

# **Regional Programme for Arab States**

## **Terms of reference for Individual Contractor**

### **RPAS Projects Evaluation**

#### **A. Project Title**

Regional Programme for Arab States

#### **B. Project Description**

UNDP Regional Programme for Arab States (2014-2017) was endorsed by the UNDP Executive Board during the First Regular Session of the Executive Board at the end of January 2014. It represents 4 out of 7 development outcome areas of the UNDP Strategic Plan, namely:

- **Inclusive growth:** Growth is inclusive and sustainable, incorporating productive capacities that create employment and livelihoods for the poor and excluded (SP Outcome 1)
- **Inclusive governance:** Citizen expectations for voice, effective development, the rule of law and accountability are met by stronger systems of democratic governance (SP Outcome 2)
- **Gender:** Faster progress is achieved in reducing gender inequality and promoting women's empowerment (SP Outcome 4)
- **Social cohesion and resilience:** Early recovery and rapid return to sustainable development pathways are achieved in post-conflict and post-disaster settings (SP Outcome 6)

#### **Project 1. Aid for Trade Initiative for Arab State (AfTIAS)**

AfTIAS contributes to outcome 1 of the Regional Programme for the Arab States:

- Growth is inclusive and sustainable, incorporating productive capacities that create employment and livelihoods for the poor and excluded (SP Outcome 1).

The Regional Programme for the Arab States launched the AfTIAS project in 2014 to work towards deepening Arab Economic Integration, through gradual modernization of trade and economic policy-making. It has two lines of work: trade facilitation through cross-border operations and provision of support to the League of Arab States (LAS) to revitalize the Pan-Arab Free Trade Agreement (PAFTA) and to modernize the Arab Customs Union.

The project has the following specific outputs:

- Output 1: Arab connectivity and linkages through promotion of crossing borders operations and integrated management systems strengthened.
- Output 2: Capacity of Economic Sector of the LAS in trade policy reform enhanced and monitoring of implementation progress of GAFTA enhanced in support of implementation of measures under decisions by the 2015 Arab Economic and Social Development Summit.
- Output 3: Skills and abilities of key national partners to mainstream gender equality priorities into cross border trade policies in the AMU sub region strengthened.

Through the implementation phase, AfTIAS supported Egypt and Jordan in the adoption on National Single Windows, a facility that allows parties involved in trade and transport to lodge standardized information

and documents with a single entry point to fulfill all import, export, and transit-related regulatory requirements. The project also assisted the Government of Iraq to improve collection of customs revenues and tackle smuggling of goods. On cross-border operations, the project worked on facilitating trade and transport corridors across the Askeit/Qustol border crossing, between Sudan and Egypt. The two countries adopted a Customs Declaration for exchange of data that facilitates cross-border trade operations and these interventions contributed to reduce transportation costs by 50 percent.

Thanks to the support AFTIAS provided to the Arab Economic Integration Department (AEID) of LAS, the negotiations on the PAFTA started again after 12 years of stalemate and concluded with the Beirut negotiations in February 2017, with an agreement reached on the liberalization of trade in services. AFTIAS also supported AEID to develop the capacity of its staff and increase the efficiency of its work, which resulted in the Department being the only ISO-certified department in LAS. Following consultations with LAS and its Arab Custom Union, a proposal for the modernization of customs-related policies was developed. Thanks to the support of the Swedish International Development Agency (SIDA), AFTIAS in 2017 will scale up the work carried out so far and expand its portfolio of activities, including support to the implementation of the Trade and Service agreement. AFTIAS, jointly with Arab Development Portal team, will also implement a project to further explore the linkages between Trade and the SDGs, with the objective to develop trade-related indicators for the Arab Region.

## **Project 2. Anti-Corruption and Integrity in the Arab Countries (ACIAC)**

ACIAC contributes to outcome 2 of the Regional Programme for the Arab States:

- Citizen expectations for voice, effective development, the rule of law and accountability are met by stronger systems of democratic governance (SP Outcome 2).

In response to demand from key stakeholders across the region and the findings of extensive consultations that were held in 2014, the Regional Programme for the Arab States extended the regional project on Anti-Corruption and Integrity in Arab Countries (ACIAC), which was launched in 2011. Having succeeded in producing specialized knowledge and supporting inclusive policy dialogues towards the implementation of the UN Convention against Corruption (UNCAC) in more than six Arab countries during its first phase (2011-2014), ACIAC seeks to build on the achievements made and the lessons learned to support deeper governance reforms for sustainable development.

The new phase (2015-2018) is focused on enabling institutions and systems to address corruption through awareness, prevention and enforcement across sectors and stakeholders (SP output 2.2) with the aim of contributing to the attainment of additional progress towards stronger systems of governance that meet citizens' expectations for accountability (SP outcome 2). To reach its goal, ACIAC strives to achieve three key outputs (i) national capacities enhanced to draft, implement and monitor laws that prevent and combat corruption; (ii) specific initiatives supported to design, advocate and integrate measures that strengthen transparency and accountability in key vulnerable sectors; and (iii) participatory platforms fostered to promote, inform and review strategies that link anti-corruption to sustainable development.

A new line of work on youth and integrity is being initiated. Key partners in this project are the Arab Anti-Corruption and Integrity Network (ACINET), national anti-corruption bodies and Siemens Integrity Initiative.

- Under the first output, it enhanced national capacities in Iraq, Egypt and Tunisia to draft, implement and monitor laws, in compliance with the UN Convention against Corruption (UNCAC) related to asset declarations, conflict of interest management, anti-illicit enrichment and whistle-blower protection. It also collaborated with the UN Office on Drugs and Crime (UNODC) to train practitioners

from Palestine, Yemen and the countries of the Gulf Cooperation Council on reviewing the implementation of the UNCAC in preparation for the second cycle of the Review Mechanism.

- Under the second output, ACIAC supported the anchoring of sectoral approaches in national anti-corruption policies and programmes in Egypt, Iraq, Jordan, Libya, Morocco and Tunisia. It also made important progress in developing specific tools and specialized training programmes that will help key stakeholders in the region to prevent corruption in the health, customs and justice sectors, while enabling the development of partnerships between Korea and each of Jordan and Tunisia to strengthen transparency and accountability in the construction sector of the first country and the health, customs, police and municipal sectors in the second country.

- Under the third output, ACIAC fostered ten participatory regional and country-specific platforms to promote linkages between anti-corruption and the Sustainable Development Goals (SDGs), reaching more than eight hundred persons, including more than two hundred women, in 18 Arab countries, with the biggest outreach achieved in Iraq Lebanon, Morocco and Tunisia. This was achieved mostly in the framework of the Arab Anti-Corruption and Integrity Network (ACINET), the university youth networks and the new platforms established to promote sectoral work and collective action across region. In parallel, the ACIAC project enhanced its collaboration with other regional and international organizations and established synergies with related initiatives of the UNDP Regional Hub for the Arab States, while responding to related assistance requests from the UNDP Country Offices in Bahrain, Egypt, Iraq, Jordan, Lebanon, Palestine, Saudi Arabia, Sudan, Tunisia and the United Arab Emirates as well as the UN Country Team in Libya.

### **Project 3. Fostering Inclusive Participation and Effective Contribution of Women in the Public Sphere (Mosharaka)**

Mosharaka contributes to Outcome 3 of the Regional Programme for the Arab States:

- Faster progress is achieved in reducing gender inequality and promoting women's empowerment (SP Outcome 4).

The Regional Programme for the Arab States launched the Mosharaka project in 2014 and is expected to conclude its first phase and start the second one in 2017. The project was developed to respond to the increasing demand for addressing the deficits in the public participation and citizenship rights of women in the Arab Region, especially in transition, fragile and post conflict societies.

It has been formulated through background research and a consultative process with regional stakeholders. Preliminary research for the project has concluded that while the Arab region is witness to a range of gender biases, the region particularly lags behind in terms of women's participation in public life. In effect, and realizing that gender inequality is indivisible, the project proposed to focus on women empowerment and fostering their participation in the public sphere as a vehicle towards promoting gender equality in both the public and the private sphere

The project has the following specific outputs that focus on strengthening participation, expanding opportunities and securing women's rights in the region:

- Output 1: Support regional and national actors and institutions to establish measures to advance gender equality, and women's political, social and economic participation (Strategic Plan Output #4.1, #4.3, #4.4) (RBAS Regional Program Output 3.1).

- Output 2: Establish women peace and security frameworks to reinforce social cohesion and promote women's equal access to political and economic opportunities in early recovery and post-crisis settings (Strategic Plan Output #6.4; #4.2 RBAS Output #4.1).

These outputs have been realized through a multi-dimensional integrated approach and project/package of initiatives targeting various sectors and a multiplicity of regional and national stakeholders. These initiatives are primarily focused on knowledge management, capacity development, advocacy, networking, and alliance and coalition building between partners.

The project has been supporting regional and national actors to establish measures to advance gender equality and women's political, social and economic participation. It works through regional NGOs and women activists/advocates networks to advance efforts in constitution making and legislative reform. One of the key focuses is SDGs and gender equality to ensure effective and gender sensitive implementation at the national level. The project also supports NGOs networks to reinforce social cohesion and promote women's role in the implementation of peace and security agenda. Mosharaka also includes a Youth Leadership Programme (YLP) to support young women and men's empowerment. Key partnerships have been forged with UNWOMEN and the Centre of Arab Women for Training & Research (CAWTAR).

During the implementation phase, Mosharaka launched an online platform on legal and human rights and has supported national electoral bodies to integrate gender throughout the electoral cycle. A regional think-tank on SDGs and gender was established with the Arab Women Organization, UNFPA and UNWOMEN. Mosharaka also launched phase II of the YLP which convened a conference in mid-December in Kuwait. In 2017, the project will aim at further strengthening the partnerships with regional networks (Karama, CAWTAR, etc.) to advance gender equality and women's social/economic participation and to enhance women's role in peace and security. Also phase 3 of YLP will be implemented.

In line with the Evaluation Plan, an evaluation will be conducted to assess UNDP-RBAS contributions towards the progress made on achievements of selected projects contributing to the first three outcome areas respectively (described in the table below) as a tool to explain results.

Project title	Regional Programme Outcome	Project Outputs
Project 1. Aid for Trade Initiative for Arab State (AFTIAS)	RP Outcome 1. Growth is inclusive and sustainable, incorporating productive capacities that create employment and livelihoods for the poor and excluded.	<b>Output 1:</b> Arab connectivity and linkages through the promotion of crossing borders operations and integrated management systems strengthened; <b>Output 2:</b> Capacity of Economic Sector of the LAS in trade policy reform and monitoring of implementation progress of GAFTA enhanced in support of implementation of measures under decisions by the 2015 Arab Economic and Social Development Summit; <b>Output 3:</b> Skills and abilities of key national partners to mainstream gender equality priorities into cross border trade policies in the AMU sub region strengthened.
Project 2. Anti-Corruption and Integrity in the Arab Countries (ACIAC)	RP Outcome 2. Citizen expectations for voice, effective development, the rule of law and accountability are met by stronger systems of democratic governance.	<b>Output 1:</b> Number of countries having developed action-oriented reports identifying UNCAC compliance and capacity gaps, technical assistance needs and related priorities (2011-2014); <b>Output 2:</b> National capacities enhanced to draft, implement and monitor laws that prevent and combat corruption; <b>Output 3:</b> Specific initiatives supported to design, advocate and integrate measures that strengthen transparency and accountability in key vulnerable sectors; <b>Output 4:</b> Participatory platforms fostered to promote, inform and review strategies that link anti-corruption to sustainable development.
Project 3. Fostering Inclusive Participation and Effective Contribution of Women in the Public Sphere (Mosharaka)	RP Outcome 3. Faster progress is achieved in reducing gender inequality and promoting women's empowerment.	<b>Output 1:</b> Regional and national actors and institutions supported to establish measures to advance gender equality, and women's political, social and economic participation; <b>Output 2:</b> Women peace and security frameworks established to reinforce human security and advance women's economic opportunities in early recovery and post-crisis settings.

The evaluation is commissioned by UNDP as an internal requirement. It will be conducted by an independent consultant. It will assess the progress and challenges of the selected projects, taking the linkages to the broader contribution of the projects at the outcome level, with measurement of the output level achievements and gaps and in particular, what changes were achieved as a result of the projects contribution. The purpose of the evaluation is foremost to assess how the projects impacted the progress towards the achievement of these objectives. Moreover, the contribution of the project in enabling a coherent development engagement, and to identify the factors that have affected its implementation will be assessed.

The evaluation will consist of a desk review based research, two missions to meet with the projects teams and key stakeholders, and conduct in-depth interviews with key stakeholders and beneficiaries. It will document results achieved, the challenges faced, and how those challenges were addressed. It is also expected to identify success stories, good practices, challenges, constraints, and lessons learned, and to provide recommendations on substantive and process issues to inform the implementation process for the upcoming phase of the projects.

### C. Scope of Work

This assignment will be based on a number of stakeholders' interviews and desk research, supplemented by meetings with key counterparts.

The *Evaluator* will be responsible of:

1. Conducting **desk review based research**;
2. Conducting **two field visits** to meet with the project teams and stakeholders in the field; and
3. Providing **3 analytical reports**, each containing an executive summary (mandatory), be analytical in nature (both quantitative and qualitative), be structured around issues and related findings/lessons learned; and include conclusions and recommendations.

To achieve the above, the *Evaluator* will work with the project teams in Amman and Beirut under the supervision of the Regional Programme Coordinator, based on the workplan enclosed as Annex 1.

The overall results of the three key projects contributing to the three respective outcomes should be evaluated since the start of each project's current phase that falls within the present Regional Programme Document's period (2014-2017).

The below is the timeframe

- AFTIAS (1<sup>st</sup> of April 2014 till 31<sup>st</sup> of March of 2017);
- ACIAC (1<sup>st</sup> of October 2015 till 31<sup>st</sup> of March 2017);
- Mosharaka (1<sup>st</sup> of April 2014 till 31<sup>st</sup> of March of 2017).

The specific objectives for each of the three projects are to:

1. Assess progress towards attaining the project's objectives;
2. Assess progress towards the achievement of the project's outcome;
3. Review the clarity of roles and responsibilities of the various agencies and stakeholders and the level of coordination between relevant actors in the project implementation;
4. Assess the likelihood of continuation of the project outcome and benefits;
5. Describe key factors that will require attention in order to improve prospects for sustainability of the project results;
6. Analyze the relevance of the project strategy and approaches;
7. Assess the potential for sustainability of the results and the feasibility of ongoing efforts and commitment to help advance the focus areas of the project;
8. Document key lessons learned, good practices, success stories and challenges to inform future work of various stakeholders in addressing the focus area of the project; and
9. Document and analyze possible weaknesses in order to improve next steps of project interventions in the focus areas.

#### **D. Expected Outputs and Deliverables**

<b>Expected Outputs and Deliverables</b>	<b>Target Due Dates</b>	<b>Review and Approvals Required</b>
<b>Output 1:</b> Evaluation inception report structured into three sections for each project (including evaluation workplan and timeframe, and using the Sample Evaluation Matrix-Table A below)	6 working days from contract signature	Regional Programme Coordinator
<b>Output 2:</b> Draft three evaluation reports Draft evaluation findings. Documented records of interviews and observations with stakeholders. Presentation of findings to key stakeholders	18 days after the submission of the inception report	Regional Programme Coordinator

Draft report delivered to UNDP for consideration and comments.		
<b>Output 3:</b> Three reports of maximum 25 pages each in word document format with tables/graphs where appropriate will be submitted after the completion of the mission, incorporating comments made on the draft	3 days after receiving the comments of UNDP	Regional Programme Coordinator

#### **E. Institutional Arrangement**

- The individual is required to exhibit his or her full-time commitment with UNDP-RBAS;
- S/He shall perform tasks under the general guidance and the direct supervision of the Regional Programme Coordinator. The supervision of the Regional Programme Coordinator will include approvals/acceptance of the outputs as identified in the previous section;
- The individual is expected to liaise and collaborate in the course of performing the work with other consultants, suppliers and UN colleagues;
- The individual is required to maintain close communication with the UNDP-RBAS on regular and needed basis at any period throughout the assignment in order to monitor progress. In the event of any delay, S/he will inform UNDP promptly so that decisions and remedial action may be taken accordingly;
- Should UNDP deem it necessary, it reserves the right to commission additional inputs, reviews or revisions, as needed to ensure the quality and relevance of the work.

#### **F. Duration of the Work**

The duration of the work is expected to be 27 working days over period of two months from contract signature date.

#### **G. Duty Station**

- This is a home-based assignment.
- Part of this assignment may require the individual to travel to different Arab and non-Arab Countries. In such cases, for unforeseen travel, and after seeking relevant approvals, all related travel and accommodation expenses will be arranged and covered by UNDP in line with applicable rules and regulations.

#### **H. Qualifications of the Individual Contractor**

- I. Academic qualification:  
Master's degree in law, social sciences, management or other relevant fields.
- II. Work Experience:
  - Minimum 7 years of experience in implementation / evaluation of projects/programmes on advancing development related issues; preferably some experience of these in the Arab countries;
  - Proven work experience in use of participatory evaluation methods for identifying measurable target indicators and in particular for identifying outcome / impact – positive change of behavior, policy or law made;
  - Experience in cooperation with multilateral agencies would be an asset;
  - Experience in leading multi-disciplinary teams to deliver quality products in high stress and short deadline situations;
  - Previous experience working for the UN is a plus;

### III. Language Requirements

- Language proficiency in both written and oral English is required. Knowledge of Arabic and/or French is an asset.

### IV. Key Competencies

#### ○ *Corporate*

- Demonstrates integrity and fairness, by modeling the UN/UNDP's values and ethical standards;
- Promotes the vision, mission and strategic goals of UNDP;
- Displays cultural, gender, religion, race, nationality and age sensitivity and adaptability.

#### ○ *Functional*

- Solid experience in facilitation high level meetings;
- Strong background experience including familiarity with UNDP systems, requirements, procedures, and rules & regulations;
- Solid understanding of international standards and experiences in programming on development issues;
- Demonstrated ability to assess complex situations in order to succinctly and clearly distil critical issues;
- Must be a self-starter and can work independently with excellent demonstrated teamwork, coordination and facilitation skills;
- Excellent analytical and report writing skills;
- Strong writing skills including technical reports, general reports, and proposals;
- Flexibility and ability to handle multiple tasks and work under pressure;
- Excellent computer skills especially Word, Excel and Power Point;

#### ○ *Leadership*

- Demonstrated ability to think strategically and to provide credible leadership;
- Demonstrated intellectual leadership and ability to integrate knowledge with broader strategic overview and corporate vision;
- Demonstrated flexibility in leadership by performing and/or overseeing the analysis/resolution of complex issues;
- Strong managerial/leadership experience and decision-making skills with proven track record of mature judgments;
- Ability to conceptualize and convey strategic vision from the spectrum of development experience.

#### ○ *Managing Relationships*

- Demonstrated well developed people management and organizational management skills;
- Excellent negotiating and networking skills with strong partnerships in academia, technical organizations and as a recognized expert in the practice area;

#### ○ *Managing Complexity*

- Ability to address global development issues;
- Substantive knowledge and understanding of development cooperation with the ability to support the practice architecture of UNDP and inter-disciplinary issues;
- Demonstrated substantive leadership and ability to integrate knowledge with broader strategic, policy and operational objectives;
- A sound global network of institutional and individual contacts.



- *Knowledge Management and Learning*
  - Ability to strongly promote and build knowledge products;
  - Promotes knowledge management in UNDP and a learning environment in the office through leadership and personal example;
  - Seeks and applies knowledge, information and best practices from within and outside of UNDP;
  - Provides constructive coaching and feedback;
  - Demonstrates a strong capacity for innovation and creativity in providing strategic policy advice and direction.
- *Judgment/Decision-Making*
  - Mature judgment and initiative;
  - Proven ability to provide strategic direction to the project implementation process;
  - Independent judgment and discretion in advising on handling major policy issues and challenges, uses diplomacy and tact to achieve result.

## I. Scope of Price Proposal and Schedule of Payments

All proposals must be expressed in a lump sum amount. This amount must be “all-inclusive”. Please note that the terms “all-inclusive” implies that all costs (professional fees, travel costs, living allowances, communications, consumables, etc.) that could possibly be incurred are already factored into the final amounts submitted in the proposal. Also, please note that the contract price will be Deliverables/Outputs based - not fixed - subject to change in the cost components.

The contractor will be paid an all-inclusive Deliverables/Outputs based lump sum amounts over the assignment period, subject to the submission of Certification of Payment (CoP) duly certified and confirmation of satisfactory performance of achieved work (deliverables/outputs) in line with the schedule of payments table hereunder:

Milestone	Estimated due date	Payment
<b>Milestone 1:</b> Successful delivery of Output 1, 2, & 3 identified in section “D” above	Within 27 working days over period of two months from contract signature date	Up to 100% of total contract amount disbursed in USD and upon confirmation of satisfactory performance

## J. Recommended Presentation of Offer

For purposes of generating Offers whose contents are uniformly presented and to facilitate their comparative analysis, it is best to recommend the preferred contents and presentation of the Offer to be submitted, as well as the format/sequencing of their presentation. The following documents may be requested:

- 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** (up to two (2) pages technical proposal detailing how *the Evaluator* will approach the assignment, prioritizing activities to meet the deliverables as set above in the most efficient and effective manner);

- d) **Financial Proposal** that indicates the all-inclusive Deliverables/Outputs based total contract price, supported by a breakdown of costs, as per template provided. The terms “all-inclusive” implies that all costs (professional fees, travel costs, living allowances, communications, consumables, etc.) that could possibly be incurred are already factored into the final amounts submitted in the proposal. If an Offeror is employed by an organization/company/institution, and he/she expects his/her employer to charge a management fee in the process of releasing him/her to UNDP under Reimbursable Loan Agreement (RLA), the Offeror must indicate at this point, and ensure that all such costs are duly incorporated in the financial proposal submitted to UNDP.

#### K. Criteria for Selection of the Best Offer

This selection criteria will follow the Combined Scoring method – where the qualifications and methodology will be weighted a max. of 70%, and combined with the price offer which will be weighted a max of 30%; using the following evaluation criteria

<b>Criteria</b>	<b>Weight</b>	<b>Max. Point</b>
<u>Technical Competence</u>	70%	100
<b>Criteria A:</b> Master’s degree in law, social sciences, management or other relevant fields.		20
<b>Criteria B:</b> Minimum 7 years of experience in implementation / evaluation of projects/ programmes on advancing development related issues; preferably some experience of these in the Arab countries;		10
<b>Criteria C:</b> <ul style="list-style-type: none"> <li>▪ Proven work experience in use of participatory evaluation methods for identifying measurable target indicators and in particular for identifying outcome / impact – positive change of behavior, policy or law made;</li> <li>▪ Experience in cooperation with multilateral agencies would be an asset;</li> <li>▪ Experience in leading multi-disciplinary teams to deliver quality products in high stress and short deadline situations;</li> </ul>		30
<b>Criteria D:</b> Quality of the technical proposal and methodology		30
<b>Criteria E:</b> Language proficiency in both written and oral English is required. Knowledge of Arabic and/or French is an asset.		10
<u>Financial</u> (Lower Offer/Offer*100)	30%	100
<b>Total Score</b>	<b>Technical Score * 0.7 + Financial Score * 0.3</b>	

#### L. Annexes

- Annex 1: Proposed Evaluation Work Plan;
- Annex 2: Structure of Evaluation Report;
- Annex 3: Code of conduct;
- *Related annexes and reports will be made available upon the recruitment of the consultant.*

**M. Approval**

**This TOR is certified and approved by:**

Signature



---

Name

Mr. Yakup Beris

Designation

Regional Programme Coordinator

Date of Signing

12 April 2017

### Annex 1: Proposed Evaluation Work Plan

Deliverables/Outputs	Activity	Estimated Duration	Due Dates	Review and Approvals Required
<b>Evaluation inception report structured into three sections for each project</b> (including evaluation workplan and timeframe, and using the Sample evaluation matrix- <i>Table A</i> below)	<ul style="list-style-type: none"> <li>Review of the three project documents and progress reports</li> <li>Other relevant literature review</li> <li>Agreement on activities &amp; timeframes</li> <li>Preparation of schedule of interviews</li> <li>Development of assessment methodology</li> </ul>	6 days	6 days after signing the contract	Regional Programme Coordinator
<b>Draft three evaluation reports</b> Draft evaluation findings. Documented records of interviews and observations with stakeholders. Presentation of findings to key stakeholders Draft report delivered to UNDP for consideration and comments.	<ul style="list-style-type: none"> <li>Interviews with selected stakeholders</li> <li>Field visits to Amman and Beirut (to be agreed with the Evaluator)</li> <li>Incorporate feedback into findings</li> <li>Draft the reports</li> </ul> NB: See annex 2 for the report structure	18 days	18 days after the submission of the inception report	Regional Programme Coordinator
<b>Final evaluation reports</b> Three reports of maximum 25 pages each in word document format with tables/graphs where appropriate will be submitted after the completion of the mission, incorporating comments made on the draft	<ul style="list-style-type: none"> <li>Address comments provided by UNDP</li> <li>Submission of Final Reports</li> </ul>	3 days	3 days after receiving the comments of UNDP	Regional Programme Coordinator
<b>Time allocated to the assignment</b>	27 working days			

**Table A. Sample evaluation matrix**

Relevant evaluation criteria	Key Questions	Specific Sub-Questions	Data Sources	Data collection Methods/Tools	Indicators/ Success Standard	Methods for Data Analysis

## **Annex 2: Structure of Evaluation Report**

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

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

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

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

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

**List of acronyms and abbreviations**

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

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

**Introduction**—should:

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

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

- Describe **what is being evaluated, who seeks to benefit**, what kind of change was required 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.
- Briefly summarize 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.
- Briefly summarize the context of the **social, political, economic and institutional factors**, and the **geographical landscape** within which the intervention operates and explain the effects (challenges and opportunities) those factors present for its implementation and outcomes.
- Point out **design weaknesses** (e.g., intervention logic) or other **implementation constraints** (e.g., resource limitations).

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

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

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

- Data sources—the sources of information (documents reviewed and stakeholders), the rationale for their selection and how the information obtained addressed the evaluation questions.
- Sample and sampling frame—If a sample was used: the sample size and characteristics; the sample selection criteria (e.g., single women, under 45); the process for selecting the sample (e.g., random, purposive); if applicable, how comparison and treatment groups were assigned; and the extent to which the sample is representative of the entire target population, including discussion of the limitations of the sample for generalizing results.
- Data collection procedures and instruments—Methods or procedures used to collect data, including discussion of data collection instruments (e.g., interview protocols), their appropriateness for the data source and evidence of their reliability and validity.

- Performance standards—the standard or measure that will be used to evaluate performance relative to the evaluation questions (e.g., national or regional indicators, rating scales).
- Stakeholder engagement—Stakeholders’ engagement in the evaluation and how the level of involvement contributed to the credibility of the evaluation and the results.
- Ethical considerations—The measures taken to protect the rights and confidentiality of informants (see UNEG ‘Ethical Guidelines for Evaluators’ for more information).
- Background information on evaluators—The composition of the evaluation team, the background and skills.
- Major limitations of the methodology—Major limitations of the methodology should be identified and openly discussed as to their implications for evaluation, as well as steps taken to mitigate those limitations.

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

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

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

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

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

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

- ToR for the evaluation;
- Additional methodology-related documentation, such as the evaluation matrix and data collection instruments (questionnaires, interview guides, observation protocols, etc.) as appropriate
- List of individuals or groups interviewed or consulted and sites visited

- List of supporting documents reviewed
- Project or programme results map or results framework
- Summary tables of findings, such as tables displaying progress towards outputs, targets, and goals relative to established indicators
- Short biographies of the evaluators and justification of team composition
- Code of conduct signed by evaluator