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Job ID/Title:	93903 - Consultant for Outcome Evaluation of the Inclusive Growth Programme
Scope of advertisement:	Globally advertised (Including jobs.undp.org)
Category (eligible applicants):	External
External defines as applicants external to UNDP and to the UN Common system, including UNDP non-staff.	
Brand:	UNDP
Practice Area:	Sustainable Development and Poverty Reduction
Additional Practice Area:	Democratic Governance and Peacebuilding
Application Deadline:	21-Sep-20
Type of Contract:	Individual Contract
Post Type and Level:	International Consultant

Duty Station: Luanda, ANGOLA

Languages Required: English Portuguese

Starting Date: (date when the selected candidate is expected to start) 01-Oct-2020

Duration of Initial Contract: 20 working days

Expected Duration of Assignment: 4 weeks

Background:

The Country Programme Document (CPD) for Angola (2020-2022) was formally adopted by the Executive Board in September 2019, signalling the formal start of a new programme cycle. The UNDP country programme, 2020-2022, is based on the premise of 'leaving no one behind' and 'reaching those furthest behind first'. The programme includes integrated solutions to complex, interconnected development challenges. Three interconnected priorities define the 2020-2022 programme: (a) fostering poverty eradication and inclusive economic growth; (b) increasing resilience to shocks and crises and enhancing management of natural resources for conservation and economic development; and (c) strengthening inclusive democracy, human rights, justice and rule of law.

The components of those three priority areas are based on the assumption that – if poverty eradication and inclusive economic growth are promoted, resilience is reinforced, and participatory and inclusive governance is strengthened – Angola will be able to accelerate its human development progress, end poverty in all its forms and reduce inequalities. The country programme will support Angola in effectively managing its development resources and bolstering the voice of those furthest behind and their ability to hold government accountable. It will do this while building their resilience to shocks and crises through effective disaster and climate risk management, and increasing their access to inclusive, equitable employment. Within the three programme components, UNDP will support the Government on the overarching national objective in the NDP, 2018-2022, of maintaining stability and peace.

Within the Poverty and Inclusive Growth, UNDP assistance will have two main elements. First, it will support policies and initiatives for self-employment and growth of micro and small enterprises, targeting sectors with high impact on poverty reduction and addressing inclusion of the informal economy. Second, as part of government initiatives to strengthen entrepreneurship skills and employment for young Angolans ages 18 to 35, it will support government policy on vocational training, institutional development and testing of innovative models, ensuring the most vulnerable sections of the workforce have access to skills and resources that match labour market demand. It addresses United Nations Sustainable Development Cooperation Framework (UNSDCF) Pillar 1. By 2022, the Angolan population, particularly the most vulnerable (children, adolescents, youth, women, people with disabilities), have greater access to quality, integrated, social services as well as to a

diversified, job and income-creating economy, thereby realizing their rights in accordance with the Goals.

UNDP's poverty and inclusive growth programmes support national government priorities as defined under the National Development Plan (NDP 2018-2022), to the Goals and assisting in ensuring a multi-partner response to key multidimensional development challenges. UNDP will continue to act as operational support platform for other development organizations, and partner with civil society and academia in advancing development agendas and building capacities.

The current Coronavirus Disease (COVID-19) outbreak has affected 15 (out of 18) Provinces in Angola. As on 1 September 2020, there were 2 777 confirmed cases 1 115 cured/discharged, and 112 deaths in Angola. The Case Fatality Rate in the country stands at 4.03%. While majority of the initial cases were imported, most of the new cases have no travel history or contact with such people. With surging of new COVID-19 cases and a huge number of contacts to be traced, the government has shifted its strategy to promptly bring community health workers on board and scale up the use of mobile Apps for COVID-19 awareness and contact tracing.

The negative impacts of COVID-19 will exacerbate the prolonged economic contraction — four years of negative growth since 2016. Angolan Government is acting decisively in the national interest to keep the public safe during the worst public health crisis. Angola declared the state of emergency for COVID-19 on March 27 which has been extended until May 24, when it was replaced by the State of Calamity. The country has moved from the containment measures reflected in the National Contingency Plan for Pandemic Control to mitigation strategies putting in place stricter social mobility limitations to slow the spread of the virus but with enormous social and economic impact on people and business, exacerbating existing gender violence and inequalities.

The social and economic shocks will be huge, considering pre-COVID high unemployment rate (estimated at 32.0% in the first quarter 2020) and monetary poverty (47.6% of the population live below the international poverty line of US\$1.90 per day). With high level of multidimensional poverty (51.1% of the population based on the Global Multidimensional Poverty Index 2020), a limited social protection system (budgeted expenditure on social protection in 2020 accounted for 1.3% of GDP), a large share of the population working in the informal economy (72.4% of the economically active population aged 15 years or above), mostly formed by women, and high unemployment among youth aged 15-24 years (57.8% in the first quarter 2020) and women (32.8% in the first quarter 2020)[1], a lockdown caused by COVID-19 will likely lead to massive tears in social fabric and loss of trust in public institutions.

The COVID-19 context has significantly impacted the delivery of the programme but has also given space for further innovation in the way the programme is managed, with focus on informal sector, social protection and digitalization.

Evaluation Purpose:

UNDP commissions outcome evaluations to capture and demonstrate evaluative evidence of its contributions to development results at the country level as articulated in both the UN Development Assistance Framework (UNDAF) and UNDP Country Programme Document (CPD). These are evaluations carried out within the overall provisions contained in the UNDP Evaluation Policy. In line with the Evaluation Plan of Angola, this outcome evaluation was planned for this year 2020 to assess the impact of UNDP's development assistance across the major thematic and cross cutting areas of economic management and governance outcomes. The UNDP Office in Angola is commissioning this evaluation on economic management 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 national stakeholders and partners with an impartial assessment of the results of UNDP governance support. The evaluation will also provide the Country Office with insights as relates for needs for strategic re-alignments and prioritization with a specific focus within its economic management sphere of work.

Description of Responsibilities :

The outcome evaluation will be conducted during the months of September to October 2020, with a view to enhancing programmes while providing strategic direction and inputs to the evaluation of the UNDP country programme and the UNSDCF both started in 2020 also.

Specifically, the outcome evaluation will assess:

- The relevance and strategic positioning of UNDP support to Angola on economic management; entrepreneurship and private sector development;
- The frameworks and strategies that UNDP has devised for its support on economic management and evidence-based planning and budgeting; entrepreneurship, private sector development including partnership strategies, and whether they are well conceived for achieving planned objectives;
- The progress made towards achieving an accelerated Inclusive and sustainable economic growth to reduce poverty and inequality for the vulnerable groups outcome, through specific projects and advisory services, and including contributing factors and constraints;
- The progress to date under these outcomes and what can be derived in terms of lessons learned for future UNDP inclusive and sustainable economic growth support to Angola.

As described earlier the UNDP Angola country office is implementing two projects (Annex) that reside within this outcome. An analysis of achievements across all 2 projects is expected.

As part of economic immediate economic response to COVID 19, the programme is implementing a interventions related to economic recovery of MSME and informal economy actors as way for building their resilience, biosafety measures in informal market spaces. The intervention has not altered the direction of the projects but has accelerated UNDP understanding of value of informal sector in the Angolan economy.

Evaluation Questions

The outcome evaluation seeks to answer the following questions, focused around the evaluation criteria of relevance, effectiveness, efficiency and sustainability:

Relevance:

To what extent is UNDP’s engagement in sustainable and inclusive growth support a reflection of strategic considerations, including UNDP’s role in the development context in Angola and its comparative advantage vis-a-vis other partners?

- To what extent has UNDP’s selected method of delivery been appropriate to the development context?
- Has UNDP been influential in national debates on economic management and inclusive growth to addressing poverty and inequality for vulnerable groups?
- To what extent have UN reforms influenced the relevance of UNDP support to Angola in the economic management and inclusive growth sector?

Effectiveness

- What evidence is there that UNDP support has contributed towards an improvement in national government capacity for economic management and private sector led growth for employment generation and poverty reduction?
- Has UNDP worked effectively with other UN Agencies and other international and national delivery partners to deliver economic growth, private sector development strategies?
- How effective has UNDP been in partnering with civil society and the private sector to promote good economic management in Angola?
- Has UNDP utilised innovative techniques and best practices in its economic management and inclusive growth programming?

- Is UNDP perceived by stakeholders as a strong advocate for improving government effectiveness and integrity in economic management in Angola?
- Considering the technical capacity and institutional arrangements of the UNDP country office, is UNDP well suited to providing economic management/private sector development support to national and local governments in Angola?
- What contributing factors and impediments enhance or impede UNDP performance in this area?

Efficiency

- 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 (political stability, post crisis situations, etc)?
- Has UNDP's governance 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?
- Were alternative approaches considered in designing the Projects?

Sustainability

- What is the likelihood that UNDP Economic management and inclusive growth interventions are sustainable?
- What mechanisms have been set in place by UNDP to support the government of the Angola to sustain improvements made through these inclusive growth interventions?
- How should the Economic management and inclusive growth portfolio be enhanced to support central authorities, local communities and civil society in improving service delivery over the long term?
- What changes should be made in the current set of partnerships to promote long term sustainability?

Partnership strategy

- Has the partnership strategy in the economic management and inclusive growth sector been appropriate and effective?
- Are there current or potential complementarities or overlaps with existing national partners' programmes?
- How have partnerships affected the progress towards achieving the outputs
- Has UNDP worked effectively with other international delivery partners to deliver on good economic management initiatives?
- How effective has UNDP been in partnering with civil society (where applicable) and the private sector to promote good and sound economic management?

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 tribal peoples, youth, persons with disabilities, women and other disadvantaged and marginalized groups benefitted from UNDPs work in support of economic management and inclusive growth?

Gender Equality

The assignment will require the consultant/s to do a gender assessment of the outcome and show how gender sensitive in planning implementation and sharing of benefits specifically investigate the following:

- To what extent has gender been addressed in the design, implementation and monitoring of economic management and 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 economic management and inclusive growth support promoted positive changes in gender equality? Were there any unintended effects

Based on the above analysis, the evaluators are expected to provide overarching conclusions on UNDP results in this area of support, as well as recommendations on how the UNDP Angola Country Office could adjust its programming, partnership arrangements, resource mobilization strategies, and capacities to ensure that the economic management and inclusive growth portfolio fully achieves current planned outcomes and is positioned for sustainable results in the future. The evaluation is additionally expected to offer wider lessons for UNDP support in the Angola and elsewhere based on this analysis.

Methodology

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. Travel to the country has been restricted since 25 March and travel in the country is also restricted. If it is not possible to travel to or within the country for the evaluation then the evaluation team should develop a methodology that takes this 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 government and national counterparts may be working from home. These limitations must be reflected in the evaluation report.

The outcome evaluation is expected to take a "theory of change" (TOC) approach to determining causal links between the interventions that UNDP has supported and observe progress in economic management and inclusive growth at national and local levels in the Angola. The evaluator will develop a logic model of how UNDP economic management and inclusive growth interventions are expected to lead to improved national and local government management and service delivery the evaluators are expected to construct a theory of change for the outcome, based against stated objectives and anticipated results, and more generally from UNDPs economic management and inclusive growth to address poverty, inequalities and capacity development strategies and techniques.

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 and virtual meetings with stakeholder interviews, focus groups, surveys.

The following steps in data collection are anticipated:

Desk Review

A desk review should be carried out of the key strategies and documents underpinning the economic management and inclusive growth work of UNDP in the Angola. This includes reviewing the UNSDCF and pertinent country programme documents, and the UNDP Strategic Plan, 2018-2021 as well as a wide documents on economic management and inclusive growth project, to be provided by the UNDP country office. Annex 3

The evaluators are expected to review pertinent strategies and reports developed by the Government of the Angola that are relevant to UNDP's economic management and inclusive growth support. This

includes the government's National Development Plan (NDP 2018-2022), the Angola Vision, Agenda 2030, African Union Agenda 2063 and key national strategies to be made available by the UNDP Country Office.

The evaluator will examine all relevant documentation concerning the 2 main projects implemented within the economic management and inclusive growth area, including project documents, annual and technical assessment reports.

Virtual meetings

Following the desk review, the evaluators will build on the documented evidence through an agreed set of interview methodologies, including:

- Remote/ virtual meetings, interviews with key partners and stakeholders
- Survey questionnaires where appropriate

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 COVID19 and limitations to the evaluation, that deliverable or service will not be paid.

The following reports and deliverables are required for the evaluation:

- Inception report
- Draft of the: Inclusive Growth Programme Evaluation Report
- Presentation at the virtual meeting with key stakeholders
- Final Inclusive Growth Programme Outcome Evaluation report

One week after contract signing, the evaluation manager will produce an **inception report** containing the proposed theory of change for UNDPs work on economic management in the Angola. The inception report should include an evaluation matrix presenting the evaluation questions, data sources, data collection, analysis tools and methods to be used. 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 will be discussed and agreed with the UNDP country office before the evaluators proceed with virtual meetings.

The **draft evaluation report** will be shared with UNDP country office. Feedback received should be considered when preparing the final report. The evaluator will produce an 'audit trail' indicating whether and how each comment received was addressed in revisions to the **final report**.

The suggested table of contents of the evaluation report is as follows:

- Title;
- Table of contents;
- Acronyms and abbreviations;
- Executive Summary;
- Introduction;
- Background and context ;
- Evaluation objective, purpose and scope;
- Evaluability analysis;
- Cross-cutting issues;
- Evaluation approach and methodology;

- Evaluation Matrix/Data analysis;
- Findings and conclusions;
- Lessons learned;
- Recommendations;
- Annexes.

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 Annex 5. 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.

Implementation Arrangements

UNDP Country Office will support the implementation of remote/ virtual meetings. An updated stakeholder list with contact details (phone and email) will be provided by the Country office to the evaluation Consultant.

The Head of Cluster will arrange introductory virtual meetings within the CO and the DRR, also to establish initial contacts with partners and project staff.

The consultant 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 Head of Cluster will convene an Advisory Panel comprising of technical experts to enhance the quality of the evaluation. This Panel will review the inception report and the draft evaluation report to provide detail 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 Consultant is required to address all comments of the Panel completely and comprehensively. The Evaluation Team Leader will provide a detail rationale to the advisory panel for any comment that remain 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.

The Country Office will provide support to assisting in setting virtual interviews with senior government officials and to arrange most interviews with project beneficiaries.

Time-Frame for the Evaluation Process

The evaluation is expected to take 20 working days for the Consultant, over a period of four weeks from the contract issuance.

Competencies :

Corporate Competencies:

- Demonstrates commitment to UNDP's mission, vision and values;
- Displays cultural, gender, religion, race, nationality and age sensitivity and adaptability;

- Highest standards of of integrity, discretion and loyalty.

Functional Competencies:

- Strong working knowledge of the UN and its mandate in the Angola, and more specifically the work of UNDP in support of government, private sector and civil society in the Angola;
- Sound knowledge of results-based management systems, and monitoring and evaluation methodologies; including experience in applying SMART (S-Specific; M-Measurable; A-Achievable; R-Relevant; T-Time-bound) indicators;
- Excellent reporting, good interpersonal and communication skills, an ability to communicate with various stakeholders, and an ability to express ideas and concepts concisely and clearly;
- Strong team leadership and management track record.

Qualifications :

Education:

- Minimum Master’s degree in economics, development management, public administration, regional development/planning, or other social science.

Experience:

- Minimum 10 years of professional experience in economic sector development, including in the areas of economic management, planning, regional development, gender equality and social services;
- At least seven {7} years' experience in conducting external project evaluations using different approaches and these will include non- traditional and innovative evaluation methods;
- At least 5 years of experience in conducting evaluations of government and international aid organisations, preferably with direct experience with civil service capacity building;
- Experience in implementing evaluations remotely.

Language:

- Fluent in English and Portuguese.

Fees and payments

Interested consultants should provide their requested fee rates when they submit their expressions of interest, in USD. The UNDP Country Office will then negotiate and finalise contracts. Fee payments will be made upon acceptance and approval by the UNDP Country Office of planned deliverables, based on the following payment schedule:

- Inception report_____ 20%
- Draft Evaluation_____30%
- Final Evaluation_____50%

Evaluation Process:

Applicants are reviewed based on Required Skills and Experience stated above and based on the technical evaluation criteria outlined below. Applicants will be evaluated based on cumulative scoring. When using this weighted scoring method, the award of the contract will be made to the individual consultant whose offer has been evaluated and determined as:

Being responsive / compliant / acceptable; and

Having received the highest score out of a pre-determined set of weighted technical and financial criteria specific to the solicitation where technical criteria weighs 70% and Financial criteria / Proposal weighs 30%.

Technical Evaluation - Total obtainable points 100 points:

Criteria 1: Educational Qualification: Master in economics, Development management, Public Administration and or other related social sciences; and 10 years of professional experience in economic sector development, including in the areas of economic management, planning, regional development, gender equality and social services. Maximum Points: 20.

Criteria 2: Proven technical experience in conducting external project evaluations using different approaches and evaluations of government and international aid organisations, preferably with direct experience with civil service capacity building: Maximum Points: 30.

Criteria 3: Demonstrated knowledge of the UN and its mandate in the Angola, and more specifically the work of UNDP in support of government, private sector and civil society in the Angola: Maximum Points: 30.

Criteria 4: Demonstrated knowledge of results-based management systems, and monitoring and evaluation methodologies; including experience in applying indicators and excellent reporting skills: Maximum Points: 20.

Financial Criteria: (30% of the total evaluation) based on the total all-inclusive lump sum amount for professional fee for tasks specified in this announcement

Having reviewed applications received, UNDP may invite qualified/ shortlisted candidates for interview.

Candidates obtaining a minimum of 70% (70 points) of the maximum obtainable points for the technical criteria (100 points) shall be considered for the financial evaluation.

Financial Evaluation - Total 30% (30 points)

The following formula will be used to evaluate financial proposal:

$p = y (\mu/z)$, where

p = points for the financial proposal being evaluated

y = maximum number of points for the financial proposal

μ = price of the lowest priced proposal

z = price of the proposal being evaluated

Contract Award:

Candidate obtaining the highest combined scores in the combined score of Technical and Financial evaluation will be considered technically qualified and will be offered to enter into contract with UNDP.

Application Procedures

The application package containing the following (to be uploaded as one file):

A cover letter with a brief description of why the Offer considers her/himself the most suitable for the assignment, and a summary of the understanding of the TOR;

Personal CV, indicating all past experience from similar consultancy and specifying the relevant assignment period (from/to), as well as the email and telephone contacts of at least two (2) professional references.

The financial proposal should specify an all-inclusive daily fee (based on a 7-hours working day - lunch time is not included - and estimated 20 days).

Methodology, and Timeline

The financial proposal must be all-inclusive and take into account various expenses that will be incurred during the contract, including: the daily professional fee; (excluding mission travel); living allowances at the duty station; communications, utilities and consumables; life, health and any other insurance; risks and inconveniences related to work under hardship and hazardous conditions (e.g., personal security needs, etc.), when applicable; and any other relevant expenses related to the performance of services under the contract.

In the case of unforeseeable travel requested by UNDP, payment of travel costs including tickets, lodging and terminal expenses should be agreed upon, between UNDP and Individual Consultant, prior to travel and will be reimbursed. In general, UNDP should not accept travel costs exceeding those of an economy class ticket. Should the IC wish to travel on a higher class he/she should do so using their own resources.

ANNEXES

ANNEX 1 - LIST OF Programme/Outputs to be evaluated

CPD 2015-2019: AGO_OUTCOME_60 By 2019, Angola has put into place and is implementing policies and strategies to promote inclusive and sustainable growth, leading to graduation from the least developed countries group.

AGO_OUTPUT_1.1 Innovative development solutions and partnerships to support positioning Angola as a middle-income country and leadership at regional and global level;

AGO_OUTPUT_1.2 Strengthened national systems and institutions to achieve diversification, entrepreneurial development and sustainable livelihoods;

AGO_OUTPUT_1.3 Strengthened national capacity for evidence-based planning, implementation, coordination and monitoring;

AGO_OUTPUT_1.4 Options enabled and facilitated for inclusive and sustainable social protection.

CPD 2020-2022: UNDAF (OR EQUIVALENT) OUTCOME INVOLVING UNDP: By 2022, the Angolan population, particularly the most vulnerable (children, adolescents, youth, women, people with disabilities), have greater access to quality, integrated, social services as well as to a diversified, job and income-creating economy, thereby realizing their rights in accordance with the Goals.

Output 1.1. National and subnational institutions have strengthened technical capacities to develop, implement and monitor strategies and programmes to end extreme poverty;

Output 1.2. National institutions and programmes support job creation and inclusive growth through the strengthening of micro, small and medium-size enterprises (MSMEs) and professional skills development, particularly for women and youth;

Output 1.3. Private sector platforms enabled to participate in the achievement of the Goals.

Annex 2- List of Projects

- **Project Title:** Sustainable economic development and Inclusive growth – Project ID 00076670

- **Project Title:** Economic Diversification and Private Sector Development – Project ID 00110554

Annex 3- List of IRRF Indicators

To be submitted

ANNEX 3 - DOCUMENTS TO BE CONSULTED

- United Nations Development Assistance Framework 2015 – 2019
- UNDP Country Programme Document 2015– 2019; 2020-2022;
- NDP- 2014-2017; 2018-2022
- CO ROAR 2015, 2016,2017, 2018 and 2019;
- UNDG Ethical Code of Conduct of Evaluators
- Project Documents, reports and project evaluation reports
- Ethical Code of Conduct for Evaluation in UNDP
- UNDG Result-Based Management Handbook
- Annual project reports
- Annual SDG report 2017
- Financial Project documentations
- United Nations Development Assistance Framework (UNDAF) Evaluation Report;
- Independent Country Evaluation Programme 2015-2019 (ICEP 2018);
- UNDP Strategic Plan (2014-2017, 2018-2021)
- Agenda 2030, African Union Agenda 2063, the NDP, 2018-2022 and key national strategies;
- Human Development Reports, World Bank Ease of Doing Business Reports, etc.

Annex 4: 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.

- Key questions;
- Specific sub-questions;
- Data sources;
- Data collection methods;
- Indicators/success standards;
- methods for Data Analysis

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;
- 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;
- 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;
- 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: _____