final evaluation report

## APPLICATION PROCESS

Individual consultants are invited to submit applications together with their CV for these positions. The application should contain an up-to-date complete CV with indication of the e-mail and phone contacts. Shortlisted candidates will be requested to submit a price offer indicating the total cost of the assignment (including daily fee, per diem and travel costs).

UNDP is committed to achieving workforce diversity in terms of gender, nationality and culture. Individuals from minority groups, indigenous groups and persons with disabilities are equally encouraged to apply. All applications will be treated with the strictest confidence.

## ANNEX A: RATING SCALES

<p><b><i>Ratings for Outcomes, Effectiveness, Efficiency, M&amp;E, I&amp;E Execution</i></b></p> <p>6: Highly Satisfactory (HS): no shortcomings            5: Satisfactory (S): minor shortcomings            4: Moderately Satisfactory (MS)            3: Moderately Unsatisfactory (MU): significant shortcomings            2: Unsatisfactory (U): major problems            1: Highly Unsatisfactory (HU): severe problems</p>	<p><b><i>Sustainability ratings:</i></b></p> <p>4. Likely (L): negligible risks to sustainability            3. Moderately Likely (ML): moderate risks            2. Moderately Unlikely (MU): significant risks            1. Unlikely (U): severe risks</p>	<p><b><i>Relevance ratings</i></b></p> <p>2. Relevant (R)            1. Not relevant (NR)</p> <p><b><i>Impact Ratings:</i></b></p> <p>3. Significant (S)            2. Minimal (M)            1. Negligible (N)</p>
<p><i>Additional ratings where relevant:</i>            Not Applicable (N/A)            Unable to Assess (U/A)</p>		

**ANNEX B: EVALUATION CONSULTANT CODE OF CONDUCT AND AGREEMENT FORM**

**Evaluators:**

1. Must present information that is complete and fair in its assessment of strengths and weaknesses so that decisions or actions taken are well founded.
2. Must disclose the full set of evaluation findings along with information on their limitations and have this accessible to all affected by the evaluation with expressed legal rights to receive results.
3. Should protect the anonymity and confidentiality of individual informants. They should provide maximum notice, minimize demands on time, and respect people’s right not to engage. Evaluators must respect people’s right to provide information in confidence, and must ensure that sensitive information cannot be traced to its source. Evaluators are not expected to evaluate individuals, and must balance an evaluation of management functions with this general principle.
4. Sometimes uncover evidence of wrongdoing while conducting evaluations. Such cases must be reported discreetly to the appropriate investigative body. Evaluators should consult with other relevant oversight entities when there is any doubt about if and how issues should be reported.
5. Should be sensitive to beliefs, manners and customs and act with integrity and honesty in their relations with all stakeholders. In line with the UN Universal Declaration of Human Rights, evaluators must be sensitive to and address issues of discrimination and gender equality. They should avoid offending the dignity and self-respect of those persons with whom they come in contact in the course of the evaluation. Knowing that evaluation might negatively affect the interests of some stakeholders, evaluators should conduct the evaluation and communicate its purpose and results in a way that clearly respects the stakeholders’ dignity and self-worth.
6. Are responsible for their performance and their product(s). They are responsible for the clear, accurate and fair written and/or oral presentation of study imitations, findings and recommendations.
7. Should reflect sound accounting procedures and be prudent in using the resources of the evaluation.
- 8.

<b>Evaluation Consultant Agreement Form<sup>1</sup></b>
<b>Agreement to abide by the Code of Conduct for Evaluation in the UN System</b>
<b>Name of Consultant:</b> _____
<b>Name of Consultancy Organization (where relevant):</b> _____
<b>I confirm that I have received and understood and will abide by the United Nations Code of Conduct for Evaluation.</b>
Signed at <i>place</i> on <i>date</i>
Signature: _____

<sup>1</sup>[www.unevaluation.org/unegcodeofconduct](http://www.unevaluation.org/unegcodeofconduct)

## ANNEX C: EVALUATION REPORT OUTLINE<sup>2</sup>

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- i. Title and Opening page:
  - Name of the evaluation intervention
  - Time-frame of the evaluation and date of the report
  - Country of the evaluation intervention
  - Names and/or organizations of evaluators
  - Name of the organization commissioning the evaluation
  - Acknowledgements

Table of contents – Should always include boxes, figures, tables and annexes with page reference.

List of acronyms and abbreviations
- ii. Executive Summary
  - Briefly describe the intervention of the evaluation (the projects, programs, policies or other intervention) 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.
- iii. Introduction
  - Purpose of the evaluation
  - Scope & Methodology
  - Structure of the evaluation report
- iv. Description of the intervention
  - 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, environmental 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).
- v. Outcome Results
  - Overall results (attainment of objectives)
  - Relevance
  - Effectiveness & Efficiency
  - Country ownership

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<sup>2</sup>The Report length should not exceed 50 pages in total (not including annexes).

- Sustainability
- Impact
- vi.** Conclusions, Recommendations & Lessons
  - Corrective actions for the design, implementation, monitoring and evaluation of the outcome/programs/projects
  - Actions to follow up or reinforce initial benefits
  - Proposals for future directions underlining main objectives
  - Best and worst practices in addressing issues relating to relevance, performance and success
- vii.** Annexes
  - ToR for the evaluation
  - Additional methodology-related documentation, such as the evaluation matrix and data collection instruments (questionnaires, interview groups, observation protocols, etc) as appropriate
  - Itinerary
  - List of persons interviewed
  - List of supporting documents reviewed
  - Code of conduct signed by evaluator

## **ANNEX D: DOCUMENTS TO BE CONSULTED**

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1. National Development Plan 2013-17
2. UNPAF 2015-2019
3. CPAP/CPD 2015-2019
4. Project Documents
5. Project Progress and Mid Term
6. PIR
7. 2016 UNDAF Annual Report
8. MDG report 2015
9. PIFs
10. ToRs
11. Final products/deliverables

The documents can be found under:

<https://drive.google.com/drive/folders/0B0rXB5ZboV9VdII3VIRER3k4cGs?usp=sharing>