

## Terms of Reference for an Outcome Evaluation of UNDP Myanmar's Local Governance/ Local Development Portfolio

Post title	Outcome Evaluation of UNDP Myanmar's Local Governance and Local Development Portfolio - International Evaluation Specialist (Team Leader)
Type of contract	International Consultant (individual contracts)
Duty Station	Yangon, Myanmar with travel to states/regions
Duration	7 October 2016 – 31 January 2017 (with 32 effective working days)
Reports to	Team Leader Pillar 1

### 1. Background

Myanmar is undergoing a historic transformation. After 50 years of military rule, and six decades of civil wars, the country has since 2011 embarked on a process of economic and political reform. After coming into office in 2011, Thein Sein's government engaged in 4 waves of reforms prioritizing political and democratic reforms; Socio-economic reforms; Governance and administrative reforms; and Private sector reforms. The series of major reforms have seen the country move from an autocratic political system to democratic transition; from a state-dominated to a market-oriented economy; from decades of ethnic conflict towards a national peace process; and from isolation to re-engagement in regional and global affairs. During this period, international sanctions were relaxed and the country experienced increasing amounts of foreign direct investment and international aid. The Thein Sein's administration pursued a peace process, focusing on establishing a Nationwide Ceasefire Agreement, which was signed by government and eight ethnic armed organizations in October 2015 - a significant milestone but only a beginning while a broader political settlement has not yet been reached.

Credible elections, with the participation of all political parties, in November 2015 marked a significant moment in Myanmar's history and were made possible by an incremental progress in democratic reforms. The peaceful transfer of power to the former opposition party, the National League for Democracy (NLD), in April 2016 marks a new era for the country and the administration faces high expectations but significant challenges in furthering Myanmar's democratic transition. One of the priorities of the newly elected government is to continue the peace process and to find a political settlement through dialogue. The continuing peace process and political dialogue give further impetus and space for more focused social cohesion and peacebuilding work to bring concrete peace dividends to the community level, to support rebuilding of trust and interaction, framing of joint agendas and identification of first do-ables regarding convergence of administrative systems, as well as calls for more investment in capacities of local

actors whether government, former combatants or civil society for constructive engagement in building an inclusive society.

The government's commitment to enhanced participation in local development planning and budgeting manifested itself concretely in the establishment of a number of committees at the township, district, ward and village tract level to allow participation of people and of various interest groups representing important sectors of society in local development (such as the business community, farmer, workers, civic organizations). However, these mechanisms have not been utilized to their full potential with many citizens lacking awareness of them. There is at present a process of re-organizing local governance mechanisms ongoing with the committees at the township, district, ward and village tract level currently on-hold and new structures being introduced (National Planning Commission, State/Region Planning Commission, State/Region Planning and Implementation Committee).

There is a need and opportunity to further improve and make service delivery more responsive to people's needs. To improve transparency and efficiency in service delivery in 2015 and within the period of 8 months One Stop Shops in 314 (or 97% of all) townships were established. The One Stop Shops deliver a number of mainly administrative and regulatory services (birth and death certificates, issuance of permits and licenses, recommendation letters etc.) from up to sixteen different Union and State/Region departments.

Recent years have also seen changes in the landscape for civil society–government relations, with overall space for Civil Society engagement broadening. Civil society stakeholders are slowly increasingly working with, and coordinating activities with the government at the village, village tract (urban ward), township, state, region, and national levels. Civil society also played an active role in the election process raising awareness, contributing to the consultation on the regulatory framework, and observing the election-day proceedings. Despite the increased space and freedom for NGOs and CSOs to operate, challenges continue to exist in relation to representativeness, limited platforms for engagement, capacities and resource constraints. As exemplified through a few prominent cases, civil society activists have faced backlash when engaging on actual or perceived sensitive issues. It will be critical to continue to support the nascent civil society to play an active role in the governance and human rights sectors in Myanmar. Across the country, civic awareness is low, with lack of trust and limited understanding of governments and the justice sector.

UNDP's local governance/local development programme started in 2013, with the UNDP Executive Board's approval of a new, more governance focused Country Programme for Myanmar. The UNDP Country Programme Action Plan (CPAP) was originally signed for the period of 2013-2015 but it was subsequently extended until the end of 2017. The CPAP marked a significant departure from previous UNDP interventions. UNDP's previous program (Human Development Initiative, HDI, since 1993) was operating under a restricted mandate with a focus on human development in the areas of livelihoods, health, education and disaster risk reduction at the community level. The new programme put an emphasis on governance and institutional capacity development, organized as three pillars, covering (i) Local Governance; (ii) Climate Change, Environmental governance, Disaster Risk Reduction and (iii) Democratic Governance. The new programme approach required UNDP to forge new partnerships with state institutions which had limited experience engaging with international stakeholders, limited exposure to international standards and best practices, as well as limited exposure to how other countries in the

region and the globe had strengthened local institutions, pursued reforms, or had overcome development challenges.

Under the country program the Local Governance/Local Development portfolio (Pillar 1) has worked towards supporting local governance reforms against the prescribed outcome of: *“Community driven development institutions that support local governance in service delivery; inclusive growth, including agricultural development and enhancement of employment opportunities”*. The portfolio supports Myanmar’s ongoing reform process through interventions that improve local service provision, enhance inclusive planning, increase social accountability and strengthen social cohesion, dialogue and peace

**Pillar 1 - Vision Statement:**

*To strengthen responsive sub national governance structures and processes, through an integrated package of governance and development assistance aiming at critical institutional capacity enhancement of sub national administrations, civil society, media and strengthened social accountability, with a crosscutting emphasis on increasing gender equality, social cohesion and local level peace building capacities. Source: Annual Local Governance Pillar Report 2014.*

building. The portfolio has responded to the transition context of Myanmar in a flexible way and has undergone a number of adjustments in consultations with its main stakeholders. The portfolio subsequently targets to strengthen both the demand and supply sides of local service delivery through local governance interventions that engage local administrations, citizens and civil society alike. The pillar also works with local governance institutions and communities to

promote social cohesion, improved community resilience and recovery and engages increasingly in the area of peacebuilding.

Under the local governance/local development program four specific results areas are being pursued:

**1. Strengthening the institutional capacity of state/region government and local administrations (Output 1)**

In 2013-2015, UNDP carried out a Local Governance Mapping to produce a baseline of Local governance in all the 14 states and regions. The mapping reached out to over 6000 people, state and region governments, township administrations and local people with the objective to create a better understanding of existing local governance arrangements, and providing a voice for citizens’ perceptions on the quality of governance and service delivery in education, health and water supply. The mapping subsequently provided for the portfolio several entry points to fine-tune and further develop the local governance program: At present UNDP focuses on improving local service delivery through technical assistance to the government driven one stop shop initiative; engages with the General Administration Department (GAD) of the Ministry of Home Affairs on strengthening the institutional capacity of civil servants and the indirectly elected village tract administrators through GAD’s training institute; and pilots a model for democratic and inclusive approaches to township level planning. Activities feed into policy level dialogue and triangular and South-South exchange is used to for learning and exposure.

**2. Civic engagement for social accountability, peacebuilding and human rights (Output 2)**

The output complements UNDP’s work with local administration and institutions with a view to strengthen civic participation in local governance and an emphasis on increasing women’s participation and leadership. There are 2 main strands of engagement. UNDP has supported the establishment of CSO and Media Networks in 7 states/regions for networking and joint agenda setting and with a view to

improve citizen awareness of civic information and rights, civil society engagement with local administrations, state/region parliaments, justice actors and the peace process and for testing out of local level social accountability models. A second focus has been on the organizational and leadership development of HDI-era supported women's Self-Reliance Groups and their local federations into women empowerment CBOs/CSOs across Myanmar at township level and as a newly formed national association (*May Doe Kabar* national network of rural women). The national association and its current network of 31 township-level organizations are engaging with local authorities and Self Reliance Group members on local development and public service delivery issues, financial and IT literacy and leadership skills, and supporting community awareness raising on critical issues such as e.g., GBV at the local level.

### **3. Fostering access to inclusive finance (Output 4, in partnership with UNCDF)**

As part of the current CPAP, UNDP had agreed to exit from direct engagement in micro-finance retail. A hand-over process of the micro finance portfolio to previous micro finance implementation partners was carried out and completed in 2013-2014. At present the local governance programme provides policy level support for enhancing access to inclusive finance in Myanmar in collaboration with UNCDF. Based on a Cabinet endorsed national financial inclusion (FI) roadmap, UNDP and UNCDF are assisting the Ministry of Finance to guide and monitor the implementation of the FI roadmap action plans and to support a conducive policy environment for financial inclusion through policy advice and research.

### **4. Livelihood support for social cohesion and peacebuilding (Output 5)**

The livelihood component of the local governance portfolio addresses government expectations towards UNDP to continue with direct livelihood assistance under the CPAP approved in 2013. The current programme has however emphasized using livelihoods support as a tool to promote social cohesion with activities taking place in high poverty or former conflict affected areas operating in 25 townships in Myanmar's ethnic states. Following strategies for targeting socio-economic inequalities and improving interaction and trust, UNDP has aimed to contribute to improving income and employment opportunities and the strengthening of social cohesion in conflict-affected areas and to practically support local level peacebuilding. Since 2015, this component of the local governance programme has gradually reduced its downstream livelihood assistance footprint, and re-positioned itself to support capacity-development, knowledge-management and policy support for social cohesion and peacebuilding.

In terms of management arrangements, each of the outputs has a team led by a Program Specialist acting as an output manager based in Yangon. Outside Yangon various field staff have supported the work of the outputs in key programmatic locations. The Pillar is led by a Team Leader for overall portfolio guidance and assurance. The portfolio receives un-earmarked funding from a number of donors.

The Local Governance/Local Development Portfolio has undergone some revisions since inception in 2013, to respond to the transition context and emerging priorities in the country. It is guided by the UNDP Country Programme Document, and a revised and updated Results and Resources Frameworks which outlines the outputs, indicators, baselines, targets, and indicative activities and resources.

It is against this context that UNDP is looking to identify a team of national and international consultants who can conduct an outcome evaluation of the Local Governance and Local Development Portfolio. The outcome evaluation comes at a time when the newly elected government is identifying and articulating its emerging needs and when UNDP is gearing up towards developing for its next country programme and long-term future programming. The evaluation should therefore provide an assessment of the results

achieved towards the outcome, as well as a forward-looking review of the portfolio's approach in preparation for the next country programme cycle. This will ensure that UNDP's future programme will adequately support national priorities and demands as part of the new country programme.

## **2. Objectives and scope of the Assignment**

The outcome evaluation will primarily be used by UNDP to inform the development of the future Country Programme (2018-21) for UNDP in Myanmar, which will be developed from late 2016 onwards. The recommendations will guide the approach of UNDP's engagement in local governance and local development. As evaluation results will only be available with one year left in programming, the evaluation will not be primarily used to establish significant course-corrections for the remaining year, but will be used for short term efficiency gains and refocus in the view of the upcoming new country program and for informing the process of the next country programme formulation. In particular, the evaluation will inform decisions about: which focus areas among and within the four current outputs will continue to be a part of the programme, and possibly new areas for consideration within UNDP's comparative advantage; and whether a programme based approach (based on un-earmarked funding) rather than a project based approach should still be the main approach taken.

The outcome evaluation will be informed by the country office mid-term review carried out in 2015 as well as an on-going country office gender evaluation, and an output evaluation of Output 5 (livelihood and social cohesion) that will take place before or in parallel to the program evaluation. The outcome evaluation will consider work carried out between March 2013 and the evaluation start date including key geographic areas. The evaluation is understood as a forward-looking assessment of the Local Governance and Local Development programme to review results and strategies used, to look at achievements or progress towards the outcome, and make recommendations for the future. Specifically, the consultants are expected to:

1. Assess key results and contributions of the programme towards achieving the outcome of the Pillar, including contributing factors and constraints;
2. Assess whether the portfolio strategy as represented in the Result and Resources Framework has been relevant and appropriate to promoting local governance, local development and social cohesion, and whether the direction and assumptions remain valid.
3. Assess whether the portfolio management and implementation have been effective to achieving sustainable results, and whether monitoring arrangements have been appropriate to measure progress and assess the portfolio structure currently in place.
4. Assess the relevance of the programme towards national priorities and identify opportunities for positioning the programme with regards to emerging national priorities and the next country programme cycle.
5. Provide clear guidance on which programme focus areas are the most strategic and relevant, and for which UNDP is positioned to effectively and efficiently support, in line with the vision and priorities of the new government.
6. Identify lessons learnt to be taken into account for the new program formulation

### 3. Evaluation criteria and key questions

The evaluation team should use the standard OECD/DAC Evaluation Criteria for Evaluation of Development Assistance namely: relevance, effectiveness, efficiency, and sustainability with a particular focus on aspects of relevance against the ongoing transition in the country. In pursuit of this, the following key questions will be addressed:

**Relevance:** is concerned with the extent to which the programme and its intended outputs and outcomes are consistent with national and local policies and priorities and the needs of intended beneficiaries.

- To what extent is UNDP's engagement a reflection of strategic considerations, including UNDP's role and comparative advantages in Myanmar?
- To what extent does the intended outcome and the outputs address national priorities given the evolving national priorities and needs that will be strategic for UNDP's next country programme?
- How did the portfolio promote the principles of gender equality, human rights based approach, and conflict-sensitivity?
- Which of the existing programme areas are the most relevant and strategic for UNDP to consider going forward?
- How the integration of local governance, local development and peacebuilding work can be strengthened for the next program cycle?

**Effectiveness:** is a measure of how well UNDP contributed to developmental changes initiated and achieved by the government or other UNDP counterparts. Effectiveness assesses the contribution of UNDP's work toward the achievement of outcomes. The following types of questions may be asked:

- To what extent has progress been made towards outcome achievement? What has been UNDP's contribution to change?
- What have the key results and changes been? How has delivery of the outputs contributed to outcome-level progress?
- Are there any unexpected outcome(s) being achieved beyond the planned outcome?
- Has UNDP best utilized its comparative advantage in deciding to deliver the planned outcome and outputs?
- Has UNDP's partnership strategy and its implementation approach been appropriate and effective in contributing to the outcome?
- To what extent the results both at the outcome and output levels benefit women and men equitably? To what extent the results at the outcome and output levels benefit marginalized groups.
- How has the program approach been effective, or ineffective, in ensuring progress towards the outcome?

**Efficiency:** is a measure of how well UNDP organized itself in delivering quality outputs (with a view to contributing to the capacity of government or other UNDP counterparts' capacity to achieve outcomes)

- Have resources (funds, expertise, time, staffing) available to the program been used in the most appropriate and economic way possible towards the achievement of results?
- To what extent did monitoring systems provide data that allowed the programme to learn and adjust implementation accordingly?
- Has a programme based approach (relying on un-earmarked resource mobilization) been an efficient way to achieve results?

**Sustainability:** The extent to which the programme continues after external development assistance has come to an end. The following types of questions may be asked:

- What indications are there that achievements so far will be sustained (e.g. national ownership, commitment of national partners, national systems and structures, individual capacity)
- To what extent has engagement in Triangular and South-South Cooperation and knowledge management contributed to the sustainability of the programme?
- How will partnerships and current approaches to resource mobilization sustain the programme?
- What could be done to strengthen sustainability?

The evaluation will document lessons learned, and provide specific recommendations for future programming.

#### 4. Deliverables and Scope of Work

1. **Inception Report:** The Consultant will lead the preparation of an inception report before initiating data collection. Based on the Terms of Reference, initial conversation with UNDP, and desk review of relevant documents, the team should develop the inception report. The inception report should elaborate the understanding what is being evaluated and why; the methodology including travel plans; as well as an evaluation matrix.
2. **Evaluation Brief:** The Consultant will lead the team's presentation of initial findings and recommendations of the report to UNDP, Myanmar government counterparts, donors, and other relevant development partners, as appropriate.
3. **Draft Evaluation Report:** The Consultant will take the lead in coordinating the team's input and take responsibility for submission of a draft evaluation report for review by UNDP for inaccuracies and to be shared with the reference group for feedback.
4. **Final Evaluation Report:** Based on UNDP's initial feedback, the Consultant will coordinate the team's final edits and take responsibility for submission of the final report, including all annexes of detailed work done and discussions/focus meetings held, addressing any clarification requested in the initial review. The report should clearly follow key evaluation questions and criteria and will include a number of strategic and forward looking recommendations.

Phases	Deliverables	Timelines/Locations
<b>Phase 1: Mission Preparation</b> <ul style="list-style-type: none"> <li>- Preparation for mission, review of background documents</li> <li>- Briefings via skype</li> <li>- Prepare Inception Report</li> </ul>	Inception Report	6 working days 7 October – 6 November 2016 Home-based
<b>Phase 2: Myanmar Mission</b> <ul style="list-style-type: none"> <li>- In-country briefings and discussion of inception report</li> <li>- Field visits, interviews, etc.</li> <li>- Prepare and present initial findings and recommendations to UNDP</li> </ul>	Evaluation Brief	18 working days 7 November – 31 December 2016

		Myanmar (Yangon with travels to Nay Pyi Taw and states/regions)
<u>Phase 3: Report Drafting and Finalization</u> - Draft evaluation report to UNDP - Based on feedback, finalize evaluation report to UNDP.	Draft Evaluation Report Final Evaluation Report	8 working days  1 January – 31 January 2017  Home-based

The evaluation team should consider 5 days for inception report and 10 days for draft evaluation report review and approval by UNDP.

## 5. Qualifications

### International Evaluation Specialist (Team Leader)

- Master's degree in governance, public administration, international development or other related field;
- At least 15 years of proven experience in the field of governance or local governance is required;
- Proven knowledge and expertise in the fields of local governance, local development and decentralization;
- Experience in conducting project/programme evaluations;
- Team leader experience with evaluation mission is considered an advantage;
- Technical knowledge and/or experience in cross-cutting areas such as gender, rights-based approaches to programming and capacity development is considered an advantage;
- Relevant experience from transition countries is required, while experience from Myanmar and/or Southeast Asia is considered an advantage;
- Familiarity with UNDP is considered an asset;
- Strong analytical skills;
- Strong interpersonal skills and ability to manage multicultural teams;
- Fluent English language skills (written and spoken).

## 6. Application Procedures

- A duly completed Letter of Confirmation/Interest using the template provided by UNDP;
- A Personal CV and P11 indicating all past experiences from similar assignments as well as contact details (email and telephone number) of the candidate and at least 3 professional references;
- A brief description (no more than ½ page) of why the candidate considers herself/himself suitable for the assignment;
- A technical proposal presenting the offeror's methodology, approach and implementation plan for the assignment;
- A financial proposal that indicates the all-inclusive fixed total contract price, supported by a breakdown of costs as per template provided;



- If the offeror works for an organization/company/institution and he/she expects his/her manager/employer to charge a management fee in the process of releasing him/her to UNDP under Reimbursable Loan Agreement (RLA), he/she must indicate this at this point, and ensure that all such costs are duly incorporated into the financial proposal.

## 7. Selection Criteria

Highest Combined Score (based on the 70% technical offer and 30% price weight distribution). The technical review will consider:

Qualifications and a Technical Proposal as per following criteria:

Criteria		Points Obtainable
1	Master's degree in governance, public administration, international development or other related field	10
2	At least 15 years of proven experience in the field of governance or local governance is required	25
3	Proven knowledge and expertise in the fields of local governance, local development and decentralization	25
4	Technical Proposal	40
<b>Total</b>		<b>100</b>

## 8. Management and Implementation Arrangements

The evaluation team will consist of three (3) people, an international Team Leader, an international Team Member and a national Team Member.

### Roles and Responsibilities of Team Members

The Team Leader will be responsible for:

- Providing overall leadership on the evaluation of the UNDP Local Governance/Local Development Portfolio based on inputs and insights from the other consultants and manage the evaluation team
- Conducting desk reviews of relevant document and leading interviews with government partners, UN/UNDP staffs, donors and other partners
- Reviewing the relevance, effectiveness, efficiency, sustainability, and value-added of UNDP's Programme in Myanmar
- Identifying UNDP's contribution to change at the outcome level

- Coordinating the team's efforts to ensure completion of all the deliverables outlined: Evaluation inception report, draft evaluation report, evaluation brief, and final evaluation report

The International Team Member will be responsible for:

- Conducting desk reviews of relevant documents and data to establish progress towards outcome
- Leading interviews with civil society actors, INGOs and other stakeholders to establish progress towards outcome
- Supporting the team leader by gathering evidence and collating notes from meetings and other sources of information
- Providing inputs and insights to the independent evaluation of UNDP's Programme in Myanmar (based on data available) including specifically from a social cohesion and peacebuilding angle
- Provide inputs to the deliverables: inception report, evaluation brief, draft evaluation report and final evaluation report

The National Team Member will be responsible for:

- Participating in meetings with governments counterparts, UN/UNDP staff, donors and other partners with the Team Leader for data gathering
- Providing Myanmar language interpretation and translation for meetings as required, in order to ensure clear communication between the international consultant and meeting participants
- Providing inputs and insights to the independent evaluation of UNDP's Local Governance/Local Development Portfolio (based on data available), including specifically on civil society engagement and national ownership of the program
- Providing support and assistance to finalize the mission agenda, meetings and required visits
- Provide inputs to the deliverables: inception report, draft evaluation report, evaluation brief and final evaluation report

#### **Peer Group**

- The Programme Specialist Local Development and the Programme Specialist for Livelihoods and Social Cohesion will act as a peer group for this evaluation. They act as a sounding board and will be available for feedback and advice. They will support early review of key evaluation outputs which are in progress.

#### **Reference Group**

- UNDP will establish a reference group building on the existing pillar board composition consisting, based on interest and availability, of one or more donor representatives, one or more government representative, other UN agencies, the Team leader of the local governance and local development portfolio and of the UNDP M&E Specialist.
- The reference group members will provide comments on the inception report and the draft of the evaluation report. They will provide guidance on how to strengthen the quality of the report, including sources of evidence, and quality of analysis and use of evidence. Other UNDP funding partners will have an opportunity to provide written comments on the draft of the report.

#### **Travel**

- The evaluation will involve home-based work and mission travel to Yangon, Nay Pyi Taw, and other locations in Myanmar for the purposes of this evaluation. This will be determined in liaison with the output leads and in accordance with the agreed inception report.

## **9. UNDP Management Arrangements**

- The consultants will report to the Team Leader for Local Governance/ Local Development on an 8-10 days' basis as work progresses. They will be accountable to UNDP on the timeliness and quality of the deliverables.
- UNDP will coordinate feedback on deliverables, which will take a minimum of ten working days.
- The consultants are expected to work closely and collaboratively with UNDP staff for the duration of this assignment.
- The consultants will be responsible for arranging and directly covering costs of international transportation to and from Myanmar.
- UNDP is responsible for securing official approvals (visa, security clearance for field visits etc.) and will assist in facilitating meeting requests with external stakeholders (e.g. introductory letters, requests for meeting etc.) upon request.
- UNDP will arrange and finance the consultants' work-related in-country air and ground travel in accordance with the agreed methodology.
- The consultants are entitled to costing daily subsistence allowance for days spent outside the home-base and for work-related in-country travel not organized by UNDP.
- UNDP will provide a work-space for meetings in Yangon.
- The consultants are responsible for providing their own laptop computers and mobile phones for use during this assignment,

## **10. Evaluation Ethics**

This evaluation will be conducted in accordance with the principles outlined in the United Nations Evaluation Group Ethical Guidelines for Evaluation (2008) and the UNEG Code of Conduct for Evaluation in the UN System.

## **11. Schedule of Payments**

- 20% at the submission of the inception report
- 40% on submission and acceptance of the draft report by UNDP
- 40% on submission and acceptance of the final report

Payment: Within thirty (30) days from the date of meeting the following conditions:

- a) UNDP's written acceptance (i.e., not mere receipt) of the quality of the outputs; and
- b) Receipt of invoice from the Service Provider.

The assignment of 32 working days shall be carried out within a period of three calendar months.

## **12. Reference documents to be provided to the selected consultants**

1. UNDP Country Programme Document 2013 – 2017

2. Results and resources framework
3. Annual Work plans (2013 – 2016)
4. Progress Reports: quarterly reports, output board reports, pillar board reports and CO annual reports
5. Monitoring Framework and Results Matrix
6. Mid Term Evaluation of the UNDP Myanmar Country Program (2015)
7. List of key stakeholders and partners and suggested resource
8. UNDP Evaluation Policy
9. UNEG Ethical Guidelines for Evaluation / Code of Conduct (2008)
10. Quality standards for evaluation



ToR approved by:  
Christian Hainzl

Team Leader, Local Governance/Local Development Programme

UNDP Myanmar

September 2016

## Annex 1- Technical Criteria for Deliverables

	Technical Criteria
Inception Report	<p>It will detail the evaluators' understanding of what is being evaluated and why, showing how each evaluation question will be answered by way of: proposed methods, proposed sources of data and data collection procedures (in an evaluation matrix). The inception report will propose revisions to the evaluation questions for consultation with the reference group. The inception report should include a proposed schedule of tasks, activities and deliverables, designating a team member with the lead responsibility for each task or product. It will be written in clear English that can be understood easily by partners and donors.</p> <p>The overall approach and methodology should ensure the most reliable and valid answers to the evaluation questions and criteria within the limits of resources. The approach will include interviews with UNDP staff, government counterparts, implementing partners, donor representatives, and other parties relevant to this evaluation, and clearly identify required interviews in the evaluation matrix. The approach will be in line with UNDP Corporate Evaluation Policy, including Guidance on Outcome Evaluation, and the UNDP Handbook on Monitoring and Evaluation.</p>
Evaluation Brief	<p>This will clearly show the background, key evaluation findings, and recommendations, in a way that is quickly and easily grasped by partners. It takes the form of a PowerPoint presentation/handout and verbal presentation. It will avoid use of jargon, be of no more than 30 minutes in length, and have slides which clearly convey information.</p>
Evaluation Report	<p>The evaluation report will address the key evaluation questions in as effective way as possible given allocated resources, use and cite evidence to back up analysis, provide clear recommendations which relate to future UNDP programming. It will be required to meet the detailed standards for the evaluation and annexes outlined on p.207 of the PME Handbook. The evaluation will be written in clear and succinct English, avoiding use of jargon wherever possible and deploying a clear paragraph structure and uniform language style in accordance with UNDP editorial guidance.</p>

