



Terms of Reference

Outcome Mid-Term Evaluation on the Inclusive Growth and Sustainable Livelihoods Pillar, UNDP Tanzania

1. Background

National Context:

Tanzania has sustained relatively high economic growth over the last decade, averaging 6–7% a year. While the poverty rate in the country has declined, the absolute number of poor citizens has not because of the high population growth rate. The country's overall population is about 55 million (2016).

Real GDP growth is projected to remain in the range of 5-6% over the medium term, subject to favourable weather conditions, modest but steady implementation of reforms to improve the business environment, fiscal management, and address vulnerabilities in the financial sector. Inflation is expected to remain low, underpinned by favourable food supplies and stable global energy prices.

Despite efforts between 2007 and 2016 that have reduced the country's poverty rate from 34.4% to 26.8%, the absolute number of poor people has held at about 13 million due to high population growth. The most recent poverty measures based on the Household Budget Survey of 2017/18 are still being processed, but it seems likely that the downward trend in the poverty rate continues but has become more gradual. Government efforts to expand access to social services like education, health, and water have been undermined by their declining quality as the population rises faster than the supply of the services.

UNDAP II:

In line with the Government of Tanzania's national visions (Tanzania Development Vision 2025 and Zanzibar Vision 2020) as well as national development priorities articulated in national plans such as second Five Year Development Plan (FYDP II 2016-2021) and guided

by various international goals and commitments particularly the Sustainable Development Goals (SDGs), the United Nations developed the United Nations Development Assistance Plan (UNDAP II) for 2016-2021 for the Republic of Tanzania.

The UNDAP 2016-2021 defines four Thematic Results Areas, namely: (1) Inclusive Growth; (2) Healthy Nations; (3) Democratic Governance, Human Rights and Gender; and (4) Resilience. The four Thematic Results areas have been further elaborated into twelve UNDAP II Outcomes.

Deriving from UNDAP II, UNDP, in close partnership with the government, and other UN agencies, developed its Country Programme Document (CPD) for 2016-2021. Under CPD 2016-2021, UNDP Tanzania works towards the achievements of three UNDAP II Thematic Results areas and 4 outcomes as illustrated below:

Inclusive Growth: Economic Growth and Employment Outcome: The economy is increasingly transformed for greater pro-poor inclusiveness, competitiveness and improved opportunities for decent and productive employment; and **Social Protection Outcome:** Increased coverage of comprehensive and integrated social protection for all, especially the poor and vulnerable.

The Inclusive Growth and Sustainable Livelihoods Pillar is one of three programmatic pillars at UNDP Tanzania and works for two Outcomes, namely, **Economic Growth and Employment** and **Social Protection** under **Inclusive Growth Thematic Results Area**. In order to achieve the two UNDAP II Outcomes, the Pillar is responsible for the five outputs under CPD 2016-2021.

Output 1: Selected ministries and districts have enhanced capacities to develop, implement and monitor gender-responsive, environmentally sustainable and inclusive growth policies/plan

Output 2: Options enabled and facilitated for inclusive and sustainable social protection

Output 3: Capacities of women's and youth enterprises in the 28 districts enhanced to grow and add value to their products for increased income

Output 4: Relevant policies and programmes in growth sectors reviewed and operationalized on the basis of evidence/data

Output 5: Solutions developed at national and subnational levels for sustainable management of natural resources, ecosystem services, chemicals and waste

These outputs during the CPD 2016-2021 period are attained through projects and programmes under the Pillar. The list of the projects and programmes under each output is included in Annex 1. The projects and programmes under the Pillar are nationally executed with national ownership and the involvement of national institutions in programme implementation. This is the guiding principle for UNDP, with other implementation modalities, such as direct implementation modality, utilized upon agreement with the Government. The main UNDP development partners contributing to designing, implementing, monitoring and evaluation of the projects and programmes include line ministries (Ministry of Agriculture, Ministry of Industry and Trade, Ministry of Livestock and Fishery, President's Office – Regional

Administration and Local Government, Prime Minister's Office), local government authorities in various regions and districts, civil societies, research institutions, and United Nations Organizations.

In line with the CPD Evaluation Plan, UNDP will commission an Outcome Mid-Term Evaluation of the Inclusive Growth and Sustainable Livelihoods Pillar to assess the progress and impact made by the Pillar towards achieving its desired contribution to the Outcomes. This evaluation will feed into the UNDAP II Mid-Term evaluation. The evaluation is also intended to provide forward looking recommendations to the Pillar for the rest of CPD cycle and in the new cycle. an Outcome Mid-Term Evaluation of the Inclusive Growth and Sustainable Livelihoods Pillar.

2. Evaluation Purpose

This Outcome Mid-Term Evaluation will capture and demonstrate evaluative evidence of UNDP and the Inclusive Growth and Sustainable Livelihoods Pillar contributions towards the Outcomes articulated in the CPD.

The findings and judgements through the evaluation made must be on the basis of concrete and credible evidence that will support UNDP and the Pillar's strategic thinking for its new programme cycle, specifically in identifying its priorities in supporting Tanzania in the area of inclusive and equitable economic growth.

3. Evaluation Scope and Objectives

This outcome mid-term evaluation will focus on UNDP Inclusive Growth and Sustainable Livelihoods Pillar under current CPD and UNDAP II period. This evaluation will assess and measure the progress and achievements made by the Pillar to deliver the outcomes, and factors as well as constraints affecting the outcomes. It will evaluate processes, approaches and strategies of the Pillar interventions. It will assess the relevance and strategic position of UNDP support to the Republic of United Tanzania on Inclusive Growth area as well as the frameworks and strategies that UNDP has devised for its support on Inclusive Growth area, including partnership strategies, and whether they are well conceived for achieving planned objectives. It will also take into consideration the impact of the projects and programme on gender equality. It will provide lessons learned for future UNDP Inclusive Growth support to Tanzania. Projects linked to the this Outcome mid-term evaluation are: 1) Mainstreaming Poverty-Environment-Gender-Climate Change (P-E-G-C) Objectives into Local Economic Development and SDGs Localisation in Tanzania (Pei) 2) Rapid Response Implementation Support (RARIS) 3) Kigoma Joint Programme -YWEE 4) Support to Establishment and Consolidation of Global Compact (UNGC) Local Network in Tanzania 5) OFF-GRID BOX-Delivery Safe water and Energy to Remote Rural areas 6) TRAC 2- Connecting Youth and Women in Sustainable Agriculture 7) Youth Economic empowerment through connecting the dots in the Value Chain Ecosystem (YEEVACE) 8) Health Waste Care Management (UPOPS).

The proposed evaluation will assess the following outputs falling under the outcomes and projects contributing to the outputs.

Economic Growth and Employment Outcome: The economy is increasingly transformed for greater pro-poor inclusiveness, competitiveness and improved opportunities for decent and productive employment.

Social Protection Outcome: Increased coverage of comprehensive and integrated social protection for all, especially the poor and vulnerable.

Output 1: Selected ministries and districts have enhanced capacities to develop, implement and monitor gender-responsive, environmentally sustainable and inclusive growth policies/plan

Output 2: Options enabled and facilitated for inclusive and sustainable social protection

Output 3: Capacities of women's and youth enterprises in the 28 districts enhanced to grow and add value to their products for increased income

Output 4: Relevant policies and programmes in growth sectors reviewed and operationalized on the basis of evidence/data

Output 5: Solutions developed at national and subnational levels for sustainable management of natural resources, ecosystem services, chemicals and waste

Geographical coverage:

The coverage of the Inclusive Growth portfolio interventions includes national, regional and local communities' level. Therefore, the geographical coverage ranges from the central government level down to local level where some interventions had or are being implemented. At the national level, there have been projects implemented in the Ministry of Finance and Planning, Ministry of Agriculture and Ministry of Industry and Trade, at the meso level there have interventions with various regions while at the local level implementation has been done selected districts in specific locations.

Target groups:

The target group have been mainly women and youth although in some instances both women and men benefit.

Target Audience:

Depending on the nature of intervention the audience ranged from senior policy makers in the government to farmers in the villages.

Time Frame:

Time frame for the evaluation is between mid -March and end of April 2020. The assignment will be for 25 working days.

4. Evaluation Criteria and Key Evaluation Questions

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 Inclusive Growth support a reflection of strategic considerations, including UNDP's role in the 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 on Inclusive Growth and has it influenced country policies on inclusive growth 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 Inclusive Growth 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?
- 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?

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?
- Has UNDP worked effectively with other international partners to deliver Inclusive-Growth interventions?
- 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 Inclusive Growth programming?
- Taking into account the technical capacity and institutional arrangements of the UNDP CO, is UNDP well suited to providing Inclusive Growth support to the country?

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 Inclusive Growth 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 inclusive growth 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 inclusive growth 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 Inclusive Growth?

Gender mainstreaming

- To what extent has gender been addressed in the design, implementation and monitoring of Inclusive Growth 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 inclusive growth 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 - 2019.

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.

5.0 Methodology

The outcome evaluation will be carried out by a team of external evaluators and will engage a wide range 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 determine causal links between the development challenges, the interventions that UNDP has supported and observe progress in inclusive democratic governance at national and local levels in Tanzania. The evaluators will develop a logical framework model of how UNDP interventions are expected to lead to national governance which is more effective, transparent, accountable and inclusive. In the case of the four 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 Inclusive Growth pillar of UNDP in Tanzania. This includes reviewing but not limited to the Country Programme Documents 2016-2021, the UNDAF II as well as concept notes and project document 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 review should include Inclusive Growth Pillar projects with and without strategic linkage to the CPD (relevant projects are indicated in Annex 1).

The evaluators are expected to review relevant strategies and reports developed by the Government of Tanzania that are relevant to UNDP's inclusive growth and sustainable livelihood support. This includes the Government's National Five-Year Development Plan II 2016/17-2020/21, Vision 2025, MKU2A III, Vision 2020 for Zanzibar, Agriculture Sector Development Programme II 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)
- 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 coiled 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

5.4 BRIEFING AND DEBRIEFING SESSIONS

The Evaluator will hold briefing sessions with UNDP and with all key stakeholders who are familiar with the UNDP's work and support. These include the government ministries, private sector and local government authorities and beneficiaries at the local level. debriefing sessions will be held with UNDP senior management and the Inclusive Growth Pillar.

6. Evaluation Products (Deliverables)

The evaluation team 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 (see Annex 4). 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 TUC. 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 considered 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.

The evaluation team should refer to the UNDP Evaluation Guide for the evaluation report template and quality standards.

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 10-15 years of professional experience working in the areas of Inclusive Growth.
- At least 5 years of experience in conducting governance-related 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 people of 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

The Team Leader will have overall responsibility for the quality and timely submission of the inception report, draft and final evaluation report and 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 economics, business, development studies, social science or any related field.
- Minimum 5 years' experience carrying out governance-related /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 growth and livelihood 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:

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

- Review documents;
- Participate in the design of the evaluation;
- 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 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 they must sign the. Ethical Code of Conduct for UNDP Evaluations. 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 Arrangement

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 Inclusive Pillar Lead to assist in facilitating the. process (e.g., providing relevant documentation, arranging visits/interviews with key informants, etc.). The Country Office (CO) Management will take responsibility for the approval of the final evaluation report.

The Inclusive Growth Pillar Lead will arrange introductory meetings within the CO and the Resident Representative or her designate 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 Inclusive Growth Pillar Lead will convene an Advisory Panel comprising of technical experts from within the CO or it might involve 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-Feb 2020: The following table provides an indicative breakout for activities and delivery:

Activity	Deliverable	Work day allocation	
		Evaluation team leader	National Consultant
Review materials and develop work plan	Inception report containing detailed evaluation schedule	5	5
Participate in an Inception Meeting with UNDP Tanzania Country Office			
Draft Inception Report			

Review Documents and stakeholders' consultations	Draft Evaluation Report and Stakeholder Workshop Report	15	15
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
Finalize and submit evaluation and lessons learned report incorporating additions and comments provided by stakeholders			
Total		24	24

11. Cost/Payment Modalities

Interested consultants should provide their requested fee rates when they submit their expression of interest in USD or TZS for National Consultant. Travel Costs and actual 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:

Deliverables	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:

Name: Sergio Valdini

Signature: _____

Designation: Deputy Resident Representative

Date: _____

12. Annex

Annex 1: List of outputs to be evaluated

UNDAP II/CPD Outcome	The economy is increasingly transformed for greater pro-poor inclusiveness, competitiveness and improved opportunities for decent and productive employment.	Projects contributing to each of the outputs
Strategic Plan	Increased coverage of comprehensive and integrated social protection for all, especially the poor and vulnerable.	
Output 1:	Selected ministries and districts have enhanced capacities to develop, implement and monitor gender-responsive, environmentally sustainable and inclusive growth policies/plan	<ol style="list-style-type: none"> 1. Mainstreaming Poverty-Environment-Gender-Climate Change Objectives into LED and SDGs Localisation for sustainable development and poverty eradication in Tanzania (PEI) 2. Mainstreaming Poverty-Environment-Gender-Climate Change (PEA)
Output 2:	Options enabled and facilitated for inclusive and sustainable social protection	3. Social Protection
Output 3:	Capacities of women's and youth enterprises in the 28 districts enhanced to grow and add value to their products for increased income	<ol style="list-style-type: none"> 4. Kigoma Joint Programme: Youth and Women Economic Empowerment 5. Youth Economic Empowerment through Connecting dots in the Value Chain Ecosystem 6. Bringing Clean Energy and Water to Off-grid Tanzania 7. Connecting Youth and Women with Sustainable Agriculture
Output 4:	Relevant policies and programmes in growth sectors	8. Rapid Response Implementation Support (RARIS) to MOA and ASLM

	reviewed and operationalized on the basis of evidence/data	
Output 5:	Solutions developed at national and subnational levels for sustainable management of natural resources, ecosystem services, chemicals and waste	9. Reducing Unintended Persistent Organic Pollutants (UPOPs) and Mercury Releases from the Health Sector in Africa
Projects which are not linked to the CPD but to be included in the evaluation for CPD review recommendation		10. UN Global Compact Network in Tanzania 11. Accelerator Lab

ANNEX 2: Documents to be consulted

- United Nations Development Assistance Plan 2016-2021
- UNDP Country Programme Document 2016-2021
- Project Documents, reports and project evaluation reports
- ROAR 2016-2019
- UNDP PME Handbook
- UNDP Evaluation Guide and addendum
- UNDG RBM Handbook
- UNDG Ethical Code of Conduct of Evaluators

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 Standards	Methods for Data Analysis

ANNEX 4: Evaluation Report Template

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:

- 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.

Evaluation Consultant Agreement Form

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: _____