Final Evaluation: Myanmar UN-REDD Programme

Project Title:	UN-REDD National Programme Myanmar
Type of Contract:	Individual Contract
Post Level:	National Evaluation Consultant
Duration:	30 days over the period of 4 months starting in June 2020
Location	Home-based with travel to Myanmar
Application Deadline:	Tbd

BACKGROUND

The UN-REDD Programme is the United Nations Joint collaborative initiative on Reducing Emissions from Deforestation and forest Degradation (REDD+) in developing countries. The Programme was launched in 2008 and builds on the convening role and technical expertise of the Food and Agriculture Organization of the United Nations (FAO), the United Nations Development Programme (UNDP) and the United Nations Environment Programme (UNEP), referred to as the participating UN organizations. The UN-REDD Programme supports nationally-led REDD+ processes and promotes the informed and meaningful involvement of all stakeholders, including Indigenous Peoples and other forest-dependent communities, in national and international REDD+ implementation.

The UN-REDD Programme supports national REDD+ readiness efforts in two ways: (i) direct support to the design and implementation of UN-REDD National Programmes; and (ii) complementary support to national REDD+ action through common approaches, analyses, methodologies, tools, data and best practices developed through the UN-REDD Global Programme.

Having signed the UNFCCC on 11 June 1992 and ratified the convention on 25 November 1994 and the Kyoto Protocol in 2003 as a non-Annex 1 party, Myanmar is fully aware of the causes and potential impacts of climate change. Hence, whilst undertaking political reform and aiming at rapid economic development, Myanmar is striving to reduce its greenhouse gas (GHG) emissions. The government of Myanmar has recognized the potential of REDD+ initiative to contribute to green development by protecting global environmental resources such as forest carbon stocks, biodiversity, while helping to reverse land degradation, improving the livelihoods of the rural poor and aiding adaptation to climate change.

Myanmar became a partner country of the UN-REDD Programme in December 2011 and has taken steps to start implementing REDD+ readiness activities. A REDD+ Readiness Roadmap was finalized in 2013. Since 2015 the Roadmap is under implementation through the so-called Targeted Support which has migrated to a full National Programme for UN-REDD in October 2016.

PROJECT PROFILE

Project Identification		
Project Title:	UN REDD National Programme Myanmar	
Project ID:	00102606 (MPTF)	
Programme Objective		
National capacity for the implementation of REDD+ under the UNFCCC enhanced and relevant (technical, legal, social) systems developed		
Project Information		
Project Duration (month/year):	***Start Date: 7 November 2016***	***End Date: 6 November 2020***
Implementing Partner(s):	Forest Department, Ministry of Natural Resources and Environmental Conservation	
Participating UN Organizations	UNFAO, UNDP, UNEP	
Key Stakeholders:	Ministry of Natural Resources and Environmental Conservation (Forest Department, Environmental Conservation Department), Ministry of Agriculture, Livestock and Irrigation, Ministry of Planning, Finance and Industry, and CSOs (POINT, MERN, CHRO)	
Name of Regions/States covered:	All States and Regions across Myanmar	
Project Budget (US$)		
Budget for Project Cycle:	$ 5,554,370	
Donor Contribution for project		
Donor 1:	UN-REDD MPTF	

OBJECTIVE AND SCOPE

The UN-REDD Programme support seeks to build national capacity for the implementation of REDD+ under the UNFCCC enhanced and relevant (technical, legal, social) systems. To do so, five outcome areas are envisaged:

Outcome 1: Relevant stakeholders engaged, and their capacities developed;
Outcome 2: National institutions have capacity to implement effective and participatory governance arrangements for REDD+;
Outcome 3: REDD+ safeguards defined, and national safeguards information system developed;
Outcome 4: Development of Myanmar's national forest monitoring system (NFMS) and preliminary forest RELs/RLs (reference emission levels/reference levels) supported; and
Outcome 5: National REDD+ Strategy (NS) developed

The TE will be conducted according to the guidance, rules and procedures established by UNDP, will adhere to the UNEG Norms & Standards[1].The objectives of the evaluation are to assess the

[1] UNEG Norms & Standards: http://uneval.org/normsandstandards

achievement of project results, and to draw lessons that can both improve the sustainability of benefits from this project, and aid in the overall enhancement of future REDD+ programming.

EVALUATION APPROACH AND METHOD

The consultant is expected to frame the evaluation effort using the criteria of **relevance, effectiveness, efficiency, sustainability, and impact,** as defined and explained in the UNEG's definitions of UNDP Evaluation Guidelines 2019, and as presented below:

i) **Relevance**, concerns the extent to which the National Programme and its intended outcomes or outputs are consistent with national and local policies and priorities and the needs of the intended beneficiaries. Relevance also considers the extent to which the initiative is aligned with the UN-REDD Programme Strategic Framework 2016-20202 and the corporate plans of the three participating UN Organizations. Relevance vis-a-vis other REDD+ or REDD+-related programmes implemented in the country should also be examined, in terms of synergies, complementarities and absence of duplication of efforts.

ii) **Effectiveness**, measures the extent to which the National Programme's intended results (outputs and outcomes) have been achieved or the extent to which progress towards outputs and outcomes has been achieved. To explain why certain outputs and outcomes have been achieved better or more than others, the evaluation will review:

   a) Processes that affected the attainment of project results – which looks at examination of preparation and readiness of the project, country ownership, stakeholder involvement, financial planning, performance of national and local implementing agencies and designated supervision agency, coordination mechanism with other relevant donors projects/programmes, and reasons for any bottlenecks and delays in delivery of project outputs, outcomes and the attainment of sustainability.

   b) Implementation approach - including an analysis of the project's results framework, performance indicators, adaptive management to changing conditions, overall project management and mechanisms applied in project management in delivering project outcomes and outputs.

iii) **Efficiency**, measures how economically the resources or inputs for the Programme (such as funds, expertise and time) are converted to achieving stipulated outcomes and outputs.

iv) **Sustainability**, analyse the likelihood of sustainable outcomes at programme termination, with attention to sustainability of financial resources, the socio-political environment, catalytic or replication effects of the project, institutional and governance factors, and environmental risks.

v) **Impact**, measures to what extent the National Programme has contributed to, or is likely to contribute to intermediate states towards impact, such as changes in the governance systems and stakeholder behaviour, and to impact on people's lives and the environment. The evaluation will assess the likelihood of impact by critically reviewing the programmes intervention strategy (Theory of Change) and the presence of the required drivers and assumptions for outcomes to lead to intermediate states and impact.

[2] https://www.unredd.net/documents/foundation-documents-88/strategy-2016-2020-3619/14096-un-redd-pb14-2015-strategic-framework.html

A set of questions covering each of these criteria have been drafted and are included with this TOR (*Annex C*) The is expected to amend, complete and submit as a matrix as part of an evaluation inception report, and shall include it as an annex to the final report.

The evaluation must provide evidence-based information that is credible, reliable and useful. The consultant is expected to follow a participatory and consultative approach ensuring close engagement with government counterparts, in particular the UNREDD+ focal point, UNDP Country Office, project team, Participating UN agencies, Evaluation Management Group[3] including their Technical Advisers based in the region/HQ and key stakeholders. The consultant is expected to conduct a mission to Myanmar, Interviews will be held with the following organizations and individuals at a minimum: (*Annex H*).

The consultant will review all relevant sources of information, such as the project document, project reports – including Annual APR/PIR, project budget revisions, midterm review, progress reports, tracking tools, project files, national strategic and legal documents, and any other materials that the consultant considers useful for this evidence-based assessment. A list of documents that the project team will provide to the consultant for review is included in Annex B of this Terms of Reference.

EVALUATION CRITERIA & RATINGS

An assessment of project performance will be carried out, based against expectations set out in the Project Logical Framework/Results Framework (see Annex A), which provides performance and impact indicators for project implementation along with their corresponding means of verification. The evaluation will at a minimum cover the criteria of: **relevance, effectiveness, efficiency, sustainability and impact.** Ratings must be provided on the performance criteria as provided in Annex D. The consultants will assess the extent to which the project is achieving impacts or progressing towards the achievement of impacts.

CONCLUSIONS, RECOMMENDATIONS & LESSONS

The evaluation report must include a chapter providing a set of **conclusions**, **recommendations** and **lessons**.

IMPLEMENTATION ARRANGEMENTS

The principal responsibility for managing this evaluation resides with the UNDP CO in Myanmar. The UNDP CO will contract the consultants and ensure the timely provision of per diems and travel arrangements within the country for the evaluation team. The Project Team will be responsible for liaising with the Consultants team to set up stakeholder interviews, arrange field visits, coordinate with the Government etc.

The Programme Team under Sustainable and Inclusive Growth Unit, with the support of the PMU - will be responsible for - supervising and guiding the evaluation team during the evaluation process; identifying and ensuring participation of relevant stakeholders; reviewing and providing substantive comments and approving the inception report, including the work plan, analytical framework and methodology; providing substantive feedback on the draft and final evaluation reports; making

[3] Evaluation Focal Points/Technical Advisors identified by the three participating UN agencies for ensuring quality assurance and compliance of the TOR and evaluation report to the UNEG Evaluation Norms and Standards, and review and comment on the inception report and draft Evaluation Report

payments against results; ensuring that evaluation findings and conclusions are relevant and recommendations are implementable; and contribute to the dissemination of the evaluation findings and follow-up on management response, etc.

The overall Task Manager for the Terminal Evaluation will be Mr. Biplove Choudhary, Chief of Unit, Sustainable and Inclusive Growth Unit, UNDP Myanmar.

EVALUATION TIMEFRAME

The total duration of the evaluation will be *30 working* days over the period of 4 months starting in June 2020, according to the following plan:

Date:	Activity	Estimated # of Days	Responsibility
Phase 1: Desk Review and Inception Report			
June 2020	Briefing with UNDP CO and participating UN agencies	At the time of contracting signing	UNDP CO and PMU
June 2020	Sharing of relevant documentation with evaluation team, including stakeholder list	At the time of contract signing	UNDP CO and PMU
June 2020	Desk review and Preparation of Inception Report	Within 5 days signing of contract	Evaluation Team (consultants) Desk-based; any logistical support provided by the UNDP CO, participating UN Organizations and PMU staff
June 2020	Review and approval of inception report	Within 7 days of receiving the report	The three participating UN Organizations and the Evaluation Management Group (Evaluation departments of the three participating UN Organizations and the UN-REDD Secretariat), UNDP CO
Phase 2: Data Collection Mission			
July 2020	Evaluation Mission, including preparation of preliminary findings	14 days Within 4 weeks of contracting signing	Logistical support provided by the participating UN Organizations and PMU staff.
July 2020	Presentation of preliminary findings to participating UN agencies and key stakeholders	1 day	Evaluation Team
Phase 3: Evaluation Report Writing			
August 2020	Preparation of draft evaluation report	5 days	Evaluation Team
August 2020	Submission of draft report	Within 3 weeks of mission completion	Evaluation Team to submit to UNDP CO. UNDP CO will solicit and consolidate feedback from EMG, government counterpart and other stakeholders to the Evaluation Team
September 2020	Consolidated comments to the draft report	14 days from the receipt of the draft report	UNDP CO

Sept. 2020	Finalization of evaluation report incorporating comments and additions	3 days, Within one week of receiving comments	Evaluation Team
Sept. 2020	Submission of final evaluation report	Within one week of receiving comments	Evaluation Team (consultants) to UNDP CO
Estimated total days for the evaluation		***30***	

EVALUATION DELIVERABLES

The evaluation team is expected to deliver the following:

Deliverable	Content	Timing
Inception Report	Team Leader with assistance from the National Consultant provides clarifications on timing and method. Report must include the evaluation matrix (Annex I)	Within 5 days of signing of contract
Field Mission	Mission schedule	July 2020
Field Mission and Presentation	Initial Findings (to be presented to stakeholders in Nay Pyi Taw)	July 2020
Draft Evaluation Report	Team Leader prepares and submits draft report, (per annexed template) with annexes	August 2020
Final Report*	Revised report	September 2020
Presentation of Final Report	Presentation of final report and recommendations	September 2020

*When submitting the final evaluation report, the consultant is required also to provide an 'audit trail', detailing how all received comments have (and have not) been addressed in the final evaluation report.

TEAM COMPOSITION

The evaluation team will be composed of *1 international consultant (team leader- responsibility for finalizing the report) and 1 national consultant).* The consultants shall have prior experience in evaluating similar projects. Experience with evaluating REDD+ projects is an advantage. The consultants selected should not have participated in the project preparation and/or implementation and should not have conflict of interest with project related activities.

This TOR is for the National Consultant. He/she must present the following qualifications:

EDUCATION

- Advanced university degree in social science, development studies, forestry, environment and natural resources or relevant field

EXPERIENCE

- At least 7 years of professional experience is required, longer professional experience is an advantage.
- Minimum 7 years of professional experience is required, longer professional experience is an advantage.
- Fluency in English language, both written and spoken is a requirement. Knowledge of local language would be a distinctive advantage.
- Familiarity with project implementation in complex multi donor-funded projects.

CONSULTANT ETHICS

Evaluation consultants will be held to the highest ethical standards and are required to sign a Code of Conduct (Annex E) upon acceptance of the assignment. UNDP evaluations are conducted in accordance with the principles outlined in the UNEG 'Ethical Guidelines for Evaluations'

PAYMENT MODALITIES AND SPECIFICATIONS

%	Milestone	Date
30%	An acceptable and satisfactory inception report	30 June 2020
50%	A draft evaluation report	31 July 2020
20%	Submission and approval of the final evaluation report, which incorporates comments and recommendations from Government, UN and key stakeholders	15 August 2020

APPLICATION PROCESS

Qualified candidates are requested to apply online via this website. The application should contain:

a) **Letter of Confirmation of Interest and Availability** using the template[4] provided by UNDP;
b) **CV** and a **Personal History Form** (P11 form[5]);
c) **Brief description of approach to work/technical proposal** of why the individual considers him/herself as the most suitable for the assignment, and a proposed methodology on how they will approach and complete the assignment; (max 1 page)
d) **Financial Proposal** that indicates the all-inclusive fixed total contract price and all other travel related costs (such as flight ticket, per diem, etc), supported by a breakdown of costs, as per template attached to the Letter of Confirmation of Interest template. If an applicant is employed by and organization/ company/ institution, and he/she expects his/her employer to charge a management fee in the process of releasing him/her to UNDP under Reimbursable Loan Agreement (RLA), the applicant must indicate at this point, and ensure that all such costs are duly incorporated in the financial proposal submitted to UNDP.

[4] https://intranet.undp.org/unit/bom/pso/Support%20documents%20on%20IC%20Guidelines/Template%20for%20Confirmation%20of%20Interest%20and%20Submission%20of%20Financial%20Proposal.docx

[5] http://www.undp.org/content/dam/undp/library/corporate/Careers/P11_Personal_history_form.doc

All application materials should be submitted to the address:

United Nations Development Programme
No.6, Natmauk Road, Tamwe Township, Yangon 11211, Myanmar
Attention: Ms.Payal Suri, Operations Manager
Reference:

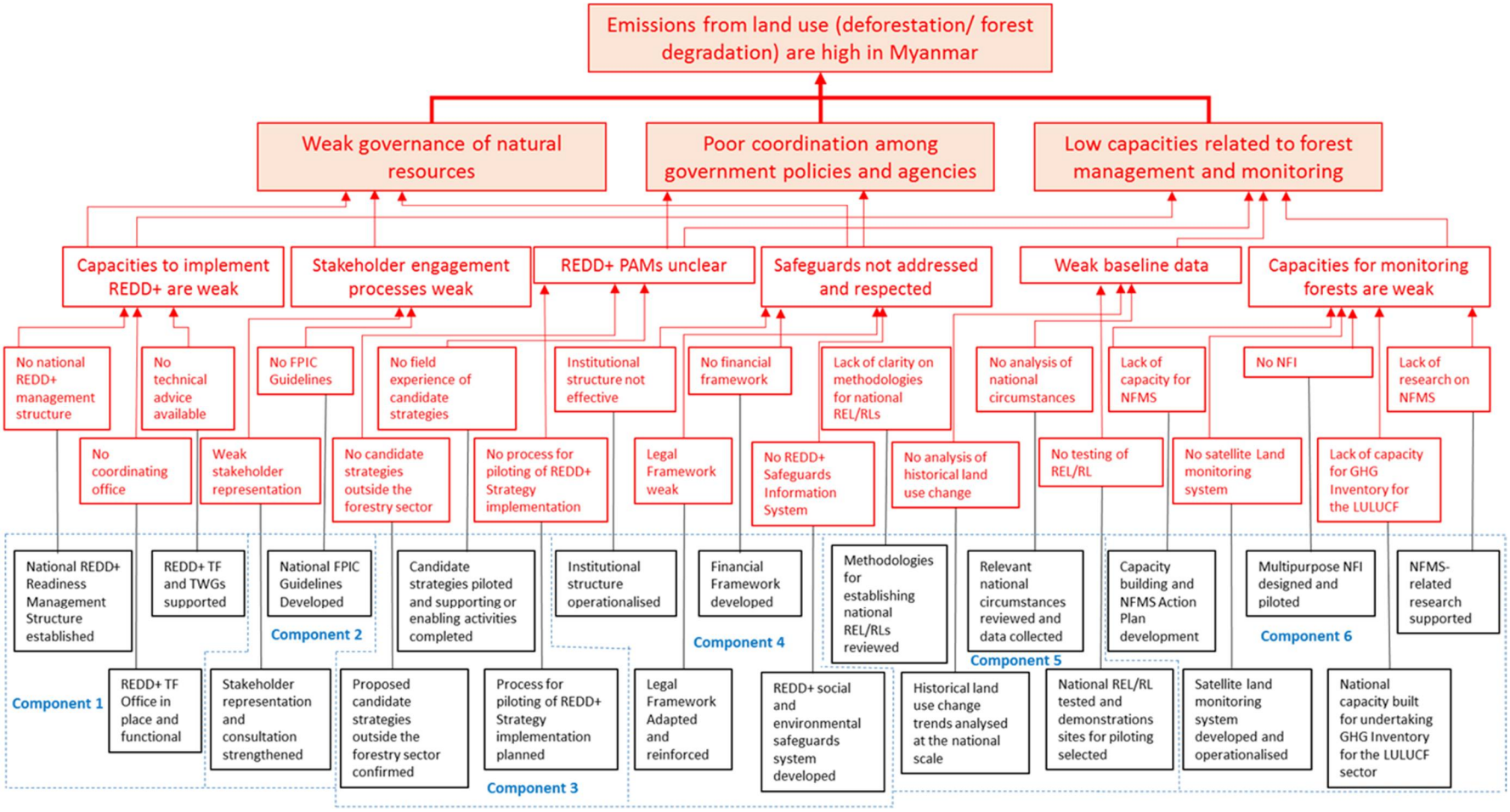
in a sealed envelope indicating the following reference "Consultant for Terminal Evaluation_ Myanmar REDD+ Programme" or by email at the following address ONLY: bids.mm@undp.org by _____. Incomplete applications will be excluded from further consideration.

Incomplete applications will not be considered. Please make sure you have provided all requested materials. **Please note that UNDP jobsite system allows uploading of only one application document, so please make sure that you merge all your documents into one single file**.

Payments will be made only upon confirmation of UNDP on delivering on the contract obligations in a satisfactory manner.

Signature – Post Description Certification		
 **BIPLOVE CHOUDHARY** Chief, Sustainable and Inclusive Growth Unit, UNDP CO	Signature	Date
 **DAWN DEL RIO** Deputy Resident Representative, UNDP CO	Signature	Date

ANNEX A: PROJECT LOGICAL FRAMEWORK



ANNEX B: LIST OF DOCUMENTS TO BE REVIEWED BY THE CONSULTANTS

The following tentative list of documents should be consulted by the consultants at the outset of the evaluation and before finalizing the evaluation design and the inception report:

- UN-REDD Programme Strategy: http://www.unredd.net/index.php?option=com_docman&task=doc_download&gid=4598&Itemid=53
- Myanmar UN-REDD National Programme Document
- Minutes of PEB, TF and TWG meetings
- Annual, semi-annual progress reports
- Mid-Term review Report
- Drivers of Deforestation and Forest Degradation in Myanmar
- National Forest Reference Level (FRL) for Myanmar
- Communication Strategy for REDD+ in Myanmar
- Stakeholder Engagement Guidelines
- Existing and planned activities completing REDD+ in Myanmar
- EAOs engagement plan for REDD+ Strategy Consultation
- Myanmar National REDD+ Strategy
- REDD+ Investment plan
- Review legal and policy frameworks, and develop grievance redress mechanisms for REDD+ implementation in Myanmar
- National Clarification on Safeguards including risks and benefits analysis of REDD+ Strategy's policies and measures.
- National Approach on Safeguards
- Myanmar SIS design Documents
- Myanmar SIS Operationalization Plan
- Myanmar 1st Summary of Information (SOI)
- Scoping of REDD+ finance management context, options and roadmap for implementation
- Competency Framework for REDD+ in Myanmar
- Comparison of Union Government and EAOs Forest Policy
- Manual for National Forest Inventory of Myanmar
- Workshop and training reports/proceedings
- Different communications products developed through the NP

ANNEX C: EVALUATION QUESTIONS

The following list includes standard questions and issues that the UN-REDD National Programme evaluation should address. It is based on the internationally accepted evaluation criteria mentioned above, i.e. relevance, efficiency, effectiveness, impact and sustainability, as well as an additional category of questions regarding factors affecting programme performance. The evaluation will assess the Myanmar UN-REDD National Programme as follows:

i) Relevance

- To what extent is the National Programme's relevant to:
  - Country needs;
  - National development priorities as expressed in national policies and plans as well as in sector development frameworks;
  - UN Country Programme or other donor assistance framework approved by the government;
  - The UNDAF and the UN Joint Programme on Climate Change;
  - The UN-REDD Programme Framework Document[6]?;
- How realistic and robust is the theory of change underpinning the National Programme, including logic of causal relationship between inputs, activities, expected outputs, outcomes and impacts against the specific and development objectives and validity of indicators, assumptions and risks?
- To what extent is relevance of the quality and realism of the National Programme design, including:
  - Duration;
  - Stakeholder and beneficiary identification;
  - Institutional set-up and management arrangements;
  - Overall programme results' framework
  - Approach and methodology.?
- To what extent has the National Programme objectives evolved since programme formulation?

ii) Effectiveness

- To what extent is the expected outcomes have been achieved, the expected outputs have been produced, their quality and timeliness?
- What are the main factors influencing this level of achievement?
- To what extent have various stakeholders contributed to this level of achievement?
- To what extent has the project contributed to the overall status of REDD+ readiness in the country, with respect to the main components of REDD+ Readiness (according to the UNFCCC) and the extent to which the Programme contribute to each?

iii) Efficiency

- To what extent have the Cost and timeliness of key outputs been efficient in compared to national and regional benchmarks?
- Administrative costs (including costs for supervision and coordination between participating UN agencies) compared to operational costs?
- To what extent have time and cost-saving measures been efficient in contributing to the programme's achievement?

[6] The UN-REDD Programme Framework Document is available on:
http://www.unredd.net/index.php?option=com_docman&task=doc_download&gid=4&Itemid=53

- To what extent have significant delays or cost-overruns incurred affected the efficiency of the programme in delivering its results?

iv) Sustainability

- What are the major factors influencing the achievement or non-achievement of sustainability of the Programme?
- How adequate of the exit strategy of the Programme?
- What are the prospects for sustaining and scaling up the Programme's results by the beneficiaries after the termination of the initiative. The assessment of sustainability will include, as appropriate:
  - Institutional, technical, economic, political, environmental and social sustainability of proposed technologies, innovations and/or processes;
  - Prospects for institutional uptake, support and mainstreaming of the newly acquired capacities, or diffusion beyond the direct beneficiaries of the Programme?

v) Impact

- To what extent has the initiative attained, or is expected to attain, its social and environmental objectives? This will also include the identification of actual and potential positive and negative impacts produced by the initiative, directly or indirectly, intended or unintended
- To what extent have the required drivers and assumptions for outcomes led to intermediate states and impact?
- What has been the actual and potential contribution of the National Programme to the normative work of the three participating UN Organizations, e.g. contribution towards the "Delivering as One" initiative and lessons learned incorporated into broader organizational strategies?

vi) Factors affecting performance

The evaluation will assess factors and processes that affected project results with particular attention to preparation and readiness of the project, country ownership, and stakeholder involvement, effectiveness of national and local implementing agencies, financial planning and management and coordination mechanisms.

- Management and implementation of the National Programme, including:
  - Quality of operational management: Planning, coordination and delegation of work; effective communication within the PMU and between PMU and partners;
  - Impact of mid-term review;
  - Performance of the Programme Executive Board;
  - Extent, timeliness and quality of administrative and technical support by the three participating UN Organizations at all levels (headquarters, regional and country offices);
  - Timeliness, quality and quantity of inputs and support by the Government and other in-country partners.
  - Personnel turn-over rates and the balance between continuity and new staff in the NP and with partner agencies including government;
  - Factors influencing the motivation, morale and job satisfaction of staff.
- Utility of the UN-REDD Programme's normative products, guidelines and safeguards, e.g. the UN-REDD Programme Guidelines on Free, Prior and Informed Consent (FPIC), and the UN-REDD / FCPF Guidelines on Stakeholder Engagement in REDD+ Readiness, and the extent to which they have contributed towards Programme performance.
- Financial resources management of the National Programme, including:
  - Adequacy of budget allocations to achieve outputs;

- Coherence and soundness of budget revisions in matching implementation needs and programme objectives;
- Rate of delivery and budget balance at the time of the evaluation.
- Efficiency of fund-management arrangements.

- Assessment of coordination mechanisms :
  - Between the three participating UN organizations to ensure joint delivery.
  - Between the Government and the three participating UN organizations to ensure programme outcomes are achieved.
  - Within and between Government ministries in order to ensure programme outcomes are achieved.

In addition, the evaluation will:

- Assess gender mainstreaming in the National Programme. This will cover:
  - Analysis of how gender issues were reflected in Programme objectives, design, identification of beneficiaries and implementation;
  - Analysis of how gender relations and equality are likely to be affected by the initiative;
  - Extent to which gender issues were taken into account in Programme management.

- Assess the prospects for follow-up and scaling-up of REDD+ in Myanmar, providing suggestions for potential UN-REDD engagement (if pertinent).

ANNEX D: RATING SCALES

Criteria		Comments
Agency Coordination and implementation: Highly Satisfactory (HS), Satisfactory (S) Moderately Satisfactory (MS), Moderately Unsatisfactory (MU), Unsatisfactory (U), Highly Unsatisfactory (HU)		
Overall Quality of Project Implementation	(rate 6 pt. scale)	
Agency coordination	(rate 6 pt. scale)	
Project Supervision	(rate 6 pt. scale)	
Outcomes: Highly Satisfactory (HS), Satisfactory (S) Moderately Satisfactory (MS), Moderately Unsatisfactory (MU), Unsatisfactory (U), Highly Unsatisfactory (HU)		
Overall Quality of Project Outcomes	(rate 6 pt. scale)	
Relevance: relevant I or not relevant (NR)	(rate 2pt. scale)	
Effectiveness	(rate 6 pt. scale)	
Efficiency	(rate 6 pt. scale)	
Sustainability: Likely (L); Moderately Likely (ML); Moderately Unlikely (MU); Unlikely (U).		
Overall likelihood of risks to Sustainability:	(rate 4pt. scale)	
Financial resources	(rate 4pt. scale)	
Socio-economic	(rate 4pt. scale)	
Institutional framework and governance	(rate 4pt. scale)	
Environmental	(rate 4pt. scale)	
Impact: Significant (S), Minimal (M), Negligible (N)		
Environmental Status Improvement	(rate 3 pt. scale)	
Environmental Stress Reduction	(rate 3 pt. scale)	
Progress towards stress/status change	(rate 3 pt. scale)	
Overall Programme Results	(rate 6 pt. scale)	

Ratings for Outcomes, Effectiveness, Efficiency, project implementation:	***Sustainability ratings:***	***Relevance ratings***
6: Highly Satisfactory (HS): no shortcomings 5: Satisfactory (S): minor shortcomings 4: Moderately Satisfactory (MS)	4. Likely (L): negligible risks to sustainability 3. Moderately Likely (ML): moderate risks	2. Relevant I 1. Not relevant (NR)

3. Moderately Unsatisfactory (MU): significant shortcomings 2. Unsatisfactory (U): major problems 1. Highly Unsatisfactory (HU): severe problems	2. Moderately Unlikely (MU): significant risks 1. Unlikely (U): severe risks	***Impact Ratings:*** 3. Significant (S) 2. Minimal (M) 1. Negligible (N)
Additional ratings where relevant: Not Applicable (N/A) ; Unable to Assess (U/A)		

ANNEX E: EVALUATION CONSULTANT CODE OF CONDUCT AND AGREEMENT FORM

Consultants:

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

Evaluation Consultant Agreement Form[7]

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 *place* on *date*

Signature: _____

[7] www.unevaluation.org/unegcodeofconduct

ANNEX F: EVALUATION REPORT OUTLINE[8]

The Evaluation Team can modify the structure of the report outline below, as long as the key contents are maintained in the report and the flow of information and analysis is coherent and clear. The length of the UN-REDD National Programme final evaluation report should be 10-18,000 words, excluding executive summary and annexes.

Title and opening pages

- Name of evaluation intervention
- Timeframe of evaluation and date of report
- Country of evaluation intervention
- Names of Evaluators
- Name of organizing commissioning the evaluation
- Acknowledgements

Project and evaluation information details

Table of Contents

Insert Table of Contents.

Acronyms

When an abbreviation is used for the first time in the text, it should be explained in full; it will be included in the list of acronyms when it is used repeatedly within the report.

Executive Summary

The Executive Summary should:

- Be no more than 1,500 words in length;
- Provide key information on the evaluation process and methodology;
- Illustrate key findings and conclusions;
- List all recommendations: this will facilitate the drafting of the Management Response to the evaluation.

1. Introduction

1.1 Background and purposes of the evaluation

This section will include:

- The purpose of the evaluation, as stated in the Terms of Reference;
- National Programme title, starting and closing dates, initial and current total budget;
- Dates of implementation of the evaluation.

It will also mention that Annex I of the evaluation report is the evaluation Terms of Reference.

1.2 Methodology of the evaluation

[8]The Report length should not exceed *40* pages in total (not including annexes).

This section will comprise a description of the methodology and tools used and evaluation criteria that were applied by the evaluation. This should also note any limitations incurred in applying the methodology by the evaluation team.

2. Context of the National Programme

This section will include a description of the developmental context relevant to the National Programme including major challenges in the area of the intervention, political and legislative issues, etc. It will also describe the process by which the programme was identified and developed and cite other related and bilateral interventions if relevant.

3. Concept and relevance

3.1 Design

This section will include a diagram and short description of the programme theory of change, including its results chains from outputs to impact, impact drivers and assumptions and will analyse critically:

- The appropriateness of stated development goals and outcomes (immediate objectives);
- The causal relationship between outputs, outcomes (immediate objectives) and impact (development objectives);
- The extent to which drivers for change have been recognized and supported by the programme;
- The relevance and appropriateness of indicators;
- The validity of assumptions and risks.

This section will also critically assess:

- The programme's institutional set-up and management arrangements;
- The adequacy of the time-frame for implementation;
- The adequacy of resources from all parties and appropriateness of budget allocations to achieve intended results;
- The adequacy of the methodology of implementation to achieve intended results;
- The appropriateness of the identification of stakeholders and participatory processes.

3.2 Relevance

This section will analyse the extent to which the National Programme's objectives and strategy were consistent with country's expressed requirements and policies, with beneficiaries' needs, and other programmes, at the time of approval and at the time of the evaluation.

There will also be an analysis of the degree to which the programme corresponds to priorities in the UN-REDD Programme Strategy.

4. Results and contribution to stated objectives

4.1 Outputs and outcomes

This section will critically analyse the National Programme outputs: ideally, the evaluation team should directly assess all of these, but this is not always feasible due to time and resource constraints.

Thus, the detailed analysis should be done on a representative sample of outputs that were assessed directly, while a complete list of outputs prepared by the programme team should be included as annex. If appropriate, the section will also include an analysis of gaps and delays and their causes and consequences.

Further, the section will critically analyse to what extent expected outcomes (specific/immediate objectives) were achieved. It will also identify and analyse the main factors influencing their achievement and the contributions of the various stakeholders to them.

4.2 Gender issues

This section will analyse if and how the programme mainstreamed gender issues. The assessment will cover:

- Analysis of how gender issues were reflected in objectives, design, identification of beneficiaries and implementation;
- Analysis of how gender relations and equality and processes of women's inclusion were and are likely to be affected by the initiative;
- Extent to which gender issues were taken into account in programme management.

4.3 Capacity development

The evaluation will assess:

- The extent and quality of programme work in capacity development of beneficiaries;
- The prospects for institutional uptake and mainstreaming of the newly acquired capacities, or diffusion beyond the direct beneficiaries of the programme.

4.4 Sustainability

This section will assess the prospects for long-term use of outputs and outcomes, from an institutional, social, technical and economic perspective. If applicable, there will also be an analysis of environmental sustainability (maintenance and/or regeneration of the natural resource base).

4.5 Impact

This section will assess the current and foreseeable positive and negative impacts produced as a result of the programme, directly or indirectly, intended or unintended. It will assess the actual or potential contribution of the programme to the planned development objective and to UN-REDD strategic objectives, described in the UN-REDD Programme Strategy 2011-2015.

5. Implementation

5.1 Budget and Expenditure

This section will contain the analysis of the National Programme financial resources and management, including:

- Efficiency in production of outputs;
- Coherence and soundness of Budget Revisions in matching implementation needs and programme objectives; and

- Assessment of rate of delivery and budget balance at the time of the evaluation, compared to the initial plan.

5.2 Programme Management

This section will analyse the performance of the management function, including:

- Efficiency and effectiveness of operations management, both within the programme and by the participating UN Organizations, including timeliness, quality, reasons for delays and assessment of remedial measures taken if any;
- Effectiveness of strategic decision-making by programme management;
- Realism of annual work-plans;
- Efficiency and effectiveness of monitoring system and internal evaluation processes;
- Elaboration and implementation of an exit strategy;
- Role and effectiveness of institutional set-up, including steering bodies

5.3 Technical Backstopping

This section will analyse the extent, timeliness and quality of technical backstopping the programme received from involved units in the participating UN Organizations, at all levels (headquarter, regional, and country offices).

5.4 Government's participation

This section will analyse government's commitment and support to the programme, in particular:

- Financial and human resources made available for programme operations;
- Uptake of outputs and outcomes through policy or investment for up-scaling.

6. Conclusions and Recommendations

Conclusions need to be substantiated by findings consistent with data collected and methodology, and represent insights into identification and/or solutions of important problems or issues. They may address specific evaluation questions raised in the Terms of Reference and should provide a clear basis for the recommendations which follow.

The Conclusions will synthesise the main findings from the preceding sections: main achievements, major weaknesses and gaps in implementation, factors affecting strengths and weaknesses, prospects for follow-up, any emerging issues. It will consolidate the assessment of various aspects to judge the extent to which the programme has attained, or is expected to attain, its intermediate/specific objectives. Considerations about relevance, costs, implementation strategy and quantity and quality of outputs and outcomes should be brought to bear on the aggregate final assessment.

The section will include an assessment of the three participating UN Organizations role as implementing organizations and the quality of the feedback loop between the programme and the organizations' normative role, namely:

- Actual use by the programme of relevant participating UN Organizations' normative products (databases, publications, methodologies, etc.);

- Actual and potential contribution of programme outputs and outcomes to the participating UN Organizations normative work.

Recommendations should be firmly based on evidence and analysis, be relevant and realistic, with priorities for action made clear. They can tackle strategic, thematic or operational issues. Recommendations concerned with on-going activities should be presented separately from those relating to follow-up once the National Programme is terminated. Each recommendation should each be introduced by the rationale for it; alternatively, it should be referenced to the paragraphs in the report to which it is linked.

Each recommendation should be clearly addressed to the appropriate party(ies), i.e. the Government and the Participating UN Organizations at different levels (headquarter, regional, and national). Responsibilities and the time frame for their implementation should be stated, to the extent possible. Although it is not possible to identify a 'correct' number of recommendations in an evaluation report, the evaluation team should consider that each recommendation must receive a response.

VI. Lessons Learned

The evaluation will identify lessons and good practices on substantive, methodological or procedural issues, which could be relevant to the design, implementation and evaluation of similar projects or programmes, especially future UN-REDD activities and programmes in Myanmar. Such lessons/practices must have been innovative, demonstrated success, had an impact, and be replicable.

Annexes to the evaluation report

I. Evaluation Terms of Reference
II. Additional methodology related documentation, such as the evaluation matrix and data collection instruments as appropriate
III. Brief profile of evaluation team members
IV. List of institutions and stakeholders met during the evaluation process (The team will decide whether to report the full name and/or the function of the people who were interviewed in this list.)
V. List of documents reviewed
VI. Programme results framework
VII. Summary tables of findings (progress towards outputs, targets, goals relative to established indicators
VIII. Code of Conduct signed by evaluators

ANNEX G: EVALUATION REPORT CLEARANCE FORM

(to be completed by CO and included in the final document)

Evaluation Report Reviewed and Cleared by

UNDP Country Office

Name: _____

Signature: _____ Date: _____

ANNEX H: KEY STAKEHOLDERS AND PARTNERS

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ANNEX I: EVALUATION

Evaluation Criteria	Evaluation Questions	Evaluations Sub-questions	Methodology	Data sources	Data-collection methods/tools	Indicators/success standard	Methods for data analysis