

# Mid-Term Evaluation of Decentralization, Human Rights and Local Governance (DHL)

## Terms of References (TORs) for Lead Evaluator

### Project/Project Summary

Project/outcome title	Decentralization, Human Rights and Local Governance (DHL)	
Atlas ID	00070684	
Corporate outcome and output	<p>Outcome 9: Increased effectiveness and accountability of governance mechanisms</p> <p>Output 9.1: Democratic governance of state institutions, including Parliament, Provincial assemblies, local governments and electoral management bodies, strengthened to be responsive to citizens and accountability, for improved service delivery.</p>	
Country	Pakistan	
Region	Asia Pacific Region	
Date project document signed	July 18, 2019	
Project Dates	Start Jul 18, 2019	Planned End Dec 31, 2022
Project budget	7,795,440 USD	
Project expenditure at the time of evaluation	2,983,218 USD till December 31, 2020	
Funding source	GMFA, UKaid, Government of Australia, SDC, GIZ, UNDP	
Implementing Party	UNDP Pakistan	

### 1. Background and context

Developed in the post devolution context, UNDP's Decentralization, Human Rights and Local Governance (DHL) is a multi-sector project aimed at strengthening federal, provincial and local governance mechanisms. The project focuses on the provision of capacity development and technical assistance to a range of governmental, non-governmental and private sector stakeholders responsible for the protection and promotion of rights, to strengthen the human rights ecosystem at provincial and federal levels. From 2019-2020, UNDP Pakistan has thus developed and delivered an integrated package of human rights initiatives targeting human rights policy development and implementation, capacity building of key human rights institutions, strengthening human rights data collection, promoting responsible business practices, and empowering rights holders. The project also seeks to strengthen the capacities of targeted institutions including the Federal Ministry for Human Rights (MOHR), the National

Commission for Human Rights (NCHR), National Commission on the Status of Women, the Ombudsperson's Office along with provincial government line departments and institutions.

The core objective of the project is to ensure inclusive service delivery in all four provinces of Pakistan by providing capacity development support to relevant federal ministries and provincial line departments with an aim towards creating an enabling environment for effective local governance and rights-based development.

### **Project Strategy**

The project's theory of change is centered on assisting the national, provincial and local government stakeholders in Pakistan through interventions targeting policies, institutional strengthening and community stabilization for improved access to rights-based development. Through its key components- including strengthening inclusive service delivery mechanisms, community stabilization and enabling rights-based development initiatives, the project contributes towards creating an enabling environment for improved access to Rule of Law, human rights and social inclusion in target areas. Key government partners include the Ministry of Human Rights, Provincial line departments for Social Human Rights, Local Government departments, and UN Agencies: in particular, United Nations Population Fund (UNFPA), UNWOMEN and the Office of the United Nations High Commissioner for Human Rights (OHCHR).

At the policy level, the project focuses on supporting provincial governments in preparing inclusive, rights-based policies, such as human rights policies in Sindh and Balochistan. At the institutional level DHL supports the digitization of existing government systems and at a community level, works towards social inclusion of vulnerable populations and marginalized groups, particularly women, transgender persons, in coordination with provincial local government and social welfare departments.

DHL project has four outputs:

1. Federal organs are strengthened for improved and effective implementation of their mandates.
2. Provincial Governments are technically equipped to develop gender-mainstreamed legislative, institutional and policy frameworks on devolved subjects
3. Local Governments across Pakistan incorporate and use methodologies of inclusive development planning, implementation and monitoring
4. Citizens oversight mechanisms of government action strengthened through advocacy and communications support.

Across the four outputs, project activities are currently being funded by German Ministry of Foreign Affairs (GMFA), UKAid, Government of Australia and UNDP.

## **2. Evaluation purpose, scope and objectives**

### **Evaluation Purpose/Objectives**

This evaluation is being undertaken to:

- Assess project effectiveness and draw upon lessons that will align programming strategy for the next four years
- Evaluate appropriateness of project activities in following two distinct areas: terms of achieving outputs as per project documents, and secondly, as per the needs of the government of Pakistan, including MoHR, NCHR, Provincial Human and Social Welfare Departments and other non-government stakeholders
- Explore strategies for replication and link to policy advocacy, i.e. serve as evidence base for policy and institutional reforms.

### **Scope of Evaluation:**

UNDP Pakistan intends to conduct an evaluation of DHL for activities implemented during 2019 and 2020. For this purpose, UNDP Pakistan seeks the services of a Lead Evaluator to provide evaluation expertise for UNDP supported DHL project activities nationwide.

The evaluation will compile lessons learnt and provide recommendations that will guide programmatic priorities and interventions for improved project design. The evaluation will be based on five assessment criteria defined by the United Nations Evaluation Group (UNEG) i.e. efficiency, effectiveness, relevance, impact and sustainability.

This scope of work includes evaluation of selected project interventions and resources falling under areas of the four Outputs under DHL. Target groups for the evaluation include MoHR, Provincial Human Rights, Social Welfare and Local Government Departments, other relevant government organizations including, civil society and UN partners including donor agencies. Interviews will be conducted virtually with some in-person meetings in Islamabad.

### **Scope of Work:**

The expert will lead the evaluation process and will be responsible:

1. To assess/evaluate project achievements against UNDP Pakistan's Country Project Document (CPD) Outcome/CPD Output/Project indicators, and intended and unintended impacts on government and community stakeholders
2. To assess whether the CPD output/Project Output Results have been achieved in a cost-effective and cost-efficient manner
3. To determine whether cross cutting issues such as gender, inclusion and sustainability were mainstreamed in the implementation of the project
4. To identify lessons learned on effectiveness of the project design, intervention strategies and implementation
5. The evaluation shall mainly focus on relevance of project activities to needs of the beneficiaries/institutions, effectiveness and efficiency of implementation approach, and sustainability and impact of the project interventions
6. To suggest improvements for future and ongoing programmes, or identify best practices and experiences for replication in the future.

The Lead Evaluator will steer the evaluation process from evaluation design to completion of the assignment.

The DHL Project Analyst, Rights-Based Development and Social Inclusion Experts will support and assist the Lead Evaluator planning and execution of activities for this evaluation. The Lead Evaluator will execute the evaluation process in collaboration with relevant UNDP programme and support team and ensure that the assignment is completed within the agreed timeframe.

This is an Islamabad based assignment, any travel outside of Islamabad will be organized by UNDP, if required.

### 3. Evaluation criteria and key questions

#### **Evaluation Criteria: Impact of project interventions will be measured against the following criteria**

Relevance, effectiveness, efficiency, impact and sustainability. .

These are discussed below separately;

**A. Relevance:** Relevance of project interventions assessed for the extent to which they are focused on strengthening rights-based development, community stabilization and social inclusion. It also refers to the extent to which the project responds to the needs and priorities of citizens of Pakistan.

**B. Effectiveness:** extent to which project objectives have been achieved or are likely to be achieved; and the extent to which intended beneficiaries and democratic institutions have benefitted from project interventions.

**C. Efficiency:** Is the relation between inputs of resources and results achieved appropriate and justifiable?

**D. Impact:** Explore if and how various project components had a positive/less positive/no impact on each other

**E. Sustainability:** Assess the sustainability of results achieved, such as partner capacity developed, and voter awareness improved.

#### **Cross-cutting:**

**F. Human Rights** Assess the impact of project interventions on marginalized groups

**G. Gender Equality** Assess the impact of project interventions on mainstreaming gender equality

#### **Key Evaluation Questions:**

Specifically, the evaluation will assess the relevance, efficiency, effectiveness, impact and sustainability of DHL results achieved through the questions listed below. Specific questions must be developed by the Lead Evaluator in-line with project documents and available data. A thorough review of the proposed questions by the programme team, evaluation manager and project will be done, and these will be set in the inception report.

The evaluation questions should focus on areas directly relevant to the project interventions including:

1. Rights-based Development
2. Community Stabilization
3. Social Inclusion and Social Protection.

This list of questions is representative and not exhaustive and will be further detailed and agreed upon as part of the evaluation inception report.

### **1. Relevance:**

- a) To what extent was the project in line with federal and provincial development priorities, the country program's outputs and outcomes, the UNDP Strategic Plan and the SDGs?
- b) To what extent does the project contribute to the theory of change for the relevant country program outcomes?
- c) Extent to which project initiatives such as awareness raising campaigns, capacity building initiatives and public outreach products were relevant to the needs of partners and stakeholders?
- d) To what extent does the project contribute to LNOB<sup>1</sup>, gender equality, the empowerment of women and the human rights-based approach?
- e) Evaluate the extent to which DHL implementation strategy has been responsive to the emerging needs and priorities of MoHR, provincial line departments and other partners and stakeholders; and to the context of Pakistan's emerging political and development scenario;
- f) Evaluate whether project activities were relevant for the implementation of strategic and other plans of stakeholders?:
  - i) What is the stakeholder involvement in the project?
  - ii) What is the community's involvement in planning and implementing this project?
  - iii) What is the private sector's involvement in planning and implementing this project?
  - iv) What is the local/provincial & federal government's involvement in planning and implementing this project?

### **2. Efficiency**

- a) To what extent have the project implementation strategy and execution been efficient and cost-effective to achieve overall outcomes?
- b) 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?
- c) To what extent have project funds and activities been delivered in a timely manner?

### **3. Effectiveness**

- a) To what extent did the project contribute to the country program outcomes and outputs, the SDGs, the UNDP Strategic Plan and national development priorities?
- b) 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?

---

<sup>1</sup>Leave No One Behind

- c) 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 in the next phase?
- d) What, if any, alternative strategies would have been more effective in achieving the project's objectives?
- e) Were the project initiatives including institutional strengthening of rights-based development institutions, gender mainstreaming and engagement with civil society, such as media, effective to achieve project outcomes?
- f) Are the project outputs clear, practical and feasible?
- g) To what extent have stakeholders such as MoHR and provincial line departments remained involved in project implementation?
- h) To what extent has the project been appropriately responsive to citizen needs?
- i) To what extent has the project contributed to promotion and protection of rights of the most vulnerable populations, gender equality and social inclusion and protection.
- j) Assess the extent to which vulnerable groups have been supported in accessing their rights (including at-risk youth and women, transgender persons and persons with disabilities)
- k) Assess whether a gender and human rights perspective has been taken into consideration and has been effective for the targeted institutions and communities;
- l) Assess how the programme components complemented each other to contribute to the achievement of programme objectives
- m) Assess the level of effectiveness of the UNDP and DHL oversight and management structures during the review period, in addition to quality and adequacy of programme monitoring and reporting?

#### **4. Impact**

- a) Explore if and how various project components had a positive/less positive/no impact on each other:
  - I. What has been the impact of DHL interventions on rights-based development with an aim to promoting an environment for community stabilization in target locations?
  - II. What has been the impact of capacity building initiatives for MoHR, Provincial Human Rights, Local Government and Social Welfare Departments on key target populations; women, youth, transgender persons and other vulnerable groups.
  - III. What has been the impact of partnerships with UN programs and external organisations such as civil society?
- b) Did the project address cross cutting issues such as gender mainstreaming, inclusion and human rights?
- c) Was there evidence of results and recognition of UNDP support by the government and partner UN Agencies (including OHCHR)?
- d) How is the programme impacting the targeted communities at large?
- e) How has the level of harmony increased in the targeted communities? Since the start of the project? In comparison with/other areas?
- f) How has the perception of insecurity changed in target communities? Since the start of the project? In comparison with/other areas?

- g) Do the intervention results respond to the needs of all stakeholders, youth-men, women, transgender and other key groups, as identified at the design stage?

## **5. Sustainability**

- a) Assess the sustainability of DHL initiatives for institutional strengthening of stakeholders such as capacity building initiatives of human rights, community stabilization and social inclusion stakeholders
- b) To what extent will financial and economic resources be available to sustain the benefits achieved by the project?
- c) To what extent do mechanisms exist to allow stakeholders to carry forward the results attained on human rights, gender equality, empowerment of women, and social inclusion and protection?
- d) 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?
- e) To what extent has sustainability measures been incorporated in UNDP interventions?
- f) To what extent do mechanisms, procedures and policies exist to allow primary stakeholders to carry forward the results attained on gender equality, empowerment of women, human rights and human development?
- g) To what extent do stakeholders support the project's long-term objectives?
- h) 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?

## **6. Human rights**

- a) To what extent have economically and socially marginalized groups including at-risk, persons with disabilities, women, transgender and other disadvantaged and marginalized groups benefited from DHL interventions?
- b) To what extent have national and international human rights principles been integrated into the programme design

## **7. Gender equality**

- a) Is the gender marker data assigned to DHL project representative of reality?
- b) To what extent have gender equality, inclusion and the empowerment of women been addressed in the design, implementation and monitoring of the project?

Please note that specific questions on the key outputs of DHL are expected to be included in the inception report. The Lead Evaluator will finalize the specific questions to be used in coordination with UNDP.

## **4. Methodology**

The evaluation process is designed as per UNDP guidelines in line with the four Outputs of DHL project.

The evaluation process will be carried out by the Lead Evaluator in coordination with the UNDP team. He/she will conduct exhaustive document review by applying qualitative data collection tools and ascertain the effectiveness and impact of the project interventions.

Qualitative data will be collected as primary data, applying a series of social research methods including semi-structured interviews, interviews with key informants and discussions. This will be useful to assess the extent to which the strategies and activities undertaken by the DHL project have achieved objectives given in the project documents<sup>2</sup>; positive achievements of the interventions; challenges faced during implementation and steps taken to address them; lessons learned; and possible recommendations to guide the project in future. In order to get a holistic appraisal of the above mentioned, the evaluation will engage relevant stakeholders in consultation with UNDP teams.

The methodology and evaluation questions will be finalised by the Lead Evaluator in coordination with UNDP and will be part of the inception report.

It is visualized that the methodology will encompass the following:

- **Document review** –Review of the following project documents and reports prepared during the project implementation
  - Project document/Project proposals and other relevant documents
  - Theory of change and results framework.
  - Project reports including monthly and annual reports
  - Annual workplans.
  - Evaluation/ programme monitoring reports
  - Partners reports, strategic plans and legislative business etc. and relevant documents and IEC material
  - Project supported publications and IEC material
  - Project board meeting minutes
  - Donor Reports
  
- **Interviews, participatory meetings & discussions** with key stakeholders

All interviews and discussions should be undertaken as per UNDP evaluation guidelines. UNDP team might accompany evaluators, as observers, during discussions and interviews with some key stakeholders. In addition to meetings with UNDP staff including DHL project team members, Management Support Unit, Democratic Governance Unit and Deputy Resident Representative etc., approximately 20 interviews and discussions will be conducted with partners and stakeholders. Duration of each interview will be between 45-60 minutes. Interviews with stakeholders based in locations other than Islamabad or as required by interviewee, will be held online. Questions for the interviews may be shared beforehand with the interviewees.

Based upon the above assessment, the evaluation team will compile lessons learnt and make recommendations for the future.

The data gathered during evaluation process will be the property of UNDP.

---

<sup>2</sup> Project Documents for DHL are the project proposals signed with respective donors



## 5. Evaluation products (key deliverables)

1. **Evaluation Workplan and Inception Report:** Proposed approach, methodology, timeline, and estimated budget for completion of the work requested. The candidate will submit an inception report that would reflect the evaluators understanding of the assignment, schedule of tasks, activities and deliverables along with assigned responsibilities for the Lead Evaluator. He/she can start conducting interviews before finalizing the inception report. The finalized evaluation work plan can be modified with UNDP's approval throughout implementation of the assignment if conditions or needs change. The finalized plans, given in the inception report, with attached approved amendments will be used as the basis for assessing completion and quality of the assignment.
2. **Draft Evaluation Report:** After the field activities, the Lead Evaluator will submit a draft evaluation report of DHL, highlighting achievements, constraints, and lessons learnt as well as corrective measures where required and recommendations
3. **Evaluation report audit trail and final evaluation report.** 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. After receiving written comments and feedback to the draft evaluation report from UNDP, the evaluation team will submit a final report addressing this feedback.
4. Separate 1-2 pager **summary brief** with infographics summarizing the key findings of the evaluation for sharing with external audiences.  
And **submission of data to UNDP:** all the primary data collected for this assignment will be submitted to UNDP in electronic form within 30 days of completion of assignment.

The Evaluation Report should contain the following:

- Title page
- List of acronyms and abbreviations
- Table of contents, including a list of annexes
- Executive summary
- Introduction: background and context of the project
- Description of the project – it's logic theory, results framework
- Purpose of the evaluation
- Key questions and scope of the evaluation
- Approach and methodology
- Findings
- Analysis - explanation and interpretation of findings
- Conclusions
- Lessons learnt and recommendations
- Annexes

Report format will be finalized by the evaluation team in consultation with UNDP.

### **Related Evaluation Activities**

To achieve the objectives and produce the deliverables of the evaluation, the Lead Evaluator will be expected to undertake related activities including:

1. **Contextualize DHL interventions:** The Lead Evaluator will contextualize DHL interventions as related to the history and challenges of human rights, community stabilization and social inclusion in Pakistan.
2. **Prepare Inception Report:** The Lead Evaluator will present an Inception Report elaborating the evaluation methodology to the stakeholders at the beginning of the evaluation.
3. **Meetings with stakeholders**
  - a. The UNDP project team will brief the Lead Evaluator and provide all necessary details and clarifications on the documents made available for the document review.
  - b. The evaluation team will have meeting and discussions with the project team, Chief Technical Specialist, Assistant Resident Representative Democratic Governance Unit, Management Support Unit (MSU), Deputy Resident Representative and Resident Representative UNDP.
  - c. The evaluation team will meet with relevant government counterparts, including the MoHR, provincial human rights, social welfare and local government departments, statutory bodies, UN and civil society partners and document their learning and experiences with the project
  - d. The evaluation team will meet with bilateral donor representatives present in the country including GMFA and Australia.
4. **Consultation on draft report and recommendations** following the submission of the draft report, undertake consultations with UNDP to receive feedback for incorporation into the final report.

## **6. Required qualifications, competencies and skills for Lead Evaluator**

Lead Evaluator for this assignment should have:

1. Master's Degree in Social Sciences or any other related discipline
2. Minimum 10 years of experience in monitoring and evaluation, data analysis and report writing for large projects in developing countries particularly in Pakistan
3. Solid understanding of human rights, community stabilization, local governance, gender mainstreaming, government structures and protection mechanisms within the Pakistani context
4. Extensive experience in leading evaluations of development projects particularly rights-based development and community stabilization programs
5. Proven capacity to effectively collect, analyse and evaluate data/information
6. Ability to organize and synthesize information in a systematic manner
7. Prior experience of designing research methodology and conducting interviews with senior government and political officials, civil society and communities
8. Well versed in data management and statistical analysis of data
9. Well versed in report writing with proven experience in producing a high-quality evaluation and assessment reports
10. Excellence in report writing
11. Relevant experience and knowledge of the United Nations projects
12. Ability to communicate in English and Urdu
13. Familiarity with UNDP/UN evaluation policies and procedures, and with the programming principles of the UNDP/UN
14. Good coordination and time management skills

## Competencies

### **Corporate Competencies:**

- Demonstrates integrity by modelling the UN's values and ethical standards (human rights, peace, understanding between peoples and nations, tolerance, integrity, respect, impartiality) results orientation;
- Promotes the vision, mission, and strategic goals of UNDP;
- Displays cultural, gender, religion, race, nationality and age sensitivity and adaptability.

### **Functional Competencies:**

- Consistently approaches work with energy and a positive, constructive attitude;
- Demonstrates good oral and written communication skills;
- Has the ability to work both independently and in a team, and ability to deliver high-quality work on tight timelines.

### **Behavioural competencies:**

- Gender-sensitive;
- Comfortable working in dynamic environments that change frequently;
- Able to perform in a high-stress and difficult security environment, with austere living quarters.

### **Computer Skills:**

- Proficiency in MS Office and statistical analysis software

## **7. Evaluation ethics**

This evaluation will be conducted in accordance with the principles outlined in the UNEG 'Ethical Guidelines for Evaluation'. 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 and partners.

## **8. Management and implementation arrangements**

Deputy Resident Representative, UNDP Pakistan, will be the Evaluation Commissioner (EC) and Head of Management Support Unit will be the Evaluation Manager (EM). EC will be supported by EM in safeguarding the independence of the evaluation exercise and ensure the quality of evaluation in a timely fashion. To ensure independence and impartiality, EM will be the focal person for this evaluation. EM will ensure that the evaluation is conducted as per the evaluation plan and in line with this ToR.

DGU staff and DHL project team will facilitate EM and the work of the Lead Evaluator before and during the assignment period. These TORs shall be the basis upon which compliance with assignment requirements and overall quality of services provided by the Lead Evaluator will be assessed by UNDP. Lead Evaluator will perform the tasks mentioned below for the DHL evaluation process. Lead Evaluator will steer the process and be responsible for quality assurance and timely submission of final report.

## **9. Time frame for the evaluation process.**

**Duration of the Work:** The duration of the work is 40 days working days. Detailed time frame for evaluation is given below:

<b>S#</b>	<b>Deliverables</b>	<b>Description of deliverables</b>	<b>Submission timeline (no. of days)</b>	<b>Payment Instalment Schedule</b>
<b>1.</b>	Deliverable 1	Inception report including methodology and key questions and workplan	5	20% of the instalment
<b>2.</b>	Deliverable 2	Draft Evaluation Report which obtains data collection from field visits	15	25% of the instalment
<b>3.</b>	Deliverable 3	Evaluation report audit trail and Final Report	15	35% of the instalment
<b>4.</b>	Deliverable 4	Submission, presentation of summary brief and submission of evaluation data to UNDP	5	20% of the instalment

## 10. Submission process

Following documents should be included when submitting the proposals:

Interested candidates must submit the following: documents/information to demonstrate their qualifications in **one single PDF document**:

- 1) Duly accomplished **Letter of the contract of Interest and Availability** using the template provided by UNDP (Annex).
- 2) **Personal CV or P11 Form**, indicating all experience from similar projects, as well as the contact details (email and telephone number) of the candidate and at least three (3) professional references.
- 3) **Technical proposal:**
  - a. Brief description of why the applicant is the most suitable candidate for the assignment
  - b. A methodology on how s/he will approach and complete the assignment.
  - c. Brief description of inception report
- 4) **Financial proposal** that indicates the all-inclusive fixed total contract price, supported by a breakdown of costs, as per template provided (Annex)

## 11. Evaluation Criteria

### Cumulative analysis

The award of the contract shall be made to the candidate whose offer has been evaluated and determined as:

- a) Responsive/compliant/acceptable, and
- b) Having received the highest score out of a pre-determined set of weighted technical and financial criteria specific to the solicitation. 70%-30%.
  - \* Technical Criteria weight: 70%
  - \* Financial Criteria weight: 30%

Only candidates obtaining a minimum of 49 points (70% of the total technical points) would be considered for the Financial Evaluation

- Criteria A: Relevance of Education – Max 10 points
- Criteria B: Competencies and Special skills – Max 5 points
- Criteria C: Relevance of experience – Max 30 points
- Criteria D Description of approach/methodology to assignment (if applicable) – Max 25 points

**Technical Criteria – Maximum 70 points**

<b>Criteria</b>	<b>Weight</b>	<b>Max. Point</b>
<b>Technical Competencies</b>	<b>70</b>	
Master’s Degree in Social Sciences or any other related discipline	10	
Minimum 10 years of experience in monitoring and evaluation, data analysis and report writing for large projects in developing countries particularly in Pakistan	30	
Desired competencies and special skills	5	
Approach/methodology to assignment	25	
<b>Financial</b>	<b>30</b>	
<b>Total Score</b>	<b>Technical score 70 + 30 Financial</b>	
<b>Weight per Technical Competence</b>		
Weak: Below 70%	The individual consultant/contractor has demonstrated a WEAK capacity for the analyzed competence	
Satisfactory: 70-75%	The individual consultant/contractor has demonstrated a SATISFACTORY capacity for the analyzed competence	
Good: 76-85%	The individual consultant/contractor has demonstrated a GOOD capacity for the analyzed competence	
Very Good: 86-95%	The individual consultant/contractor has demonstrated a VERY GOOD capacity for the analyzed competence	
Outstanding: 96-100%	The individual consultant/contractor has demonstrated an OUTSTANDING capacity for the analyzed competence	

**12. Annexes**

These will be provided to evaluators after signing the contract with UNDP and/or during inception meeting:

- Relevant project documents/proposals
- Key stakeholders and partners
- Documents to be reviewed and consulted
- Yearly targets versus results reported
- Yearly budgets (donor-bifurcated) versus expenditure reported (Variance analysis)
- PQAs (design, implementation)

- vii. Evaluation Quality criteria
- viii. Evaluation matrix template
- ix. Draft outline of the evaluation report format
- x. Code of conduct forms