Terms of Reference

###### Strengthening the Capacity of the Cairo Centre for Conflict Resolution and Peacekeeping in Africa (CCCPA) – Project Evaluation

**Post Title:** Short Term National Consultant

**Estimated Duration**: 4 weeks

**Application Deadline**: 30 July 2016

**1. BACKGROUND INFORMATION OF THE PROJECT AND PURPOSE OF EVALUATION**

Africa has continued to experience high levels of violent conflict since the last century. These conflicts include wars between sovereign states, civil strife, rebel insurgencies and many kinds of unrest. Violence from these conflicts has had wide-ranging and disastrous humanitarian, social-economic and political, effects, and is often targeted at civilians. Millions of Africans have been displaced or made refugees; communities have suffered social disintegration; economic productivity and development have been stalled; political processes have been damaged; food shortages and famines have been caused.

In response to the problems of armed violence within Africa, the African Union (AU) has created the African Peace and Security Architecture (APSA), with the aim of dealing with threats to peace and security on the continent. The chief mechanism of APSA is the African Standby Force (ASF), which can be deployed to a conflict to restore peace. Training the military, police and civilian components of these forces, which are drawn from African Union regional economic communities, is a key priority for building African capacity to deal with threats to peace.

The Cairo Regional Center for Training on Conflict Resolution and Peacekeeping in Africa (CCCPA) was established in 1994 under the auspices of the Egyptian Ministry of Foreign Affairs to support peacekeeping operations in Africa through a capacity-building approach, providing training for all those involved in peacekeeping, peace-building and conflict resolution. Its primary focus is on building African capacity so that peacekeepers from Africa may assume a more active role in dealing with crises and conflicts in the continent. and develop home grown expertise with the skills and contextual knowledge to identify, prevent, manage and respond to growing conflict, security and stability issues, hence enabling more durable and sustainable solutions.

UNDP collaboration with CCCPA started in 2008, with the support of the Government of Japan, and aimed to support the Center to organize integrated training programmes that bring together the major parties actually involved in peacekeeping operations from the military, the police and civilians, focusing on the following: support the African Union’s efforts to establish the African Standby Force; to encourage gender mainstreaming in peacekeeping, peace-building and conflict resolution in Africa; to provide a focus on comparative cultural awareness in post-conflict areas. The first phase of collaboration which extended from 2008-June 2014aimed to support CCCPA by strengthening its institutional capacity so that it continues to be a regional and international centre of excellence in peacekeeping, peace-building and conflict resolution. The project was designed to address the following

* Formulation, implementation as well as monitoring and evaluating of the capacity development of CCCPA
* Integrated training for integrated peacekeeping missions in Africa as a new approach to capacity building for peacekeeping
* Gender mainstreaming in peacekeeping operations in Africa Strengthening CCCPA communications, outreach and knowledge management
* Promoting South-South cooperation for peacekeeping and conflict resolution in Africa
* The second phase of the CCCPA-UNDP cooperation entitled “Enhancing the capacity of local actors in efforts to improve Peace and Stability in North Africa, the Sahel and Great Lakes” was signed in May 2014 and aims to achieve the following outputs:
* Improved knowledge in border management in North Africa and the Sahel
* Greater understanding of and improved skills in Peacekeeping and Peacebuilding issues in North Africa, the Sahel and the Great Lakes Region
* Improved knowledge and skills in conflict resolution and crisis management in North Africa, the Sahel and the Great Lakes Region
* In May 2015, CCCPA and UNDP signed a third phase of collaboration, also with the support of the Government of Japan, to expand the coverage of CCCPA’s work to include all of Africa, with additional focus on enhancing African capacities in combating terrorism and extremist ideologies leading to it, and in border and crisis management, including international/regional management of trans-boundary natural resources. The expected outputs are:
* Enhanced African capacities to combat terrorism and extremist ideologies leading to it.
* Improved African capacities in conflict resolution, peacekeeping and peacebuilding.
* Enhanced African capacities in border and crisis management.

**2. PURPOSE OF THE EVALUATION**

**This is an independent Project mid-term evaluation which will take place during the implementation of phase 3 of the project and is expected to take stock of previous phases (phase 1 and 2). The evaluation objective is to** assess the efficiency and effectiveness of the project in achieving its intended results. Hence, the evaluation will cover the different project phases (3 phases), including the current third phase**.**

As an integral part of the project implementation cycle, UNDP will commission an independent project evaluation that will analyse the achievements of the project against its original objectives while providing project partners with an independent review of project outputs. The evaluation will review technical and managerial aspects and consider issues of effectiveness, efficiency, relevance, impact and sustainability. It will identify factors that have facilitated and/or impeded the achievement of objectives and should result in recommendations and lessons learned for the project partners for future phases of the project.

**3. Evaluation Scope and Objectives**

The scope and objectives of the midterm evaluation are to:

* Assess the status of project results and how they are being achieved with an assessment of UNDP’s contribution/approach
* Assess the outcomes achieved in relation to stated project objectives (Capacity building, institutional strengthening, gender mainstreaming, South-South Cooperation).
* Identify factors that have facilitated and/or impeded the achievement of objectives
* Assess the relevance, efficiency, effectiveness, and sustainability of the project

Provide implementation recommendations for the next phase of the project and to identify key lessons emerging from project activities

The evaluation timeframe is that of the entire project duration from 2008 to-date.

**4. Evaluation Criteria:**

The project should be evaluated against the following criteria:

* *Relevance*: the evaluation team should assess the degree to which the project was, and remained relevant in the context in which it was implemented.
* *Efficiency/management*: the evaluation team should assess the outputs realized in relation to the inputs provided, looking for example at whether the management structures were appropriate.
* *Effectiveness*: the evaluation team should assess the extent to which the project objectives were achieved.Using evaluative evidence, the evaluation will analyse the contributing factors, unintended outcomes (positive or negative, direct or indirect)
* *Impact and sustainability*: the evaluation team should assess the lasting change brought about by the project.
* *Gender and social inclusion sensitivity*: to what degree was the project sensitive to gender and social inclusion.

**5. Evaluation questions:**

Evaluation questions define the information that the evaluation will generate. The evaluators will include in the Inception Report a list of evaluation questions that, when answered, will give users of the evaluation the information they seek in order to make decisions, take action or add to knowledge. Evaluation Questions should include at least the following questions:

* Were stated outputs achieved? If not, what progress toward the outputs has been made? To what extent the project has the project been able to build the institutional capacity of the CCCPA as a Center of Excellence?
* What factors have contributed to achieving (or not achieving) intended results?
* Were the actions to achieve the outputs and outcomes effective and efficient?
* Did the project make the best use of its resources to achieve its results? Has the project been efficient in implementing its activities?
* What factors contributed to effectiveness or ineffectiveness?
* What unintended change (positive/negative) has the project had on the targeted beneficiaries?
* What good practices are emerging from the project? What are the likelihood for good practices to be replicated or scaled up for sustainability purposes?
* To what extent the CCCPA operational and institutional structures (project management unit and systems) is strengthened to effectively implement activities? To what extent has UNDP support achieved its target and objectives according to the project plan and stated objectives?
* Has the project partnership strategy been appropriate and effective? To what extent has the project been able to build and promote its partnership with other relevant stakeholders for greater results?
* Are the results sustainable? What extent the project interventions have been institutionalized to ensure its sustainability?
* To what extent the current organizational set up is sustainable (financially and operationally)? What are the existing structures and functions that could ensure sustainability of project outcomes in the targeted areas?
* How can the project be improved for its next phase?

Evaluation questions must be agreed upon between UNDP and CCCPA and accepted or refined in consultation with the evaluator

**6. Methodology**

The evaluator is expected to use suitable methods to obtain data and information for their analysis and drawing up of findings, conclusions, lessons learned and recommendations, in consultation with CCCPA.

Given the strategic relevance of this project, the evaluation is expected to contribute to apply an analytical approach not only to assessing the extent to which objectives have been reached but also identifying the reasons and determining factors behind the observed successes and shortcomings. It is important to take into account the importance of context specific factors affecting project implementation.

The evaluator is expected to suggest a methodology that demonstrates analytical rigor and data accuracy and validation, to support findings and recommendations. The suggested methodology for the evaluation could include:

* **Documentation review:** To review documents such as the project document, project brief, quarterly progress reports, Annual Project Reports (APR), Project Implementation Reports (PIR), Project Technical Reports, and minutes from relevant meetings (list of key documents is annexed)
* **Interviews** with CCCPA Director, Project Manager; Project staff, the Embassy of Japan; UNDP and project partners, The Consultant will obtain initial briefings from UNDP CO and the project on the objectives and scope of evaluation and clarify any issues as required prior to submitting the inception report. Consult relevant stakeholders/partners of the project
* **Focus Groups**: Organize participatory stakeholders’ workshop and focus group discussions to examine the relevant issues.
* **Probing the project outcome/output indicators**, going beyond these to explore other possible indicators, and determining whether the indicators have been continuously tracked.
* **Collecting** relevant information through meetings, consultative sessions, field visits, etc. Obtain other contextual information also as required.
* **Drafting** the evaluation report and making a presentation of findings and recommendations to CCCPA and UNDP
* **Finalizing**thereportwithcommentsandinputsfromvariousstakeholdersandpartners.

**7. Evaluation Products (deliverables)**

* **Inception Brief –** The methodology that will be used by the evaluator should be presented in the inception brief and it must be agreed to by CCCPA and UNDP. The brief will brief outline of the main evaluation issues that will be addressed, relevant evaluation questions and the proposed and final methodology that has been agreed upon before the evaluation is set
* **Draft evaluation report and Power Point Presentation on findings and recommendations:** These will be shared with both CCCPA and UNDP for review following which a meeting will be held to discuss the draft report to ensure that it meets UNDP quality criteria and expectations as stipulated in the Terms of Reference
* **Final evaluation report (See Evaluation Report Template in Annex 3):** The report will be in English and no more than 30 pages in length. Annexes may be added. The Final report will include the evaluation methodology and a brief executive summary

**8. Qualifications and Competencies**

* M.A. Degree in peace and conflict studies, international politics or related discipline,
* Demonstrated experience in leading evaluation studies in the above mentioned field(s);
* Good command of standard evaluation methods and approach
* Have specialized experience and knowledge in the field of peacekeeping,
* Possess expertise in independent policy advice,
* Excellent English, both written and spoken,
* Good analytical and report writing skills,
* Good communication skills.
* Knowledge and understanding of UNDP activities is an asset;

The evaluation will be carried out by a National Consultant. Applicants should not have participated in the project preparation and/or implementation and do not have any conflict of interest with project related activities).

**9. Evaluation ethics**

All UNDP Programme and project evaluations are to be conducted in accordance with the principles outlined in the UNEG ‘Ethical Guidelines for Evaluation’ and the UNEG Code of Conduct for Evaluation in the UN System. Both documents can be found at the following link: <http://www.uneval.org/search/index.jsp?q=ethical+guidelines>

Evaluations of UNDP-supported activities need to be independent, impartial and rigorous. Each evaluation should clearly contribute to learning and accountability. Hence evaluators must have personal and professional integrity and be guided by propriety in the conduct of their business

Evaluators:

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

All staff engaged full or part time in evaluation must sign an Evaluation Staff Agreement Form at the start of their contract (see Annex 2).

**10. Implementation Arrangements**

The principal responsibility for managing this evaluation lies with UNDP-Egypt and the Project Manager. The UNDP Egypt Country Office is the main operational point for the evaluation and will be responsible for liaising with the project team to set up the stakeholder interviews, arrange the field visits and co-ordinate with CCCPA and other counterparts.

It should be stressed that due to the sensitive nature of CCCPA’s partnerships, prior approval from CCCPA will be required before any communication outside CCCPA/UNDP/Embassy of Japan is scheduled by the project evaluator (including the methodology and questions of the evaluation).

The report will be cleared by UNDP and CCCPA.

*Resources and Logistical Support Required:*

It is expected that at least one senior member of the project will accompany the evaluator during the visits in order to facilitate and provide clarifications where necessary.

During the evaluation period, the team will require office accommodation that will be provided by the Project Management offices (in Cairo) or UNDP-Egypt as necessary.

**11. Time-frame for the evaluation process**

The evaluation will take place over a period of 4 weeks. The tentative schedule follows:

**a. Preparation Phase** *(1 week)*

UNDP and CCCPA will provide electronically the expert with a maximum number of relevant documents – such as project documents, internal progress reports and interim/annual reports for donors. The experts will study the documents as a preparation for evaluation of the project. UNDP gives briefing on the general background of the project such as: how the project was developed and how it was implemented.

**b. Assessment Phase (at CCCPA)** *(3 weeks)*

The experts will work at CCCPA to be briefed on the achievement and challenges and provided necessary and relevant materials such as reports of trainings and outcome of researches in order to assess the capacity of the center. The experts, with the support of CCCPA staff, will conduct interviews with stakeholders, counterparts and beneficiaries in order to assess the impacts of activities (over phone in case of counterparts abroad).

**c. Reporting Phase** *(2 weeks)*

The experts will provide an initial draft report to UNDP one week after finalizing assessment phase. Comments will be provided within 5 working days.

**12. SCHEDULE OF THE ACTIVITIES**

**Evaluation of Applicants**

Individual consultants will be evaluated based on the following methodology:

**Technical Proposal (70%):**

|  |  |
| --- | --- |
|  | **Weight** |
| Relevant experience | 30 |
| Proposed methodology, its appropriateness to the assignment, and timeliness of the implementation plan | 50 |
| Sample of previous relevant assignment | 20 |
| Total | 100 |

**Financial Proposal (30%)**

To be computed as a ratio of the Proposal’s offer to the lowest price among the proposals received by UNDP.

Applicants receiving a score less than 70% will be technically disqualified.

**Terms of Payment:**

* 30% upon submission of Inception Report
* 30% upon submission of Draft Evaluation Report
* 40% upon submission of Final Report, Executive Summary, and Presentation

**Application:**

Interested applicants must submit the following:

1. CV and Personal History Form (P11)
2. Proposed Methodology outlining how the Consultant will execute the assignment
3. Written sample of prior evaluation and/or assessment work
4. Detailed financial proposal

Applications should be submitted through an email titled “CCCPA Project Evaluation” to the following e-mail address:

Alya.hegazy@undp.org

Deadline for application is 30 July 2016

**ANNEXES**

**ANNEX 1**

**Documents to be consulted**— This is a list of important documents and Webpages that the evaluator(s) should read at the outset of the evaluation and before finalizing the evaluation design and the inception report.

* Project Documents and any revisions
* Websites:
* CCCPA: <http://www.cairopeacekeeping.org/>
* UNDP: [www.eg.undp.org](http://www.eg.undp.org)
* United Nations Development Assistance Framework (UNDAF)
* UNDP Country Programme Document(CPD)/ Country Programme Action Plan (CPAP)
* Quarterly Progress Report and detailed activity progress reports
* Project Annual reports
* Minutes of Board meetings and other project management meetings.
* Presentations and other inputs to Board Meetings and project management meetings
* Atlas Reports (such as the AWP and Project Budget Balance report)
* Project Implementation Reviews

**ANNEX 2**

**United Nations Evaluation Group – Code of Conduct for Evaluation in the UN System**

**Evaluation Consultants Agreement Form**

To be signed by all consultants as individuals (not by or on behalf of a consultancy company) before a contract can be issued.

**Agreement to abide by the Code of Conduct for Evaluation in the UN System**

**Name of Consultant:**

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**Name of Consultancy Organization (where relevant):**

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**I confirm that I have received and understood and will abide by the United Nations Code of Conduct for Evaluation.**

**Signed at ( ) on ( )**

**Signature: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_**

**ANNEX 3**

**EVALUATION REPORT TEMPLATE AND QUALITY STANDARDS**

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

The evaluation report should be complete and logically organized. It should be written clearly and understandable to the intended audience. 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 of the evaluation (the project(s), programme(s), policies or other intervention) that was evaluated.
* Explain the purpose and objectives of the evaluation, including the audience for the evaluation and the intended uses.
* Describe key aspect of the evaluation approach and methods.
* Summarize principle findings, conclusions, and recommendations.

**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 of the evaluation (the project(s) programme(s) policies, or other intervention—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 asses the merits of the evaluation methodology and understand the applicability of the evaluation results. The description needs to provide sufficient detail for the report user to derive meaning from the evaluation. The description should:

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

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

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

**Evaluation approach and 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 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 participation—Stakeholders’ participation in the evaluation and how the level of involvement contributed to the credibility of the evaluation and the results.
* Ethical considerations—The measures taken to protect the rights and confidentiality of informants (see UNEG ‘Ethical Guidelines for Evaluators’ for more information).70
* Background information on evaluators—The composition of the evaluation team, the background and skills of team members, and the appropriateness of the technical skill mix, gender balance and geographical representation for the evaluation.
* Major limitations of the methodology—Major limitations of the methodology should be identified and openly discussed as to their implications for evaluation, as well as steps taken to mitigate those limitations.

**Data analysis—**The report should describe the procedures used to analyse the data collected to answer the evaluation questions. It should detail the various steps and stages of analysis that were carried out, including the steps to confirm the accuracy of data and the results. The report also should discuss the appropriateness of the analyses 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 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 **t**he project exit strategy, if applicable. Recommendations should also provide specific advice for future or similar projects or programming.

**Lessons learnt—**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 include the following to provide the report user with supplemental background and methodological details that enhance the credibility of the report:

* ToR for the evaluation
* Additional methodology-related documentation, such as the evaluation matrix and data collection instruments (questionnaires, interview guides, observation protocols, etc.) as appropriate
* List of individuals or groups interviewed or consulted and sites visited
* List of supporting documents reviewed
* Project or programme results map or results framework
* Summary tables of findings, such as tables displaying progress towards outputs, targets, and goals relative to established indicators
* Short biographies of the evaluators and justification of team composition
* Code of conduct signed by evaluators