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Terms of Reference

Outcome Mid-Term Evaluation of the Environmental Sustainability, Climate Change and Resilience Pillar

1 BACKGROUND

These terms of reference are focusing on an outcome evaluation of UNDP's support to the country's Environmental Sustainability, Climate Change and Resilience outcome. This programmatic pillar is derived from the UNDP Country Programme Document (CPD) for Tanzania for 2016-2021 which is aligned with the UN Development Assistance Plan for Tanzania II (UNDAP II) 2016-2021 and the Government's National Five-Year Development Plan II 2016/17-2020/21. The pillar contributes to the overall outcome as defined in the UNDAP II which aims to achieve an Improved environment, natural resources, climate change governance, energy access and disaster risk management.

The programme under the pillar therefore is designed to support the Government in protecting and managing the environment and the natural resource base for economic and social development by addressing unsustainable consumption and production patterns, especially in this era of increasing climate change impacts. Working with the Global Environmental Facility (GEF), private sector and other development partners, projects were designed to support the Government in its efforts to conserve the environment and natural resources for improved livelihoods and national economic development through climate change adaptation and mitigation initiatives such as promoting sustainable land management; building national and local capacity for law enforcement on illegal wildlife trade, watershed management, promote energy access, early warning systems and disaster risk management.

Through the pillar, UNDP also supports rural communities to have better access to clean energy by partnering with the private sector and assisting the Government in the promotion of renewable energy sources, improved energy standards, energy efficient technologies and clean energy practices. Downstream interventions for income generation and scaling up new energy-saving technologies aim to contribute to reducing the burden of women's unpaid care work and draw lessons from the previous programme cycle (UNDAP I) to inform planning and policymaking.

The pillar as a contributor to the UNDAP II outcome is divided into three outputs namely:

- i. Relevant ministries and districts are able to formulate, implement and enforce environmental and natural resources management policies, strategies and regulations;
- ii. Select districts and communities have their capacities strengthened in climate change governance and sustainable energy access;
- iii. Preparedness systems in place to effectively address the consequences of and response to natural hazards.

The outputs are further articulated through projects, whose full list is provided in Annex I which shows the projects under each output. Due to the nature of the interventions, the geographic scope of these projects is wide in various parts of the country. There are at least eight ongoing projects that contribute to this outcome and three that have just started implementation. Key partners in the implementation include line ministries at national level, local government authorities in respective locales and civil society organizations. Other partners include UN sister agencies and development partners who directly or indirectly contribute to the achievement of the outcome. Their work or resources has complemented and/or supported UNDP's work in this area. These are mentioned individually in the respective projects that are under the pillar.

This evaluation fits within the context of measuring and tracking the progress made by UNDP towards achieving its desired contribution to the outcome. It forms part of the CPD Evaluation plan and will feed into the UNDAF II evaluation at mid-term stage next year. Project evaluations (mid-term or final) have been conducted for some projects, whose findings will complement and add inputs to this outcome evaluation so as to provide a complete picture of how UNDP is contributing to this outcome.

2 EVALUATION PURPOSE

UNDP's corporate policy is to evaluate its development cooperation with the host government on a regular basis to assess progress on how UNDP-funded interventions contribute to the achievement of agreed outcomes, i.e. changes in the development situation and ultimately transforming people's lives. Evaluating a country programme therefore involves ascertaining whether and how UNDP has assisted in improving human development conditions, including for individuals, institutions and systems. Evaluation also helps to clarify underlying factors affecting development, to identify unintended consequences (positive and negative), to generate lessons learned and to recommend actions to improve performance of current and future programme.

The outcome evaluation at mid-term stage aims to capture evaluative evidence of the relevance, effectiveness, efficiency and sustainability of current programming, which can be used to strengthen existing programmes and to set the stage for new initiatives. The evaluation serves an important accountability function, providing stakeholders and partners with an impartial assessment of the results of the UNDP programme of support, in this case, within the pillar of Environmental Sustainability, Climate Change and Resilience. The outcome statement that this pillar contributes to states the intention to achieve *Improved environment, natural resources, climate change governance, energy access and disaster risk management*. This is the overarching outcome which UNDP, in partnership with national government and other development partners, is contributing to.

3 EVALUATION SCOPE AND OBJECTIVES

The outcome evaluation will be conducted during the months of September and October 2018, with a view to enhancing programme implementation while providing strategic direction and inputs to the formulation of remaining projects within the outcome. Specifically, the outcome evaluation will assess:

- 1) The relevance and strategic positioning of UNDP support to the Country on Environmental Sustainability, Climate Change and Resilience.
- 2) The frameworks and strategies that UNDP has devised for its support on Environmental Sustainability, Climate Change and Resilience, including partnership strategies, and whether they are well conceived for achieving planned objectives.

- 3) The progress made towards achieving the Environmental Sustainability, Climate Change and Resilience through specific projects and advisory services and including contributing factors and constraints.
- 4) The progress to date under this outcome and what can be derived in terms of lessons learned for future UNDP Environmental Sustainability, Climate Change and Resilience support to the Country.

The evaluation will consider the pertinent outputs focused towards Environmental Sustainability, Climate Change and Resilience, as stated in the CPD.

The three specific outputs under the Outcome to be assessed include:

1. Relevant ministries and districts are able to formulate, implement and enforce environmental and natural resources management policies, strategies and regulations;
2. Select districts and communities have their capacities strengthened in climate change governance and sustainable energy access;
3. Preparedness systems in place to effectively address the consequences of and response to natural hazards.

The evaluation will analyse the contributions made by the CPD towards Environmental Sustainability, Climate Change and Resilience Pillar during the current programme period and UNDP's strategic position within the country. It will also identify factors affecting the development situation and the results observed, generate lessons learned and recommend actions to improve performance in the remaining duration of the CPD. The outcome evaluation should assess how UNDP's programme results contributed, together with the assistance of partners, to a change in development conditions within that sector. It can also contribute to a fine-tuning of the current UNDP programme, providing the most optimal pillar balance and project formulation structure that will guide implementation of the remaining period of the CPD 2016-2021.

A set of appropriate and forward-looking recommendations will be drawn at the end of the evaluation. It is expected that evaluation results will be used in the formulation of the next country programme document.

4 EVALUATION CRITERIA AND QUESTIONS

The Outcome evaluation seeks to answer the key questions according to the criteria against which the subject to be evaluated. The questions should cover the following key areas of evaluation criteria:

a) *Relevance: the extent to which the Outcome activities are suited to the priorities and policies of the country at the time of formulation:*

- To what extent is UNDP's engagement in Environmental Sustainability, Climate Change and Resilience support a reflection of strategic considerations, including UNDP's role in the particular development context in country and its comparative advantage vis-a-vis other partners?
- Are the intended outputs and outcome aligned with the key development strategies of the country? Are they consistent with human development needs of the country and the intended beneficiaries? Do the outputs and outcome address the specific development challenges of the country and the intended beneficiaries? Were there any unintended consequences (positive or negative) that have implications to the development goals of the country?

- Are the results and/or progress towards results aligned and contributing to the respective global goals as outlined in the Agenda 2030 and its targets? If not, what should be done to ensure this is achieved?
- To what extent has UNDP selected method of delivery been appropriate to the development context?
- Has UNDP been influential in country policy debates and dialogues Environmental Sustainability, Climate Change and Resilience and has it influenced country policies on environmental reforms and human rights protection?

b) Efficiency: measurement of the outputs in relation to the inputs.

- Are UNDP approaches, resources, models, conceptual framework relevant to achieve the planned outcome? Are they sufficiently sensitive to the political and development constraints of the country?
- Has UNDP's Environmental Sustainability, Climate Change and Resilience strategy and execution been efficient and cost effective?
- Has there been an economical use of financial and human resources?
- Are the monitoring and evaluation systems that UNDP has in place helping to ensure that programmes are managed efficiently and effectively for proper accountability of results?
- Were alternative approaches considered in designing the Project?
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- Are adequate resources mobilised to achieve the desired result? What strategies were put in place to close the resource gap? To what extent have these strategies been implemented?
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c) Effectiveness: the extent to which the Outcome activities attain its objectives.

- Have the outputs been achieved and did they contribute to the stated outcome at an acceptable cost, compared with alternative approaches with the same objectives? If so, which types of interventions have proved to be more cost-efficient?
- If not fully achieved, was there any progress? If so, what level of progress towards outcomes has been made as measured by the outcome indicators presented in the results framework. What evidence is there that UNDP support has contributed towards an improvement in country's capacity, including institutional strengthening?
- Has UNDP worked effectively with other international partners to deliver Environmental Sustainability, Climate Change and Resilience initiatives and services
- How effective was the partnerships aspect of programming implemented to ensure achievement of this outcome?
- To what extent has the project supported domestication of key regional frameworks, experiences and international best practices through national development plans and strategies?
- Has UNDP utilized innovative techniques and best practices in its Environmental Sustainability, Climate Change and Resilience programming?
- Is UNDP perceived by stakeholders as a strong advocate for improving Environmental Sustainability, Climate Change and Resilience effectiveness and integrity in the country?
- Taking into account the technical capacity and institutional arrangements of the UNDP CO, is UNDP well suited to providing Environmental Sustainability, Climate Change and Resilience support to the country?

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d) Sustainability: the benefits of the Programme related activities that are likely to continue after the Programme fund has been exhausted

- What is the likelihood that UNDP interventions are sustainable?
- What mechanisms have been set in place by UNDP to support the government/ institutional partners to sustain improvements made through these Environmental Sustainability, Climate Change and Resilience interventions?
- How UNDP has contributed to the capacity building of partners as a guarantee for sustainability beyond UNDP interventions?
- What markers or evidence is there to show that the results achieved so far will be sustained beyond the programme period?
- Are there national plans/ reforms to promote environmental sustainability, climate change and resilience in place or likely to be developed, approved and implemented in the next few years? And beyond the programme period?
- What changes should be made in the current set of governance partnerships in order to promote long term sustainability?
- Has follow up support after the end of the Outcome activities been discussed and formalized? Is there a clear exit strategy?

The evaluation should also include an assessment of the extent to which programme design, implementation and monitoring have taken the following cross cutting issues into consideration:

Human rights

- To what extent have poor, indigenous and physically challenged, women and other disadvantaged and marginalized groups benefitted from UNDP work in support of Environmental Sustainability, Climate Change and Resilience

Gender mainstreaming: to what extent has gender been addressed in the design, implementation and monitoring of environmental sustainability, climate change and resilience projects?

- Is gender marker data assigned to projects representative of reality (focus should be placed on gender marker 2 and 3 projects)?
- To what extent has UNDP's outcome on environmental sustainability, climate change and resilience promoted positive changes in gender equality? Were there any unintended effects? Information collected should be checked against data from the UNDP country office' Results-oriented Annual Reports (ROAR) during the period 2016 - 2017.

Based on the above analysis, the Consultants should provide recommendations on how UNDP in Tanzania should adjust its programming, partnership arrangements, resource mobilization strategies, working methods and/or management structures to ensure that the outcome change is achieved by the end of the current UNDP II and UNDP CPD period. The evaluation is additionally expected to offer lessons for UNDP support in country and elsewhere based on this analysis.

5. METHODOLOGY

The outcome evaluation will be carried out by a team of external evaluators (see page 7 for the *Evaluation Team Composition and Required Competencies*) and will engage a wide array of stakeholders and beneficiaries, including national and local government officials, donors, civil society organizations, academicians and subject experts, private sector representatives and community members.

The outcome evaluation is expected to take a “theory of change” (TOC) approach to determining causal links between the development challenges, the interventions that UNDP has supported, and observed progress in environmental sustainability, climate change and resilience at national and local levels in Tanzania. The evaluators will develop a logical framework model of how UNDP environmental interventions are expected to lead to improved environment, natural resources, climate change governance, energy access and disaster risk management. In the case of these three related outputs, a theory of change was not explicitly defined when the outputs were established. However, the outcome level TOC is defined in the CPD and it forms part of the results chain of the programme, with interlinkage with the other two outcomes of the CPD. The evaluators are expected to analyse the TOC described in the projects, and see whether they are aligned and correspond to the programme’s TOC, and where there are deviations, note them especially if these may affect the attainment of the outcome changes planned in the CPD.

Evidence obtained and used to assess the results of UNDP support should be triangulated from a variety of sources, including verifiable data on indicator baseline, milestones and target achievement, existing reports, evaluations and technical papers, stakeholder interviews, focus groups, surveys and site visits.

The following steps in data collection are anticipated:

5.1 DESK REVIEW

A desk review should be carried out of the key strategies and documents underpinning the environment pillar of UNDP in Tanzania. This includes reviewing but not limited to the Country Programme Document 2016-2021, the UNDAF II as well as concept notes and project documents developed to address the outcome. The team shall also review a wide array of monitoring and evaluation documents produce within the CPD period, to be provided by the UNDP country office. This includes but not limited to individual project evaluations that have taken place during the period under evaluation.

The evaluators are expected to review pertinent strategies and reports developed by the Government of Tanzania that are relevant to UNDPs environment support. This includes the Government’s National Five-Year Development Plan II 2016/17-2020/21, Vision 2025, MKUZA III, Vision 2020 and other national reports, to be made available by the UNDP country office.

5.2 STAKEHOLDER INTERVIEWS

The evaluation team will conduct face-to-face and/or telephone interviews with relevant stakeholders, including: i) UNDP staff (managers and programme/project officers) and ii) policy makers, beneficiary groups and donors in the country. Focus groups may be organized as appropriate.

5.3 FIELD DATA COLLECTION

The evaluation team will visit select project sites to observe first-hand progress and achievements made to date and to collect best practices/ lessons learned. The evaluators will build on the documented evidence through an agreed set of field and interview methodologies, including:

- Interviews with key partners and stakeholders
- Survey questionnaires where appropriate
- Participatory observation, focus groups, and rapid appraisal techniques

6 DELIVERABLES

The evaluation consultants will prepare reports which triangulate findings to address the questions of the final evaluation, highlight key significant changes in regard to the key thematic policy documents, draw out lessons learned, present findings and recommendations, reflecting comments and feedback received from selected staff. The structure of the reports should be used to guide the reader to the main areas (please, see Annex 4 for the Evaluation report template). The language of the reports should be simple, free from jargon and with specialist terms explained.

Here are the principal evaluation products the evaluation Team Leader is accountable for:

1. **Evaluation inception report** (prepared after Briefing the evaluation consultants before going into the full-fledged data collection exercise) – to clarify the evaluation consultants understanding of what is being evaluated and why, showing how each evaluation question will be answered by way of: proposed methods, proposed sources of data and data collection procedures (to be presented in an Evaluation matrix in Annex 3) and the TOC. The inception report should detail the specific timing for evaluation activities and deliverables and propose specific site visits and stakeholders to be interviewed. Protocols for different stakeholders should be developed. The inception report should be discussed and agreed with the Senior Management before the evaluators proceed with site visits
2. **Draft evaluation report** – to be reviewed by UNDP and other respective stakeholders and presented in a validation workshop (if applicable), that the team will organise. Feedback received from these sessions should be taken into account when preparing the final report. The evaluators will produce an 'audit trail' indicating whether and how each comment received was addressed in revisions to the final report.
3. **Final Evaluation report.** The evaluation Team leader will prepare a final Evaluation report (see Annex 4 for structure and content). Evaluation summary is required. Further details may be obtained in Annex 7 of the UNDP M&E Handbook which is available among the list of documents in annex 2.

7 EVALUATION TEAM COMPOSITION AND REQUIRED COMPETENCIES

The outcome evaluation will be undertaken by two (2) external evaluators comprising of an Evaluation Team Leader and an Evaluator. The evaluation team leader will be hired as an international consultant, while the Evaluator will be hired as a national consultant.

7.1 REQUIRED QUALIFICATIONS OF THE EVALUATION TEAM LEADER

- Minimum Master's degree in environmental/climate change governance, natural resource management, social science, development studies or any other related field;
- Minimum 10-15 years of professional experience working in the areas of environmental sustainability, climate change and resilience.
- At least 7 years of experience in conducting evaluations of government and international aid organisations;
- Strong working knowledge of the UN and its mandate in Tanzania, and more specifically the work of UNDP in support of government and civil society in Tanzania;
- Sound knowledge of results-based management systems, and monitoring and evaluation methodologies; including experience in applying SMART (Specific; Measurable; Achievable; Relevant; Time-bound) indicators;
- Excellent reporting and communication skills
- Criteria for Evaluation of Proposal will be weighted at 70% as follows; Methodology - 35%, Experience on the related field – 25% and educational background -10% The applicant receiving the Highest Combined Score that has also accepted UNDP's General Terms and Conditions will be awarded the contract.

The Team Leader will have overall responsibility for the quality and timely submission of the draft and final evaluation report. Specifically, the Team Leader will perform the following tasks:

- Lead and manage the evaluation mission;
- Develop the inception report, detailing the evaluation scope, methodology and approach;
- Conduct the project evaluation in accordance with the proposed objective and scope of the evaluation and UNDP evaluation guidelines;
- Manage the team during the evaluation mission, and liaise with UNDP on travel and interview schedules;
- Draft and present the draft and final evaluation reports;
- Lead the presentation of draft findings in the stakeholder workshop;
- Finalize the evaluation report and submit it to UNDP.
- Criteria for Evaluation of Proposal will be weighted at 70% as follows; Methodology - 35%, Experience on the related field – 25% and educational background -10% The applicant receiving the Highest Combined Score that has also accepted UNDP's General Terms and Conditions will be awarded the contract.

7.2 REQUIRED QUALIFICATION OF THE EVALUATOR

- Minimum Master's degree in the environmental studies or related field;
- Minimum 5 years' experience carrying out development evaluations for government and civil society;
- Experience working in or closely with UN agencies, especially UNDP, is preferred;
- A deep understanding of the development context in Tanzania and preferably an understanding of environmental issues within the Tanzanian context;
- Strong communication skills;
- Excellent oral, reading and writing skills in English, and Kiswahili.
- Tanzanian citizen with extensive experience working in Tanzania during the last 5 years;

The Evaluator will, *inter alia*, perform the following tasks:

- Review documents (some key documents listed in Annex 2);
- Participate in the design of the evaluation methodology;
- Assist in carrying out the evaluation in accordance with the proposed objectives and scope of the evaluation;
- Draft related parts of the evaluation report as agreed with the Team Leader;
- Assist the Team Leader to coordinate the inputs from stakeholders and to finalize the draft and final evaluation report.

8 EVALUATION ETHICS

The evaluation must be carried out in accordance with the principles outlined in the UNEG 'Ethical Guidelines for Evaluation' and sign the Ethical Code of Conduct for UNDP Evaluations. In particular, evaluators must be free and clear of perceived conflicts of interest. To this end, interested consultants will not be considered if they were directly and substantively involved, as an employee or consultant, in the formulation of UNDP strategies and programming relating to the outcomes and programmes under review. The code of conduct and an agreement form to be signed by each consultant are included in Annex 5.

9 IMPLEMENTATION ARRANGEMENTS

The UNDP Country Office will select the evaluation team through an open process and will be responsible for the management of the evaluators. The Coordinator of Programme will designate a focal point for the evaluation that will work with the Pillar Lead to assist in facilitating the process (e.g., providing relevant documentation, arranging visits/interviews with key informants, etc.). The CO Management will take responsibility for the approval of the inception report, final evaluation report and management responses.

The Pillar Lead will arrange introductory meetings within the CO and the Country Director or her designate. The Lead will establish initial contacts with partners and project teams that the evaluators will express intent to meet. The consultants will take responsibility for setting up meetings and conducting the evaluation, subject to advanced approval of the methodology submitted in the inception report. The CO management will develop a management response to the evaluation within two weeks of report finalization.

The Pillar Lead will convene an Advisory Panel comprising of technical experts from within the CO and/or other stakeholders, to enhance the quality of the evaluation. This Panel will review the inception report and the draft evaluation report to provide detailed comments related to the quality of methodology, evidence collected, analysis and reporting. The Panel will also advise on the conformity of evaluation processes to the UNEG standards. The evaluation team is required to address all comments of the Panel completely and comprehensively. The Evaluation Team Leader will provide a detailed rationale to the advisory panel for any comment that remains unaddressed.

The evaluation will use a system of ratings standardising assessments proposed by the evaluators in the inception report. The evaluation acknowledges that rating cannot be a standalone assessment,

and it will not be feasible to entirely quantify judgements. Performance rating will be carried out for the four evaluation criteria: relevance, effectiveness, efficiency and sustainability.

While the Country Office will provide some logistical support during the evaluation, for instance assisting in setting up interviews with senior government officials, it will be the responsibility of the evaluators to logistically and financially arrange their travel to and from relevant project sites and to arrange most interviews. Contact details will be provided by the Pillar Lead upon request. Planned travels and associated costs will be included in the Inception Report and agreed with the Country Office.

10 TIME-FRAME FOR THE EVALUATION PROCESS

The evaluation is expected to take 24 working days for each of the two consultants, over a period of six weeks starting mid-September 2018. The following table provides an indicative schedule for activities and delivery:

Activity	Deliverable	Work day allocation		Time (days) for task completion
		Evaluation team leader	National Consultant	
Review materials and develop work plan	Inception report containing detailed evaluation schedule	5	5	10
Participate in an Inception Meeting with UNDP Tanzania country office				
Draft inception report				
Review Documents and stakeholder consultations	Draft evaluation report and Stakeholder workshop report	14	14	28
Interview stakeholders				
Conduct field visits				
Analyse data				
Develop draft evaluation and lessons learned report to Country Office				
Present draft Evaluation Report and lessons learned at Validation Workshop	Final evaluation report	5	5	10
Finalize and submit evaluation and lessons learned report incorporating additions and comments provided by stakeholders				
	totals	24	24	6 weeks

11 FEES AND PAYMENTS

Interested consultants should provide their requested fee rates when they submit their expressions of interest, in USD, or TZS for National Consultants. Travel costs and daily allowances will be paid

against invoice, and subject to the UN payment schedules for Tanzania. Fee payments will be made upon acceptance and approval by the UNDP Country Office of planned deliverables, based on the following payment schedule:

Deliverable	Payment
Inception report	10%
Draft Evaluation Report submitted and all relevant feedback from stakeholders incorporated. stakeholder workshop report accompanied the revised draft report.	50%
Final Evaluation Report	40%

Approval

This TOR is approved by:

Signature:  _____

Name: Natalie Boucly

Designation: Country Director

Date: 03/09/18

12.ANNEXES

ANNEX 1: LIST OF OUTPUTS TO BE EVALUATED

UNDAP II / CPD OUTCOME	Improved environment, natural resources, climate change governance, energy access and disaster risk management	Projects contributing to each of the outputs;
Strategic Plan Outcome 5	Countries are able to reduce the likelihood of conflict and lower risk of natural disasters, including from climate change.	
Output 1:	<ul style="list-style-type: none"> Relevant ministries and districts are able to formulate, implement and enforce environmental and natural resources management policies, strategies and regulations 	<ol style="list-style-type: none"> 1. Securing Watershed Through Sustainable Land management in Zigi and Ruvu Catchment (Eastern Arc) 2. Enhancing Forest Nature Reserves Networks for Biodiversity Conservation 3. Strengthening Protected Areas Networks in Southern Tanzania (SPANEST) 4. Miombo Woodlands Conservation through Sustainable Forest Management 5. Safeguarding Zanzibar's Forest and Coastal Habitats for Multiple Benefits
Output 2:	<ul style="list-style-type: none"> Select districts and communities have their capacities strengthened in climate change governance and sustainable energy access 	<ol style="list-style-type: none"> 6. Low Emission Capacity Building (LECB) 7. Sustainable Energy for All (SE4ALL) Implementation in Tanzania 8. Capacity Development in the Energy Sector and Extractive Industry (CADESE) 9. Climate Change Adaptation Through Small Grants Programme
Output 3:	<ul style="list-style-type: none"> Preparedness systems in place to effectively address the consequences of and response to natural hazards 	<ol style="list-style-type: none"> 10. Climate Information and Early Warning Systems for Climate Change Resilience in Tanzania 11. Kagera Earthquake Recovery Project

ANNEX 2: DOCUMENTS TO BE CONSULTED

- United Nations Development Assistance Plan 2016 – 2021
- UNDP Country Programme Document 2016 – 2021
- UNDP PME Handbook
- UNDP Evaluation Guide and addendum
- UNDG RBM Handbook
- UNDG Ethical Code of Conduct of Evaluators
- Project Documents, reports and project evaluation reports
- ROAR 2016 & 2017
- UNDP II Annual Review Reports
- National Policies and Development Plans of Tanzania

ANNEX 3: EVALUATION MATRIX

Evaluation matrices are useful tools for planning and conducting evaluations; helping to summarize and visually present an evaluation design and methodology for discussions with stakeholders. In an evaluation matrix, the evaluation questions, data sources, data collection, analysis tools and methods appropriate for each data source are presented, and the standard or measure by which each question will be evaluated is shown.

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

ANNEX 4: STRUCTURE OF THE EVALUATION REPORT

The length of the Report should not exceed 40 pages in total (not including annexes)

- Title and opening pages
- Table of contents
- List of acronyms and abbreviations
- Executive summary
- Introduction
- Description of the intervention
- Evaluation scope and objectives
 - Evaluation scope
 - Evaluation objectives
 - Evaluation criteria
 - Evaluation questions
- Evaluation approach and methods
 - Data sources
 - Sample and sampling frame (if applicable)
 - Data collection procedures and instruments
 - Performance standards
 - Stakeholder engagement
 - Ethical considerations
 - Background information on evaluators
 - Major limitations of the methodology
- Data analysis
- Findings and conclusions
 - Findings
 - Conclusions
- Recommendations
- Lessons learned
- Report annexes

ANNEX 5: ETHICAL CODE OF CONDUCT FOR UNDP EVALUATIONS

Evaluators:

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

Evaluation Consultant Agreement Form¹

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

Name of Consultant: _____

Name of Consultancy Organization (where relevant): _____

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

Signed at ___ on _____

Signature: _____

¹ www.unevaluation.org/unegcodeofconduct