**TERMS OF REFERENCE**

**Project Final Evaluation**

**Productivity and Urban Renewal in East Jerusalem (PURE)**

1. **BACKGROUND AND CONTEXT**

### General

The situation in East Jerusalem is aggravated by economic development being largely crippled, limited private sector investment, shortage of business services and infrastructure facilities, fierce competition with the Israel's markets, reduced competitiveness of Palestinian manufactured products and Israeli-imposed movement and access restrictions that further impede Palestinians' access to East Jerusalem markets. The economy is also characterized by limited public investments in communities and infrastructure, inadequate municipal services, and limited private investment, thus resulting in unsustainable fiscal conditions and a deteriorating economic base. Reviving Jerusalem commercial sector and re-establishing its market require comprehensive development strategies and long-term investments. The economy in East Jerusalem should not over-rely on potential job gains in Israel to compensate for its economy that cannot deliver enough jobs.

East Jerusalem economy is characterized by low labour force participation and high level of structural unemployment as well as low wages- compared to west Jerusalem. Closures and the isolation of the city led to increased dependence on Israel for trade, employment and income generation to a significant level. Unemployment is rife with no proper protection and cannot meet the needs of the Palestinian inhabitants. Women and youth are often the worst off.

East Jerusalem private sector had been facing years of neglect, lacking demand-driven investment and business development. Israeli construction permit policies curtailed the expansion of commercial centres in East Jerusalem, thus preventing investment in this sector. Access to mortgage financing is difficult, due to the lack of services offered by local banks and leasing companies.

The tourism sector, on the other hand, falls well beyond its potential. Due to physical isolation from the West Bank and Gaza, East Jerusalem struggles to maintain its importance as a Palestinian cultural, historic and religious centre, thus limiting local tourism to the city. This is coupled with the fact that there is a general lack of tourism products and packages that promote local businesses, as well as the under-capitalization of Palestinian heritage and cultural identity in the city. This sector also suffers from inadequate skills and infrastructure.

### Impact of COVID-19 on the Economy in East Jerusalem

The COVID-19 pandemic in East Jerusalem is part of the [worldwide pandemic](https://en.wikipedia.org/wiki/COVID-19_pandemic) of [coronavirus disease](https://en.wikipedia.org/wiki/Coronavirus_disease_2019). As of 11 March 2020, the World Health Organization (WHO) declared COVID-19 a global pandemic as the new coronavirus rapidly spread to all regions of the world.

The first case in [Israel](https://en.wikipedia.org/wiki/Israel) was confirmed in February 2020. Till the time of developing these TOR (mid October 2020) more than 296,000 have been diagnosed and tested positive for the virus, with more than 2,000 fatalities. The Israeli dealing with the coronavirus outbreak, lead to proposals and measures intended to curb its spread, stop the chain of infection and mitigate the economic ramifications of the crisis. In March, Israel began enforcing [social distancing](https://en.wikipedia.org/wiki/Social_distancing) and other rules to limit the spread of infection, then national state of emergency was declared, and restrictions were legally enforceable in all areas including East Jerusalem. Restrictions on movement were further tightened by beginning April, and again in September and October, where people were limited within certain distance from their homes, unless on essential business including household purchases in supermarkets and pharmacies. Government is considering further restrictions with the 'coronavirus routine' continuing throughout 2021, even if a vaccine is available.

The tourism industry was optimistic about projections for 2020. However, the coronavirus pandemic brought international travel to a halt. The future of international tourism, is being cautiously considered, with the possibility of establishing ‘corona corridors’ with certain “green” countries. At the moment, Israel restricts entry to citizens alone, and all arrivals must enter a 14-day quarantine.

The COVID-19 pandemic risks further destructed the economy in East Jerusalem. In the context of an increasingly tight lockdown, many worksites were closed, including PURE worksite, thus causing gradual declination to the unemployment rate in the City, and a grim labour market picture. It also affected the implementation of PURE and delayed the execution of many activities, more obviously, site work activities that involve working inside the shops.

### PURE intervention

UNDP received funding from the European Union (EU) and the Islamic Development Bank (IsDB) to implement the Productivity and Urban Renewal Project in East Jerusalem. This project is part of the EU “Support to the delivery of community services in East Jerusalem” program aimed at improving the quality of services in key sectors including education, social services, health, urban planning and housing, human rights, culture, youth, and economic development. The Islamic Development Bank, on the other hand, manages the ‘Al Aqsa Fund’, and the Arab Bank for Economic Development in Africa. Its interventions in East Jerusalem cover projects in education, economic empowerment, health, housing, youth, sports and others, with the aim of improving the living standards in the City while contributing to economic and social development of Palestinians.

In line with the National Policy Agenda (NPA) and the United Nations Development Assistance Framework (UNDAF) in supporting East Jerusalem and the specific Strategic Multi-Sector Development Plan for East Jerusalem (SMDP), UNDP/PAPP has been actively supporting Palestinians living in East Jerusalem through implementing programs in several sectors: housing, cultural heritage, health, education, economic development, environment and rule of law.

In line with the Palestinian National Development Plan (2014-2016) Economic, Social and Infrastructure Sector Strategy Objectives, the Strategic Multi Sector Development Plan for East Jerusalem funded by the EU through the Jerusalem Unit of the Office of the President and UNDP/PAPP programming framework "Development for Freedom", UNDP/PAPP conducted, prior to preparing the project, an assessment of the economic conditions in the main commercial centre in East Jerusalem and identified a number of impelling needs to improve the economic growth and ensure social equity and cohesion through the urban revitalization of the commercial areas of East Jerusalem in Sultan Suleiman and Salah Eddin streets.

More detailed background and context are available in the project document that will be made available to the successful consultant following the signature of the contract.

### Basic Project information

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| Title of the action: | **PURE – Productivity and Urban Renewal in East Jerusalem** |
| Location(s) of the action: | Sultan Suleiman and Salah Eddin Streets in East |
| Total duration of the action (*months*): | 60 months |
| Objectives of the action | Overall objective of the programme is: To improve economic growth and secure social equity and cohesion through a sustainable urban revitalization of the commercial areas of East Jerusalem.  Specific objectives of this programme are:  1. To strengthen the Palestinian presence in East Jerusalem;  2. To preserve the characteristic Palestinian urban fabric and landscape;  3. To ensure that Palestinians are included in the development of urban plans in East Jerusalem to help meet Palestinian economic and social needs and continue to support efforts to improve commercial conditions in East Jerusalem;  4. To upgrade the existing infrastructural conditions of the buildings along Sultan Suleiman Street;  5. To improve the awareness and provide legal support against restrictions, or other issues of concern to operation of businesses, licensing, etc. as well as against the Israeli restrictions on the movement of goods and services between the rest of the occupied Palestinian territory and East Jerusalem. |
| Target group(s) | Palestinians living in East Jerusalem, the Arab Chamber of Commerce of Jerusalem, and Palestinian businessmen based in East Jerusalem and the local population at large. |
| Final beneficiaries | 76 business activities in Sultan Suleiman and Salah Eddin and the related 350-400 persons among businessmen and workers; and Palestinian community at large. |
| Estimated results | 1. Comprehensive technical studies (including conceptual town planning) for Sultan Suleiman and Salah Eddin produced;  2. Arab Chamber of Commerce and Industry in Jerusalem empowered and local business in Sultan Suleiman strengthened and local private investment fostered;  3. Commercial area in Sultan Suleiman street safeguarded, rehabilitated and developed;  4. Enhanced tourist, economic and commercial potential opportunities in East Jerusalem. |
| Main activities | 1. Detailed site evaluation, preliminary project development including research and conceptual town planning for Sultan Suleiman and Salah Eddin Streets  2. Rehabilitation, revitalization and beautification works for the three buildings (shops and offices) in Sultan Suleiman Street;  3. Economic support and legal assistance to the selected businesses from Sultan Suleiman Street and Salah Eddin Street;  4. Awareness campaign, marketing and visibility plan. |

1. **EVALUATION, PURPOSE, SCOPE AND OBJECTIVES**

### purpose of the evaluation

The purpose of the evaluation is to assess the performance of the PURE project and to measure to what extent the objective/outputs/activities have been achieved against the results and resources framework and identifying factors that have hindered or facilitated the success of the project. It aims at critically reviewing the stages of the project and its products through employing a participatory approach. A specific focus should be given as much as possible to the strategic political aspects of the project and the sustainability of the results generated, considering the sensitivity of the work in Jerusalem. The findings and recommendation of the evaluation will be used as a good reference for UNDP in designing any future initiatives in the socio-economic sector.

### Specific objectives

1. Assess the relevance of project activities, procedures and structures to the project’s context and overall goal including strategic decision-making and prioritization of limited resources. Identify problems/constraints, which impacted the successful delivery of the project identified at the project design stage. Identify threats/risks to project success that emerged during implementation and strategies implemented to overcome these threats/risks.
2. Assess the efficiency, effectiveness, impact, sustainability, coherence, coverage, and risk management of the project, including the following:
   1. Institutional arrangement: Formulation and implementation stages, consultative processes, assumptions and risks, sustainability of results
   2. Partnerships: Assessment of level of involvement and perception of partners and assessment of collaboration level among relevant stakeholders.
   3. Processes and Administration: Project administration procedures, milestones, key decision and outputs, project oversight and active engagement by UNDP and the project steering committee, coordination between UNDP and partners.
   4. Disbursements: Overview of actual spending against budget expectations and analyse disbursements to determine if funds have been applied effectively and efficiently.
   5. Budget procedures: Effectiveness of project document to provide adequate guidance on how to allocate the budget; audits and any issues raised in audit and subsequent adjustments to accommodate review recommendations
   6. Coordination mechanisms: Appropriateness and efficiency of coordination mechanisms and approaches.
3. Assess the sustainability of results and identify evidence showing that the results/lessons of project could be replicated to other areas, analyse risk to ensuring sustainability of the project outcomes and results (i.e. ownership, financial, institutional capacity).
4. Conclusions and lessons learnt: Assess substantive reports (e.g. progress reports), identify key lessons emerging, identify element hindering or promoting success.
5. **EVALUATION CRITERIA AND GUIDING QUESTIONS**

The evaluation should be conducted according to the six Organization for Economic Co-operation and Development (OECD)- Development Assistance Committee (DAC) criteria (relevance, coherence, effectiveness, efficiency, the likely impact and sustainability). Each criterion is a different lens or perspective through which the intervention can be viewed. Together, they provide a more comprehensive picture of the intervention, the process of implementation, and the results.

The below table includes some suggested questions. These shall be broadened and agreed further by the evaluation team through the inception report.

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| **Relevance:**   * To what extent was the project in line with the national development priorities, the country programme’s outputs and outcomes, the UNDP Strategic Plan and the SDGs? * To what extent were lessons learned from other relevant projects considered in the project’s design? * To what extent were perspectives of those who could affect the outcomes, and those who could contribute information or other resources to the attainment of stated results, taken into account during the project design processes? * To what extent does the project contribute to gender equality, the empowerment of women and the human rights-based approach? * To what extent has the project been appropriately responsive to political, legal, economic, institutional, etc., changes in the country?   **Effectiveness:**   * To what extent did the project contribute to the country programme outcomes and outputs, the SDGs, the UNDP Strategic Plan and national development priorities? * To what extent were the project outputs achieved? (Focus more on analysis of whether what is being done is the “right” thing to do (e.g. assess design of initiatives with an overall outcome) instead of measuring results. * What factors have contributed to achieving or not achieving intended country programme outputs and outcomes? * To what extent has the UNDP partnership strategy been appropriate and effective? * What factors contributed to effectiveness or ineffectiveness? * In which areas does the project have the greatest achievements? Why and what have been the supporting factors? How can the project build on or expand these achievements? * In which areas does the project have the fewest achievements? What have been the constraining factors and why? How can or could they be overcome? * What, if any, alternative strategies would have been more effective in achieving the project’s objectives? * Are the projects objectives and outputs clear, practical and feasible within its frame? * To what extent have stakeholders been involved in project implementation? * To what extent are project management and implementation participatory and is this participation contributing towards achievement of the project objectives? * To what extent has the project been appropriately responsive to the needs of the national constituents and changing partner priorities? * To what extent has the project contributed to gender equality, the empowerment of women and the realization of human rights?   **Efficiency**   * To what extent was the project management structure as outlined in the project document efficient in generating the expected results? * To what extent have the UNDP project implementation strategy and execution been efficient and cost-effective? * To what extent has there been an economical use of financial and human resources? Have resources (funds, human resources, time, expertise, etc.) been allocated strategically to achieve outcomes? * To what extent have resources been used efficiently? Have activities supporting the strategy been cost-effective? * To what extent have project funds and activities been delivered in a timely manner? * To what extent do the M&E systems utilized by UNDP ensure effective and efficient project management? * To what extent have COVID-19 restrictions impacted the implementation of the programme?   **Impact**   * What were the effects of the intervention on recipients’ lives? * To what extent did the project contribute to capacity change of partners, influence on broader policy/systems and impacts at beneficiary level? * Did a specific part of the intervention achieve greater impact than another? * Were there unintended (positive or negative) effects for recipients and non-recipients of assistance? * What were the gender-specific impacts? Did the intervention influence the gender context? * What is the contribution of an intervention to long-term intended results?   **Sustainability**   * Are there any financial risks that may jeopardize the sustainability of project outputs? * To what extent will financial and economic resources be available to sustain the benefits achieved by the project? * Are there any social or political risks that may jeopardize sustainability of project outputs and the project’s contributions to country programme outputs and outcomes? * Do the legal frameworks, policies and governance structures and processes within which the project operates pose risks that may jeopardize sustainability of project benefits? * To what extent did UNDP actions pose an environmental threat to the sustainability of project outputs? * What is the risk that the level of stakeholders’ ownership will be sufficient to allow for the project benefits to be sustained? * To what extent do stakeholders support the project’s long-term objectives? * To what extent are lessons learned being documented by the project team on a continual basis and shared with appropriate parties who could learn from the project? * To what extent do UNDP interventions have well-designed and well-planned exit strategies? * What could be done to strengthen exit strategies and sustainability? |
| **Evaluation cross-cutting issues possible questions**  **Human rights**   * To what extent have disadvantaged and marginalized groups benefited from the project?   **Gender equality**   * To what extent have gender equality and the empowerment of women been addressed in the design, implementation and monitoring of the project? * Is the gender marker data assigned to this project representative of reality? * To what extent has the project promoted positive changes in gender equality and the empowerment of women? Were there any unintended effects? |

1. **METHODOLOGY**

The final evaluation should utilize a participatory and interactive approach using mixed method of data collection. UN agencies are strongly encouraging the use of virtual tools such as phone interviews and phone surveys, virtual Focus Group Discussions (FGDs) and online and SMS-based surveys, among others, during this period of COVID-19 pandemic. Additionally, pre-existing secondary data such as administrative datasets and previous survey datasets can be used to answer some evaluation questions. The evaluators should conduct a thorough document review of the project document, results framework, quality assurance reports, annual workplans, mid-year and annual reports. The evaluators should also utilise semi-structured interviews with key stakeholders, including Waqf General Department, Chamber of commerce and direct beneficiaries; the evaluator may conduct focus group discussions with beneficiaries and stakeholders. Field visits and on-site validations should be scheduled to assess key tangible outputs and interventions.

The evaluator is expected to follow a participatory and consultative approach that ensures close engagement with the evaluation managers, implementing partners and direct beneficiaries.

The final methodological approach including interview schedule, field visits and data to be used in the evaluation should be clearly outlined in the inception report and be fully discussed and agreed between UNDP and the evaluators, in consultation with the stakeholders where applicable.

* 1. **DATA COLLECTION, REMOTE INTERVIEWS AND USE OF NATIONAL CONSULTANTS**

Implementing evaluations during the COVID-19 crises requires careful consideration to planning the implementation of evaluations remotely (virtually), through remote data collection and the remote interviewing of stakeholders. The following shall be taken into account:

* Due to travel restrictions, it is likely not to be possible to travel to Jerusalem or within Jerusalem for the evaluation, and therefore the evaluation team should develop a methodology that takes into account the conduct of the evaluation virtually and remotely, including the use of remote interview methods and extended desk reviews, data analysis, surveys and evaluation questionnaires. This should be detailed in the Inception report and agreed with the Evaluation Manager.
* If all or part of the evaluation is to be carried out virtually then consideration should be taken for stakeholder availability, ability or willingness to be interviewed remotely. In addition, their accessibility to the internet/ computer may be an issue as many national counterparts may be working from home. These limitations must be reflected in the evaluation report.
* If a data collection/field mission is not possible then remote interviews may be undertaken through telephone or online (Skype, zoom etc.). International consultants can work remotely with national evaluator support in the field if it is safe for them to operate and travel. No stakeholders, consultants or UNDP staff should be put in harm and safety is the key priority.
* A short validation mission may be considered if it is confirmed to be safe for staff, consultants, and stakeholders and if such a mission is possible within the evaluation schedule. Equally, qualified and independent national consultants can be hired to undertake the evaluation and interviews in country as long as it is safe to do so.
  1. **DESK REVIEW AND DATA COLLECTION**

1. **Desk Review**

The evaluator shall agree with UNDP on clear methodologies for collecting evaluative evidence considering all constraints. The evaluator shall also ensure that the required data and documentation are collected prior to the start of the evaluation process to the extent possible. Approaches and methodologies should be outlined in the inception report of the evaluation.

1. **Data Collection**

In preparing for data collection, the Consultant is encouraged to consider the following:

* Examining the availability of stakeholders taking into account potential external factors that may hamper data collection activities- all with consideration to the timeframe of the evaluation.
* Considering the use of a flexible team approach include (e.g. if the team comprise of international experts working remotely in case of travel restrictions, including national consultants for data collection who are already in country and who may be less affected by travel restrictions. This with full consideration to principle of “do no harm” to ensure their safety and the safety of stakeholders and all concerned.
* Planning for remote data collection through conducting remote interviews, evaluation questionnaires, etc.
* In line with the UNDP’s gender mainstreaming strategy, gender disaggregation of data is a key element of all UNDP’s interventions and data collected for the evaluation will be disaggregated by gender, to the extent possible, and assessed against the programme outputs/outcomes.

1. **Data Analysis**

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

1. **Accessibility to Stakeholders**

UNDP will provide the consultant with up to date stakeholder contact details, and the consultant is encouraged to:

* Inform interviewees in advance of the evaluation with clear purpose and overview of the evaluation, evaluation team and interview expectations. This will also save time during interviews.
* Ensure and explain the principle of full anonymity of all interviews.
* Share a list of questions with interviewees in advance to speed up the process and facilitate interviewee preparation.
* Consult with the interviewee on which virtual tool the interviewee is more comfortable with (Zoom, Skype, telephone etc.).

1. **EVALUATION PRODUCTS (KEY DELIVERABLES)**

In line with the UNDP’s financial regulations, when determined by the Country Office and/or the consultant that a deliverable or service cannot be satisfactorily completed due to the impact of COVID-19 and limitations to the evaluation, that deliverable or service will not be paid.

Due to the current COVID-19 situation and its implications, a partial payment may be considered if the consultant invested time towards the deliverable but was unable to complete to circumstances beyond his/her control.

The consultant shall deliver the following key products:

* **Evaluation inception report:** including a work plan and evaluation schedule; the plan should outline the overall strategies, actions and timeline of the evaluation. The inception report should include a proposed schedule of tasks, activities and deliverables. The inception report should include an evaluation matrix, which specifies both principal and specific evaluation questions, data sources, data collection, review and analysis methods. The inception report provides UNDP and the evaluator with an opportunity to verify that they share the same understanding about the evaluation and clarify any misunderstanding at the outset.
* **Evaluation debriefing:** Following the desk review, data collection and field visits, the evaluator should provide UNDP with preliminary debriefing and findings.
* **Draft evaluation report for comments** (30-40) pages in English including the executive summary: the draft evaluation report should include an executive summary of not more than 3 pages describing key findings and recommendations. The report shall include an audit trail detailing how comments, questions and clarifications have been addressed. UNDP shall review the draft evaluation report to ensure that the evaluation meets the required quality criteria. The evaluator will ensure that the report, to the extent possible, complies with the UNEG Quality Checklist for Evaluation Reports[[1]](#footnote-1).
* **Evaluation report audit trail:** Comments and changes by the evaluator in response to the draft report should be retained by the evaluator to show how they have addressed comments.
* **Final evaluation report** (addressing comments, questions and clarifications):the report should include detailed lessons learnt and the list of all people interviewed. The evaluator should keep an evaluation report audit trail of how comments have been addressed in response to the draft report.
* **Presentation of findings:** a presentation should be scheduled to inform UNDP about the evaluation findings, lessons learned and recommendations.

1. **EVALUATION TEAM COMPOSITION AND REQUIRED COMPETENCIES**

The consultancy firm should have proven experience in implementing at least 3 similar assignments during the last 4 years and should be able to deploy specialized experts for carrying out this assignment. The evaluation team should provide their own computer and communications equipment. Interested consultant should formulate an evaluation team with the below specific skills, competencies and characteristics as minimum requirements for the evaluator and each member of the evaluation team.

Interested consultant should provide details on the management structures and implementation, describing how evaluators will be operating remotely, such as international consultants.

The team shall comprise, as a minimum, the following:

**Lead evaluator:** an expert with local economic development, a postgraduate degree in international development, economy or related fields with 10 years professional experience. The team leader should demonstrate the following:

* At least 5 years of experience in conducting evaluations of international development programmes, particularly in the field of local economic development and local governance;
* Experience in mixed method data collection.
* Direct experience working with civil society and government institutions is an added advantage;
* Excellent writing skills with a strong background in report drafting;
* Good knowledge of procedures governing the implementation and management of internationally funded projects and programs;
* Broad knowledge of economic development in Palestine combined with good awareness of political implications.
* Demonstrated experience with implementation and/or evaluation of projects with partners who have different interests or projects with political components.

**Local economic development/ Local governance expert:**

* Have at least Master’s degree or equivalent in Governance or related fields, experience in project implementation, monitoring and evaluation.
* Demonstrated expertise and knowledge of local economic development and local governance
* Demonstrated experience in interpretation from Arabic to English and vise-versa

Both experts should ideally have the following competencies:

* Demonstrable analytical skills.
* Good knowledge of the UNDP Guidelines and Procedures will be considered an asset.
* Excellent English language writing
* Excellent communication skills.
* Demonstrated experience in implementing evaluations remotely.
* Demonstrated ability to assess complex situations in order to succinctly and clearly distil critical issues and draw forward looking conclusions.

1. **EVALUATION ETHICS**

This evaluation will be conducted in accordance with the principles outlined in the United Nations Evaluation Group (UNEG) ‘Ethical Guidelines for Evaluation’. All members of the consulting team will be held to the highest ethical standards and are required to sign a code of conduct upon acceptance of the assignment.

The consultant must safeguard the rights and confidentiality of information providers, interviewees and stakeholders through measures to ensure compliance with legal and other relevant codes governing collection of data and reporting on data. The consultant must also ensure security of collected information before and after the evaluation and protocols to ensure anonymity and confidentiality of sources of information where that is expected. The information knowledge and data gathered in the evaluation process must also be solely used for the evaluation and not for other uses with the express authorization of UNDP.

1. **IMPLEMENTATION ARRANGMENTS**

The consultant will start the evaluation process with an inception meeting with UNDP representatives by way of virtual communication. The consultant should submit an inception plan based on the meeting within 3 calendar days of the issuance of contract. The consultant will then undertake the review of documentation, interviews with key stakeholders -field visits, preparation of an evaluation report including lessons learned and recommendations. The consultant will submit the draft product to UNDP for comments and finalize the product within 3 calendar days after receiving the feedback. In consultation with the consultant and as requested, the programme manager will make available all relevant documentation and provide contact information to key project stakeholders, and facilitate contact where needed. UNDP will facilitate the evaluation process and assist in connecting the evaluator with the senior management, and key stakeholders. UNDP will also assist in organizing the site visits and meetings and help identify key stakeholders for interviews by the evaluator.

1. **TIME FRAME FOR THE EVALUATION PROCESS**

The evaluation will be conducted in 30 working days over an expected period of two months. The detailed final evaluation methodology will be agreed as part of the consultation inception process by way of virtual communication with relevant UNDP representatives.

UNDP will provide formats for the inception reports, evaluation reports and other deliverables, if relevant, once the consultant signs the contract.

**Example of working day allocation and schedule for an evaluation (outcome evaluation)**

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| --- | --- | --- | --- | --- |
| **ACTIVITY** | **ESTIMATED # OF DAYS** | **DATE OF COMPLETION** | **PLACE** | **RESPONSIBLE PARTY/IES** |
| **Phase One: Desk review and inception report** | | | | |
| Meeting briefing with *UNDP* team | - | At the time of contract signing | UNDP or remotely | Lead evaluator |
| Sharing of the relevant documentation with the evaluation team | - | At the time of contract signing | Via email | Evaluation Manager (UNDP) |
| Desk review, Evaluation design, methodology and updated workplan including the list of stakeholders to be interviewed | 5 days | Within two weeks of contract signing | In country or remotely | Evaluation Team |
| Submission of the inception report | - | Within two weeks of contract signing |  | Evaluation team |
| Comments and approval of inception report | - | Within one week of submission of the inception report | Via email | Evaluation Manager (UNDP) |
| **Phase Two: Data-collection** | | | | |
| Consultations and field visits, in-depth interviews and focus groups (*inter alia*) | 15 days | Within four weeks of contract signing | In country or remotely  With field visits | *UNDP* to organize with beneficiaries, partners, local authorities, NGOs, etc. |
| Debriefing to UNDP | 1 day | At the end of the data collection | In country or remotely | Evaluation team |
| **Phase Three: Evaluation report writing** | | | | |
| Preparation of draft evaluation report | 5 days | Within two weeks of the completion of the data-collection | Home-based | Evaluation team |
| Draft report submission | - |  |  | Evaluation team |
| Consolidated comments to the draft report | - | Within two weeks of submission of the draft evaluation report | UNDP or remotely | Evaluation Manager (UNDP) |
| Debriefing with UNDP | 1 day | Within one week of receipt of comments | In country | Evaluation team |
| Finalization of the evaluation report | 3 days | Within one week of final debriefing | Home-based | Evaluation team |
| **Estimated total days for the evaluation** | **30** |  |  |  |

1. **ANNEXES**

**Annex 1 - Code of conduct:** Each member of the evaluation team to read carefully, understand and sign the ‘Code of Conduct for Evaluators in the United Nations system’.

**Annex 2 - Evaluation report standard template**

**Annex 3 - Quality checklist for evaluation reports**

**Annex 4 - List of stakeholders** (to be provided at the beginning of the inception phase)

**Annex 5 - List of documents** (to be provided at the beginning of the inception phase)

**Annex 6 - Evaluation matrix** (to be provided at the beginning of the inception phase)

Documents will be made available to the successful consultant within 3 calendar days of the issuance of contract.

1. <http://www.unevaluation.org/document/detail/607> [↑](#footnote-ref-1)