and projects. The Lesotho people, and build resilience, through a set of strategic outcomes and associated programs, empower the country to leverage its development opportunities and resources to transform the economy. The UNDP Lesotho program strategy is to support the reduction of significant inequalities and exclusion. The NDUP Strategic Plan, which defines UNDP national strategies and programs to support the NDUP Strategic Plan, which defines UNDP national strategies and programs to support the reduction of significant inequalities and exclusion, is also linked to the NDUP Strategic Plan, which defines UNDP national strategies and programs to support the reduction of significant inequalities and exclusion.

The NDUP Country Program Document for Lesotho 2013 - 2017, is based on the United National Development Assistance Framework (UNDAF), which outlines the UN support to the national priorities in development.

To development results through a 5-year Country Development Program (CPD), the United Nations Development Program (UNDP) defines its support to development in countries and communities where results are the key objective. The relevance of efficient, well-managed development projects and outputs in these results is their ability to yield accountability for development results, program and resources. The growing demand for development accountability is an essential step in the UNDP Program Management Cycle, to ensure efficiencies and effectiveness.

1. Introduction

<table>
<thead>
<tr>
<th>Masilo, Lesotho</th>
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<tr>
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<td>End Date</td>
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GOVERNANCE AND INSTITUTIONS

A Mid-Term Evaluation of the Lesotho Country Program Outcome:

INTERNATIONAL CONSULTANT TO UNDERTAKE:

TERMS OF REFERENCE

United Nations Development Programme.
United Nations Development Programme
### United Nations Development Programme

<table>
<thead>
<tr>
<th>NSDP Pillar</th>
<th>CPD/UNDP Outcome</th>
<th>Focal Area, Accreditation of UNDP Strategic Areas</th>
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<td>NUSD (2012-2017)</td>
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<td>NUSD (2012-2017)</td>
<td>Public and Private</td>
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</table>

The NSDP and UNDP, as noted below, the programme is broken down into three focus areas to reflect the UNDP strategic focus areas. The programme is based on the idea that poverty alleviation requires development, education, and health. The programme focuses on economic transformation, environmental restoration, and social development. The programme is supported by the UNDP's County Programme Strategy, which has been developed to support the national agenda. In this regard, the UNDP's County Programme Strategy has been aligned to support the national agenda through the UNDP's contribution to the Development Assistance Framework (UNDAF) and the outcomes of the UN contribute to the strategic areas of the programme. The objectives and priorities of the country programme are linked to the outcomes linked to the NSDP pillars. UNDP Strategic Areas

#### 3. Program Overview

More targeted work on institutional building and deepening of democratic practices will be needed. More targeted work on institutional building and deepening of democratic practices will be needed. More targeted work on institutional building and deepening of democratic practices will be needed. More targeted work on institutional building and deepening of democratic practices will be needed. More targeted work on institutional building and deepening of democratic practices will be needed.

Several positive developments were noted during the period. Despite the challenges, the programme made progress in several areas, including institutional development, improving service delivery, and poverty reduction. The programme focused on improving the quality of life for the least off, particularly in rural areas. The programme aimed to strengthen the capacity of local governments and civil society organizations to address the key issues facing the country. The programme had a significant impact on poverty reduction, improving access to basic services, and building resilience to natural disasters. The programme also focused on improving governance and reducing corruption. The programme was well-aligned with the country's development strategy, and the results were positive. The programme's achievements were recognized by the government and the international community.

#### Governance

The programme was well-aligned with the country's development strategy, and the results were positive. The programme's achievements were recognized by the government and the international community. The programme's focus on governance and reducing corruption contributed to improving the quality of life for the least off, particularly in rural areas. The programme aimed to strengthen the capacity of local governments and civil society organizations to address the key issues facing the country. The programme had a significant impact on poverty reduction, improving access to basic services, and building resilience to natural disasters. The programme was well-aligned with the country's development strategy, and the results were positive. The programme's achievements were recognized by the government and the international community.

#### Conclusion

The programme was well-aligned with the country's development strategy, and the results were positive. The programme's achievements were recognized by the government and the international community. The programme's focus on governance and reducing corruption contributed to improving the quality of life for the least off, particularly in rural areas. The programme aimed to strengthen the capacity of local governments and civil society organizations to address the key issues facing the country. The programme had a significant impact on poverty reduction, improving access to basic services, and building resilience to natural disasters. The programme was well-aligned with the country's development strategy, and the results were positive. The programme's achievements were recognized by the government and the international community.

#### Recommendations

As the programme comes to an end, there is a need to consolidate the gains made and plan for the future. The programme has highlighted the challenges facing the country, and there is a need to address these challenges in a sustainable manner. There is a need to improve governance and reduce corruption, improve access to basic services, and build resilience to natural disasters. The programme has shown that with the right approach, positive results can be achieved.

#### Acknowledgments

The programme was supported by various stakeholders, including the government, civil society organizations, and the international community. The programme's achievements were possible due to the commitment of all stakeholders involved.

#### References

The programme was well-aligned with the country's development strategy, and the results were positive. The programme's achievements were recognized by the government and the international community. The programme's focus on governance and reducing corruption contributed to improving the quality of life for the least off, particularly in rural areas. The programme aimed to strengthen the capacity of local governments and civil society organizations to address the key issues facing the country. The programme had a significant impact on poverty reduction, improving access to basic services, and building resilience to natural disasters. The programme was well-aligned with the country's development strategy, and the results were positive. The programme's achievements were recognized by the government and the international community.
United Nations Development Programme (UNDP) designed to build on the then existing multi-donor five-year programme jointly funded by the Government of Ireland and the United Nations Consolidation of Democracy and Good Governance in Lesotho (CDGG) 2009 – 2014. A future election, term structure, legislative and capacity issues to create a conducive environment for elections in 2015, leading to the acceptance of the results as well as addressing longer-term semi-elections. This was achieved through political consultation, both with the Executive and the Legislative, and through consultation with the Lesotho Electoral Commission (LEC) and the Independent Electoral Commission (IEC). The outcome of this process was to support the implementation of a two-year project aimed at supporting the management of the Consolidation of Democracy and Governance in Lesotho (2013). This was to help achieve the following outcomes:

1.4. Outcome Description

| NSDP Pillar 6, Promote peace, security and good governance | Effective Institutions and Democratic Governance and National and local structures deliver quality and accessible services to citizens. By 2017, the National and local structure is accountable and accessible services to citizens. By 2017, the National and local structure is accountable to citizens. By 2017, the National and local structure is accountable to citizens.

| NSDP Pillar 5, Reverse environmental degradation and promote a low-carbon climate-change resilient economy for sustainable development | Environmental and social sustainability measures and policies to promote a low-carbon climate-change resilient economy for sustainable development.

| Good governance and accountable institutions, The programme is intended to boost institutional leadership, performance and accountability in institutions. The programme is intended to boost institutional leadership, performance and accountability in institutions. | Focus Area 3, Good governance and accountable institutions.

| Focus Area 2, Sound environmental management | Focus Area 2, Sound environmental management.

| Focus Area 3, Good governance and accountable institutions | Focus Area 3, Good governance and accountable institutions.

| Focus Area 2, Sound environmental management | Focus Area 2, Sound environmental management.
attainment of this outcome. The evaluation can use the meta-evaluation of the projects to also ensure output (process evaluation) (eval, e.g., to also reflect efficiencies and impact of implemented projects in the country office. As such, in undertaking this outcome evaluation, there is need to consider evaluations at the UNDP at project, program, and corporate level to support programmatic, policy, and strategic decision of the entity.

This outcome evaluation is expected to provide a comprehensive information about the performance of the projects and the level of outputs achieved. The evaluation can use the meta-evaluation of the projects to also ensure output (process evaluation) (eval, e.g., to also reflect efficiencies and impact of the projects in the country office. As such, in undertaking this outcome evaluation, there is need to consider evaluations at the UNDP at project, program, and corporate level to support programmatic, policy, and strategic decision of the entity.

1.4.2. Other Evaluations to consider

through youth mobilization, sensitization and education on the country’s reform agenda, and by ensuring meaningful participation of youth in the decision-making process. Earmarked national mechanism for peace under the framework of a multi-stakeholder national mechanism, and ensuring full society participation;

support the development of a sustainable national capacity for conflict prevention and peacebuilding.

Support the development of a sustainable national capacity for conflict prevention and peacebuilding.

Programme 4 (UNDp)

United Nations Capital Development Fund (UNCDF) and United Nations Development

Programme (UNDP)

and enhanced promotion and protection of human rights.

United Nations Development Programme
Contributing factors and constraints:
Evaluating the progress that has been made towards the achievement of the outcome (Induding

3.1. Objectives

3.2 Evaluation Scope and Objectives

Partnership implementation and programming arrangements:
- Assess UNDP’s strategy used in making contribution to the outcome, including on the use of
- Assess the factors affecting the outcome and its sustainability, including contributing factors and
- Have been on the planning and achieved objectives, outcomes and results of the programme?
- The extent to which the planned and related objectives, outcomes and results of the programme

Specifically, the evaluation will assist UNDP and implementation partners to establish the following:

Cycle:
- Provide evidence for accountability of programmes and resources invested. Guide performance improvements
- As a component to the programme evaluation, the outcome evaluation is expected to further
- Provide evidence in the UNDP report cards are expected to provide feedback to improve the UNDP programming policy.

This evaluation is undertaken as part of the UNDP’s national-level management requirements to assess the

Programme results and performance
- Carried out within the overall policy framework and incorporated in the UNDP Evaluation Policy.
- Assistance Framework (UNDP’s) and local programme document (CPD). These evaluations are
- Contributing to the overall assessment of the country level as articulated in both the UN Development
- UNDP commissions outcome to capture and demonstrate evidence of its

2. Evaluation Purpose
- Post 2012 elections consensus building and electoral reform in Lesotho Project
- End of Project Evaluation for the consolidation of democracy and good governance (CDG)
- Evaluation of Post-Project Development Project (DPD)

1. Evaluation is done on the following aspects:
- Quality and credibility of results. The evaluation should also be able to assess the linkage between

United Nations Development Programme
3.2 Scope

3.2.1 Identify priority areas of focus for future programming.

3.2.2 Propose better ways of coordinating donor interventions in the sector.

3.2.3 Extract lessons and best practices for future interventions.

The results of the outcome evaluation will be used to guide future programming. This regard the

United Nations Development Programme
Programmes are managed efficiently and effectively.

Are the monitoring and evaluation systems that UNDP has in place helping to ensure that have been an economical use of financial and human resources?

Has UNDP’s strategy and execution in these areas been efficient and cost-effective?

(Official stability, post crisis situations, etc.)

Are UNDP’s approaches, resources, models, conceptual frameworks relevant to achieve the planned outcomes?

Efficiency

Yield increasing factors and improvements enhance or impact UNDP performance in this area?

Local Governments in Lesotho?

UNDP will be suited to providing good governance and accountable institutions support to national and subnational levels.

Does UNDP’s support contribute to achieving the technical capacity and institutional arrangements of the UNDP country office?

Is UNDP engaged by stakeholders as a strong advocate for improving governance and accountability?

Has UNDP utilized innovative networking and best practices in its programming?

Good Governance and Accountability Institutions in Lesotho?

How effective is UNDP’s support in promoting greater accountability within government and the private sector?

Does UNDP’s support contribute to delivering improved good governance and accountable institutions?

Good Governance and Accountability Institutions in national and subnational levels.

Has UNDP been effective in promoting accountability?

Effectiveness

To what extent have UNDP’s selected methods of delivery been appropriate to the development context?

Comprehensive frameworks including UNDP’s role in the particular development context in Lesotho and its contribution to strategic and operational goals?

To what extent is UNDP’s engagement in governance support a reflection of strategic relevance?

D) of relevance, effectiveness, efficiency and sustainability?

The outcome evaluation seeks to answer the following questions, focused around the evaluation criteria:

1. Is UNDP’s work contributing towards meeting the intended impact?
2. Is the service delivery mechanism efficient and effective?
3. Is the service delivery mechanism sustainable and viable?
4. Evaluation criteria and questions

United Nations Development Programme
could adjust its programming. Partnership arrangements, resource mobilization strategies, and capacities developed during the period 2013-2016. Should be aligned with the UNDP project office, results-oriented annual reports (ROAR) should reflect changes in gender equality. Were there any unintended effects in the design, implementation and monitoring of good governance and accountable institutions projects? How gender quality? To what extent has UNDP accelerated the pace of good governance and accountable institutions support? Human rights: How far has progress been made on improving institutional accountability and transparency? To what extent have good governance and accountable institutions projects been implemented and monitored? Cross-cutting issues: How effective has UNDP been in promoting good governance and accountable institutions in Lesotho? How have UNDP programs affected the progress towards achieving the outcomes of the current or potential complementarities or overlaps with existing national partners? Is the partnership strategy in the good governance and accountable institutions sectors been appropriate and effective? Sustainable strategy: What changes should be made in the current set of partnerships in order to promote long-term and global society in improving service delivery over the long term? How should the portfolio be enhanced to support central authorities, local communities, and sustainable improvements made through these initiatives? What mechanisms have been put in place by UNDP to support the government of Lesotho to sustainably change the likelihood that good governance and accountable institutions interventions are sustainable?
Consultation and Debating Meetings

Questionnaires and Participatory Techniques for Gathering and Analysis of Data

Field visits to select districts and project sites

Interviews and Focus Group Discussions with Partners and Stakeholders

Discussions with Senior Management and Programme Staff

Situation, Project Documents, Progress Reports and Other Evaluation Reports

Desk Review of Relevant Documents such as the Studies Relating to the Country Context and

approaches, and will therefore encompass several methods, including:

- Questionnaires
- Participatory techniques
- Field visits to selected districts and project sites
- Interviews and focus group discussions with partners and stakeholders
- Discussions with senior management and programme staff
- Review of relevant documents such as studies relating to the country context and situations, project documents, progress reports and other evaluation reports.

The evaluation should also adopt other approaches and methods likely to yield most reliable and valid evidence obtained and used to assess the results of UNDP support should be triangulated from a variety of sources, including qualitative data on indicators and environment, existing reports, evaluations and technical papers, stakeholders interviews, focus groups, surveys and site visits.

The outcomes, based on agreed study objectives and anticipated results, and capacity development strategies and techniques will be used to establish the extent to which stated objectives were achieved. The evaluation is expected to constitute a theory of change for each of the outcomes described, in order to identify and understand what determines whether or not the objectives were met. The focus will be on the extent to which UNDP interventions contributed to the achievement of the outcomes.

The evaluation is expected to take a “theory of change” (ToC) approach to determining causal links between the interventions and the desired impact on the outcomes. It will involve stakeholders and beneficiaries in assessing progress in the achievement of the outcomes and the extent to which UNDP’s contribution supports the achievement of these outcomes. The evaluation will also assess the extent to which UNDP supports the implementation of appropriate and effective institutional and local level policies and strategies.

Methodology

1. Review of relevant documents such as studies relating to the country context and situations, project documents, progress reports and other evaluation reports.

2. Interviews and focus group discussions with partners and stakeholders.

3. Discussions with senior management and programme staff.

4. Field visits to selected districts and project sites.

5. Questionnaires and participatory techniques for gathering and analysis of data.

6. Desk review of relevant documents.
Final Evaluation Report
The report will take into consideration all comments and inputs made by stakeholders and the Evaluation Advisory Committee to ensure that the evaluation meets the required quality standards. The consultant will be expected to host a stakeholders meeting with key stakeholders (partners and beneficiaries). The consultation will be followed by a presentation at the stakeholders workshop with key stakeholders.

Executive Summary

Acronyms and abbreviations

Table of contents

Title
Language: Fluent in spoken and written English.

- Some knowledge of the Lesotho political context will be an added advantage.
- Further experience in working with international organizations is an asset.
- Proven experience and expertise in conducting program or projects evaluations.
- Development in Lesotho and Gender, Local Development and RBM

- Consultant should have sound knowledge and understanding of democratic governance and local government.
- Development Management, Capacity Development, Partnerships and
-urious evaluation of international organizations.
- At least 7 years of solid experience in democratic governance and political administration or any

Experience:

Education: Advanced university degree in Human Rights, Governance, Political Science, Law or related

Fields: Synthesis and Stakeholder Engagement.

The consultant should have an experience in institutional development, results-based evaluation, and

The consultant will be responsible for the Quality and timely submission of the Evaluation Report to the UNDP Country Office.

Formulation and implementation of any of the projects contributing to the outcome being evaluated as

It is proposed that the evaluation is undertaken by an international evaluator and expert in political

7. Qualifications of the evaluation team and required competencies

- Annexes
- Recommendations
- Lessons Learned
- Findings and Conclusions
- Data analysis
- Evaluation approach and methods
- Evaluation scope and objectives
- Background and context
- Introduction

United Nations Development Programme
The Evaluation Advisory Group: A five-member Evaluation Advisory Group comprising of key stakeholders from the Ministry of Development Planning, UNDP, selected ministries and development partners as well as a representative of UNDP partners will work closely with the evaluation manager. The evaluation management will develop a management response to the evaluation within two weeks of receipt of the evaluation report. The CO will provide a detailed rationale to the null panel for any comments that remain unaddressed.

The evaluation team is required to address all comments of the evaluation process to the NEC standards. The evaluation team will also advise on the conformity of the methodology, data collection, analysis and reporting. The report will also advise on the quality of the inception report and the draft evaluation report to provide detailed comments related to the quality of methodology, data collection, analysis and reporting. The report will also review the TOE and returning the draft report to enhance its quality, clarity and utility. The evaluation manager will ensure the quality of the report.

Annex 5:

The core of conduct and an agreement form to be signed by each consultant are included in the evaluation process and products under the leaming of the UNDP country, regional and technical support. The UNDP evaluation managers shall be responsible for ensuring that the evaluation team will not be considered a formal, direct and substantial conflict of interest. To this end, transparent and clear guidelines for imputation and final ethical code of conduct for UNDP evaluations in particular, and the evaluation process in general, must be carried out in accordance with the principles outlined in the NEC. The evaluation should be carried out in accordance with the principles outlined in the NEC. The evaluation Ethics and related travel expenses, and reflect these missions and apply UNDP standard rates for accommodation expenses. The consultant may be required to undertake missions related to the evaluation to key implementation
<table>
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<tr>
<th>Evaluation Team</th>
<th>4 days</th>
<th>Preparation of Final Report</th>
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<td>Evaluation Advisory Committee</td>
<td>2 days</td>
<td>Communities Report</td>
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<tr>
<td>Manager, Evaluation Advisory Committee</td>
<td>4 day</td>
<td>Stakeholder meeting and review of draft Evaluation Drafting</td>
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<td>Presentation and Review of Inception Schedule and Methods, Detailed Evaluation Plan</td>
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<td>Review of Terms of Reference and Outlining of Evaluations</td>
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**Proposal Time Frame:** The consultancy will be taken over a period of 30 working days. The following table provides an indicative breakdown for activities and delivery timelines.

1. **Time Frame and Evaluation Work**

   Office. Planned travel and associated costs will be included in the Inception Report and agreed with the country. The consultancy will be responsible for identifying issues with the government, coordinating, and preparing the details of travel to and from the project site. The consultancy will also be responsible for some logistical support during the evaluation, for instance assistance in planning the trips and schedules. The consultancy will be responsible for ensuring the quality, accuracy, and sustainability of the evaluation. The consultancy will use its networks and provide advice to the evaluation team to ensure that the evaluation is scrutinized to the highest standards. The consultancy will also provide advice to the evaluation team and other stakeholders to ensure that the evaluation is conducted to the highest standards. The consultancy will also be responsible for producing the evaluation report.

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11. Cost

Interested Consultants should provide their requested fees/rates when they submit their expressions of interest, in USD. The UNDP Country Office will then negotiate and finalize contracts.

The offer should be all inclusive, with all costs (professional fees, travel costs, living allowances, communications, consumables, etc.) that could possibly be incurred already be factored into the final amounts submitted in the proposal.

Lump Sum Amount – the quoted price should be closely linked to the deliverables. All breakdowns should be provided on the quoted sums per deliverable.

For application, interested consultants are invited to submit the following:

a) Duly accomplished Letter of Confirmation of Interest and Availability using the template provided by UNDP;

b) Personal CV or P11, indicating all past experience from similar projects, as well as the contact details (email and telephone number) of the Candidate and at least three (3) professional references;

c) Technical Proposal, indicating why the individual considers him/herself as the most suitable for the assignment, and a methodology on how they will approach and complete the assignment;

d) Financial Proposal that indicates the all-inclusive fixed contract price, supported by a breakdown of costs, as per template provided

Fee payments will be made upon acceptance and approval by the UNDP Country Office of planned deliverables, based on the following payment schedule:

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12. Approval

This TOR is approved by:

Name and Position: Mr. Salvador Nyigongo UN Resident Coordinator and UNDP Resident Representative

Signature: [Signature]

Date: 7/08/2017
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**Annex 2 - Intervention Results Framework and Theory of Change**

**Outcome Development Programmers**
Annual Progress Report
Project Evaluation Documents
Partnership Agreements
Project Document
MDG Status Report
National Vision 2020
Country Program Document
Annex 3 – List of Documents to be Consulted

Ministry of Public Service
MISA Lesotho
Christian Council of Lesotho
Transformation Resource Centre
Lesotho Council of NGOs
Directorate on Corruption and Economic Offences
Ministry of Law and Constitutional Affairs and Human Rights
Human Rights Unit
Independent Electoral Commission
Senate
National Assembly
Ministry of Local Government and Chieftainship Affairs
Ministry of Development Planning
Annex 2 – List of Key Stakeholders and Partners

United Nations Development Programme
<table>
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<tr>
<th>Data Analysis Methods</th>
<th>Data Collection Sources</th>
<th>Specific Questions</th>
<th>Sub-Qualifications</th>
<th>Key Evaluation Criteria</th>
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Annex 4 – Sample Evaluation Matrix

United Nations Development Programme
The report should be complete and logically organized, and include the following standard elements:

1. Title and opening pages
2. Table of contents
3. List of acronyms and abbreviations
4. Executive summary
5. Introduction
6. Description of intervention
7. Evaluation scope and objectives
8. Evaluation approach and methods
9. Data collection procedures
10. Sample and sampling frame
11. Data sources
12. Performance standards
13. Selected demographic
14. Ethical considerations
15. Background information on evaluations
16. Major limitations to selected methodology
17. Description of findings and conclusions
18. Findings and conclusions
19. Conclusions
20. Annexes
21. Recommendations
22. Lessons learned
23. Report Annexes
24. Executive summary
25. Code of conduct

United Nations Development Programme

The Code of Conduct for Evaluation in the UN System.