



UNITED NATIONS DEVELOPMENT PROGRAMME TERMS OF REFERENCE (TOR)

Title: TERMINAL EVALUATION OF THE GOVERNANCE OUTCOME JUNE 2021

Pillar Title: Governance

Duty station: Dar es Salaam

The UNDP Democratic Governance programme applies a human right based and people-centred approach to governance programming. As such, the programme promotes inclusive national ownership of democratic governance principles, processes and institutions. Within the Inclusive Democratic Governance pillar, UNDP works with the Government of Tanzania to contribute to effective, transparent, accountable and inclusive governance. The Pillar works with the Government of Tanzania to strengthen institutional capacity and promote sustainable development in line with the Sustainable Development Agenda. Working with development partners, private sector and civil society, projects are designed to support the Government in its efforts to meet Democratic Governance challenges by specifically supporting the National Assembly to more effectively and responsibly perform core functions of representation, law-making and oversight of executive functions; developing responses to address the structural causative factors and their implications in the rise of violent extremism; improving access to justice and human rights protection; and improving the capacity of implementing and financing the national, regional and global development agendas.

The programme goal is effective, transparent, accountable and inclusive governance, in line with the principal objectives set out in the Tanzania Development Vision 2025 and Zanzibar Vision 2020, which include peace, stability, unity and good governance. The specific objectives of UNDP governance support are further aligned with the priorities set out in the National Five-Year Development Plan II, including ensuring systems and structures of governance uphold the rule of law and are democratic, effective, accountable, predictable, transparent, inclusive and free from corruption at all levels; improving public service delivery to all, especially the poor and vulnerable, including access to justice; promoting human rights for all, particularly for poor women, men and children and vulnerable groups; and ensuring national and personal security and safety of property. They are also further aligned with the priorities set out in the draft Zanzibar Strategy for Economic and Social Transformation, including accountable, transparent and corruption-free governance systems and structures, and increased access to justice, respect for the rule of law, adherence to basic human rights and greater participation in the democratic process.

These terms of reference are focusing on an outcome evaluation of UNDP's support to the country's Inclusive Democratic Governance outcome: Citizen expectations for voice, development, the rule of law and accountability are met by stronger systems of democratic governance. The programmatic pillar is derived from the UNDP Country Programme Document (CPD) for Tanzania for 2016-2021 which is aligned with the UN Development Assistance Plan for Tanzania II (UNDAP II) 2016-2021 and the Government's National Five-Year Development Plan II 2016/17-2020/21.

The pillar is divided into five outputs namely:

- Parliaments and electoral bodies are enabled to perform core functions for improved transparency, accountability and citizen participation

- Citizens have improved access to and are better served by the justice system and human rights reporting
- Key public institutions are enabled to address corruption and implement their procurement needs in a transparent manner
- Government has effective mechanisms in place to monitor and report on the use of ODA and other sources of global development financing
- Women have enhanced capacities to participate in electoral and decision-making processes at all levels.
- National capacities strengthened to reduce the likelihood of conflicts including those arising from violent extremism.

Due to the nature of the interventions, the geographic scope of some projects is wide in various parts of the country. Key partners in the implementation include line ministries at the national level, local government authorities in respective locals and civil society organizations. Other partners include UN sister agencies and development partners who directly or indirectly contribute to the achievement of the outcome. Their work or resources has complemented and/or supported UNDP's work in this area. These are mentioned individually in the respective projects that are under the pillar.

Evaluation Purpose

This terminal Outcome Evaluation will capture and demonstrate evaluative evidence of UNDP and the Inclusive Democratic Governance Pillar contributions towards the Outcomes articulated in the CPD. The findings and judgements through the evaluation made must be based on concrete and credible evidence that will support UNDP and the Pillar's strategic thinking for its new programme cycle, specifically in identifying its priorities in supporting Tanzania in the area of inclusive democratic governance

The main objective of the evaluation is to collate all lessons learnt, challenges faced, the best practices and to provide information on the extent and where possible, the potential impact and sustainability of the governance outcome. That also implies the evaluation aims to assess the performance of the outcome against planned results, preliminary indications of potential impact and sustainability hence to inform programming strategy in the next phase of implementation and future UNDP programming. Specific objectives of the end-term evaluation include:

- Assessing performance against the original works as stated in the project documents and inform the extent it has evolved in view of demand from the beneficiaries and environment.
- Assess the relevance of the outcome with regards to consistency, ownership, quality of the technical assistance, and complementarity of the projects with other initiatives
- Determine the effectiveness of the outcome in achieving the results, highlighting the reasons for those achievements and unachieved results, and identify reasons contributing/ hindering the achievement of the results.
- Assess the sustainability of the outcome including the participation of partners and other stakeholders in planning and implementation of the planned interventions, as well as assessing the measures taken to ensure that activities initiated by the projects will be completed and continued after the projects' closure.
- Risk management and mitigation measures taken by the outcome in ensuring progress on implementing the interventions.
- Derive lessons learned, best practices and areas of improvement for the remaining project activities and for future programming.

The terminal outcome evaluation aims 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 stakeholders and partners with an assessment of the results of the UNDP programme of support, in this case, within the Inclusive Democratic Governance pillar

III. SCOPE AND OBJECTIVES OF THE EVALUATION

The outcome evaluation will be conducted, to enhance programme implementation while providing strategic direction and inputs to the formulation of remaining projects within the outcome. Specifically, the outcome evaluation will assess:

- The relevance and strategic positioning of UNDP support to the Country on Inclusive Democratic Governance.
- The frameworks and strategies that UNDP has devised for its support on Inclusive Democratic Governance, including partnership strategies, and whether they are well-conceived for achieving planned objectives.
- Progress made towards achieving Inclusive Democratic Governance through specific projects and advisory services and including contributing factors and constraints.
- The progress to date under this outcome and what can be derived in terms of lessons learned for future UNDP Inclusive Democratic Governance support to the Country.

The evaluation will consider the pertinent outputs focused towards Inclusive Democratic Governance, as stated in the CPD. The specific outputs under the Outcome to be assessed include:

- Parliaments and electoral bodies are enabled to perform core functions for improved transparency, accountability and citizen participation.
- Citizens have improved access to and are better served by the justice system and human rights reporting.
- Key public institutions are enabled to address corruption and transparently implement their procurement needs.
- Government has effective mechanisms in place to monitor and report on the use of ODA and other sources of global development financing.
- Women have enhanced capacities to participate in electoral and decision-making processes at all levels.
- National capacities strengthened to reduce the likelihood of conflicts including those arising from violent extremism.

The evaluation will analyse the contributions made by the CPD towards the Inclusive Democratic Governance Pillar during the current programme period and UNDP's strategic position within the country. It will also identify factors affecting the development situation and the results observed, generate lessons learned and recommend actions to improve performance in the remaining duration of the CPD. The outcome evaluation should assess how UNDP's programme results contributed, together with the assistance of partners, to a change in development conditions within that sector. The results will also provide knowledge and information which will be used in the formulation of the next Country Programme Document.

IV. EVALUATION CRITERIA AND QUESTIONS

The Outcome evaluation seeks to answer the key questions according to the criteria against which the subject to be evaluated. The questions should cover the following key areas of evaluation criteria:

- a) **Relevance: the extent to which the Outcome activities are suited to the priorities and policies of the country at the time of formulation:**

- To what extent is UNDP's engagement in Inclusive Democratic Governance support a reflection of strategic considerations, including UNDP's role in the development context in the country and its comparative advantage vis-a-vis other partners?
- Are the intended outputs and outcome aligned with the key development strategies of the country? Are they consistent with the human development needs of the country and the intended beneficiaries? Do the outputs and outcome address the specific development challenges of the country and the intended beneficiaries? Were there any unintended consequences (positive or negative) that have implications on the development goals of the country?
- Are the results and/or progress towards results aligned and contributing to the respective global goals as outlined in the Agenda 2030 and its targets? If not, what should be done to ensure this is achieved?
- To what extent has UNDP's selected method of delivery been appropriate to the development context?
- Has UNDP been influential in-country policy debates and dialogues on Inclusive Democratic Governance and has it influenced country policies on governance reforms and human rights protection?

b) Efficiency: measurement of the outputs in relation to the inputs.

- Are UNDP approaches, resources, models, conceptual framework relevant to achieve the planned outcome? Are they sufficiently sensitive to the political and development constraints of the country?
- Has UNDP's Inclusive Democratic 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 for proper accountability of results?
- Were alternative approaches considered in designing the Project?
- Are adequate resources mobilised to achieve the desired result? What strategies were put in place to close the resource gap? To what extent have these strategies been implemented?

c) Effectiveness: the extent to which the Outcome activities attain their objectives.

- Have the outputs been achieved, and did they contribute to the stated outcome at an acceptable cost, compared with alternative approaches with the same objectives? If so, which types of interventions have proved to be more cost-efficient?
- If not fully achieved, was there any progress? If so, what level of progress towards outcomes has been made as measured by the outcome indicators presented in the results framework?
- What evidence is there that UNDP support has contributed towards an improvement in the country's capacity, including institutional strengthening?
- Has UNDP worked effectively with other international partners to deliver inclusive Democratic Governance initiatives and services?
- How effective was the partnerships aspect of programming implemented to ensure the achievement of this outcome?
- To what extent has the project supported the domestication of key regional frameworks, experiences and international best practices through national development plans and strategies?
- Has UNDP utilized innovative techniques and best practices in its Inclusive Democratic Governance programming?
- Is UNDP perceived by stakeholders as a strong advocate for improving Inclusive Democratic Governance effectiveness and integrity in the country?

- Considering the technical capacity and institutional arrangements of the UNDP CO, is UNDP well suited to providing Inclusive Democratic Governance support to the country?

d) Sustainability: the benefits of the Programme related activities that are likely to continue after the Programme fund has been exhausted.

- What is the likelihood that UNDP interventions are sustainable?
- What mechanisms have been set in place by UNDP to support the government/ institutional partners to sustain improvements made through these Inclusive Democratic Governance interventions?
- How has UNDP contributed to the capacity building of partners as a guarantee for sustainability beyond UNDP interventions?
- What markers or evidence is there to show that the results achieved so far will be sustained beyond the programme period?
- Are there national plans/ reforms to promote inclusive democratic governance in place or likely to be developed, approved and implemented in the next few years and beyond the programme period?
- What changes should be made in the current set of governance partnerships to promote long term sustainability?
- Has follow up support after the end of the Outcome activities been discussed and formalized?
- Is there a clear exit strategy?

The evaluation should also include an assessment of the extent to which programme design, implementation and monitoring have considered the following cross-cutting issues:

Human rights

To what extent have poor, indigenous and physically challenged, women and other disadvantaged and marginalized groups benefitted from UNDP work in support of Inclusive Democratic Governance?

Gender mainstreaming

- To what extent has gender been addressed in the design, implementation and monitoring of inclusive democratic governance projects?
- Is gender marker data assigned to projects representative of reality (focus should be placed on gender marker 2 and 3 projects)?
- To what extent has UNDP's outcome on inclusive democratic governance promoted positive changes in gender equality? Were there any unintended effects?
- Information collected should be checked against data from the UNDP country office' Results-oriented Annual Reports (ROAR) during the period 2016- 2021.

V. METHODOLOGY

The outcome evaluation will be carried out by a team of external evaluators and will engage a wide range of stakeholders and beneficiaries, including national and local government officials, donors, civil society organizations, and subject experts, community members.

The outcome evaluation is expected to take a "theory of change" (TOC) approach to determine causal links between the development challenges, the interventions that UNDP has supported and observe progress in inclusive democratic governance at national and local levels in Tanzania. The evaluators will develop a logical framework model of how UNDP interventions are expected to lead to national governance, which is more effective, transparent, accountable -and inclusive. The outcome level TOC is defined in the CPD and it forms part of the results chain of the programme, with interlinkage with the other two outcomes of the CPD. The evaluators are expected to analyse the TOC described in the projects and see whether they were aligned and correspond to the programme's TOC, and where

there are deviations, note them especially if these may have affected the attainment of the outcome changes planned in the CPD.

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

The following steps in data collection are to be followed:

DESK REVIEW

A desk review should be carried out of the key strategies and documents underpinning the governance pillar of UNDP in Tanzania. This includes reviewing but not limited to the Country Programme Documents 2016-2021, the UNDAF II as well as concept notes and project document developed to address the outcome. The team shall also review a wide array of monitoring and evaluation documents produced within the CPD period, to be provided by the UNDP country office. This includes but not limited to individual project and outcome evaluations that have taken place during the period under evaluation. The review should include Governance Pillar projects with and without strategic linkage to the CPD. The evaluators are expected to review relevant strategies and reports developed by the Government of Tanzania that are relevant to UNDP's governance support. This includes the Government's National Five-Year Development Plan II 2016/17-2020/21, Vision 2025, MKUZA III, Vision 2020 for Zanzibar and other national reports, to be made available by the UNDP country office.

STAKEHOLDER INTERVIEWS

The evaluation team will conduct face-to-face and/or telephone interviews with relevant stakeholders, including:

- UNDP staff (managers and programme/project officers)
- Policymakers, beneficiary groups and donors in the country. Focus groups may be organized as appropriate.

FIELD DATA COLLECTION

The evaluation team will visit select project sites to observe first-hand progress and achievements made to date and to collect best practices/ lessons learned. The evaluators will build on the documented evidence through an agreed set of field and interview methodologies, including:

- Interviews with key partners and stakeholders
- Survey questionnaires where appropriate
- Participatory observation, focus groups, and rapid appraisal techniques

DELIVERABLES

The evaluation team will prepare a report to address the questions of the final evaluation, highlight key significant changes regarding the key thematic policy documents, draw out lessons learned, present findings and recommendations, reflecting comments and feedback received from the selected staff. The structure of the report should be used to guide the reader to the main areas. The language of the reports should be simple, free from jargon and with specialist terms explained.

Below are the principal evaluation products the evaluation Team Leader is accountable for:

1. **Evaluation inception report** (prepared after Briefing the evaluation consultants before going into the full-fledged data collection exercise) to clarify the evaluation consultants understanding of what is being evaluated and why, showing how each evaluation question will be answered by way of proposed methods, proposed sources of data and data collection procedures and the TOC. 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.

2. **Draft evaluation report** - to be reviewed by UNDP and other respective stakeholders and presented in a validation meeting (if applicable), that the team will organise. Feedback received from these sessions should be considered when preparing the final report. The evaluators will produce an 'audit trail' indicating whether and how each comment received was addressed in revisions to the final report.
3. **Final Evaluation report**- the evaluation Team leader will prepare a final Evaluation report.
4. The evaluation team should refer to the revised June 2021 UNDP Evaluation Guide for the evaluation report template and quality standards.

EVALUATION TEAM COMPOSITION AND REQUIRED COMPETENCIES

Evaluation Team - Required Skills and Experience

The outcome evaluation will be undertaken by two (2) external evaluators comprising of an Evaluation Team Leader and an Evaluator. The Evaluation Team Leader will be hired as an international consultant, while the Evaluator will be hired as a national consultant.

1. International Consultant – The Team Leader

Required Competencies

- Demonstrates integrity by modeling the UN's values and ethical standards
- Displays cultural, gender, religion, race nationality and age sensitivity and adaptability
- Ability to conduct strategic planning, results-based management and reporting
- Ability to actively seek to improve programmes/services, offer new and different options to solve problems
- Excellent oral and written communication skills
- Ability to establish and maintain good working relationships in a multi-ethnic, multi-cultural and multi-disciplinary environment

Education

- Minimum 10-15 years in democratic governance , access to justice, rule of law human right or any related field.

Experience

- Minimum 10-15 years in democratic governance , access to justice, rule of law human right or any related field.
- Minimum 5 years' experience in conducting governance related evaluations of governance and international aid organisations.
- Experience in designing, developing and implementing monitoring and evaluation frameworks
- Demonstrable track record of producing high quality and analytical reports and publications
- Experience in conducting evaluations for UN agencies, particularly UNDP, is desirable.
- Excellent written and oral communication skills in English (required)

The Team Leader will have overall responsibility for the quality and timely submission of the inception report, draft and final evaluation report and will perform the following tasks:

- Lead and manage the evaluation mission
- Develop the inception report, detailing the evaluation scope, methodology and approach
- Conduct the project evaluation in accordance with the proposed objective and scope of the evaluation and UNDP evaluation guidelines

- Manage the team during the evaluation mission, and liaise with UNDP on travel and interview schedules.
- Draft and present the draft and final evaluation reports.
- Lead the presentation of draft findings in the stakeholder workshop
- Finalize the evaluation report and submit it to UNDP.

2. **National Consultant – The Evaluator**

Required Competencies

- Demonstrates integrity by modeling the UN's values and ethical standards
- Displays cultural, gender, religion, race nationality and age sensitivity and adaptability
- Ability to conduct strategic planning, results-based management and reporting
- Ability to actively seek to improve programmes/services, offer new and different options to solve problems
- Excellent oral and written communication skills
- Ability to establish and maintain good working relationships in a multi-ethnic, multi-cultural and multi-disciplinary environment

Education

- Minimum 10-15 years in democratic governance , access to justice, rule of law human right or any related field

Experience

- Minimum 5 years' experience in conducting governance related evaluations of governance and international aid organisations.
- Demonstrable knowledge of Tanzania's constitutional and legal framework, and system of governance
- Experience in undertaking programme and project monitoring and evaluation
- Demonstrable track record of producing high quality and analytical reports
- Experience in conducting evaluations for UN agencies, is an added advantage.
- Excellent written and oral communication skills in English (required)

The national consultant will perform the following tasks

- Review documents
- Participate in design of actual methodology
- Assist in carrying out evaluation in accordance with proposed objectives and scope of evaluation
- Draft related parts of the evaluation report as agreed by the team leader

Evaluation Ethics

The evaluation must be carried out in accordance with the principles outlined in the UNEG 'Ethical Guidelines for Evaluation' and they must sign the Ethical Code of Conduct for UNDP Evaluations. Evaluators must be free and clear of perceived conflicts of interest. To this end, interested consultants will not be considered if they were directly and substantively involved, as an employee or consultant, in the formulation of UNDP strategies and programming relating to the outcomes and programmes under review. The code of conduct and an agreement form to be signed by each consultant are included in the Annex.

IMPLEMENTATION ARRANGEMENTS

The UNDP Country Office will select the evaluation team through an open process and will be responsible for the management of the evaluators. The Coordinator of Programme will designate a focal point for the evaluation that will work with the Governance Pillar Lead to assist in facilitating, process (e.g., providing relevant documentation, arranging visits/interviews with key informants, etc.). The Country Office (CO) Management will take responsibility for the approval of the final evaluation report.

The Governance Pillar Lead will arrange introductory meetings within the CO and establish initial contacts with partners and project teams that the evaluators will express intent to meet. The consultants will take responsibility for setting up meetings and conducting the evaluation, subject to advanced approval of the methodology submitted in the inception report. The CO management will develop a management response to the evaluation within two weeks of report finalization.

The Governance Pillar Lead will convene an Advisory Panel comprising of technical experts from within the CO or it might involve other stakeholders, to enhance the quality of the evaluation. This Panel will review the inception report and the draft evaluation report to provide detailed comments related to the quality of methodology, evidence collected, analysis and reporting. The Panel will also advise on the conformity of evaluation processes to the UNEG standards. The evaluation team is required to address all comments of the Panel completely and comprehensively. The Evaluation Team Leader will provide a detailed rationale to the Advisory Panel for any comment that remains unaddressed.

The evaluation will use a system of ratings standardizing 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.

FEES AND PAYMENTS

Interested consultants should provide their requested fee rates when they submit their expression of interest in USD or TZS for National Consultant. Travels and associated costs should be included in the financial proposal and included in the Inception Report and agreed with UNDP. Fee payments will be made upon acceptance and approval by the UNDP Country Office of planned deliverables, based on the following payment schedule:

Deliverable	Payment
Inception Report	10%
Draft Evaluation Report submitted and all relevant feedback from stakeholders incorporated. The stakeholder Workshop report accompanied the revised draft report.	50%
Final Evaluation Report	40%

TIME FRAME FOR THE EVALUATION PROCESS

The evaluation is expected to take 30 working days for each of the two consultants, over a period of six weeks starting mid-September 2021. The following table provides an indicative breakout for activities and delivery:

The expected duration of the assignment is 30 working days after the starting date of the assignment.

No	Deliverables	Estimated Number of working Days
1	Desk review of project's documents and the preparation of the Inception report	7
2	Submitting the Evaluation Inception Report and meetings with the UNDP to receive feedback on the inception report	3
3	Interviews with the project team, stakeholders (donors, government officials, CSOs, and preparation and submission of the draft MTR report	10
4	Preparation and submission of the final report following the written feedback of UNDP on the draft report	10

While UNDP will provide some logistical support during the evaluation, for instance assisting in setting up interviews with partners and, it will be the responsibility of the evaluator to logistically and financially arrange their travel to and from relevant project sites and to arrange most interviews. Contact details will be provided by UNDP staff upon request.

APPROVAL

This TOR is approved by:

Name: Sergio Valdini

Designation: Deputy Country representative

Signature: _____

Date: _____

ANNEXES

ANNEX 1: LIST OF OUTPUTS TO BE EVALUATED		
UNDAP II/ CPD OUTCOME	National Governance is more effective, transparent, accountable and inclusive.	Projects contributing to each of the outputs
Strategic Plan Outcome 2	Citizen expectations for voice, development, the rule of law and accountability are met by stronger systems of democratic governance.	
Output 1:	Parliaments and electoral bodies are enabled to perform core functions for improved transparency, accountability and citizen participation.	1. Legislative Support Project II
Output 2:	Citizens have improved access to and are better served by the justice system and human rights reporting.	3. Strengthening Access to Justice and Human Rights Protection in Tanzania 4. Legal Empowerment and Access to Justice (LEAP)
Output 3:	Key public institutions are enabled to address corruption and transparently implement their procurement needs.	5. The project is under formulation and not yet finalized
Output 4:	Government has effective mechanisms in place to monitor and report on the use of ODA and other sources of global development financing.	6. Enhancing Capacity for Development Results and Effectiveness
Output 5:	Women have enhanced capacities to participate in electoral and decision-making processes at all levels.	No project under this output.
Output 6:	National capacities strengthened to reduce the likelihood of conflicts including those arising from violent extremism.	Preventing and Responding to Violent Extremism in Tanzania
Projects which are not linked to the CPD but to be included in the evaluation for CPD review recommendations.		7. Preventing Conflict and Building Peace through addressing the Drivers of Conflict and Instability associated with Forced Displacement between Burundi and Tanzania (UNDP component, Project Outcome 3)

ANNEX 2: DOCUMENTS TO BE CONSULTED

- i. United Nations Development Assistance Plan 2016- 2021 UNDP Country Programme Document 2016- 2021
- ii. UNDP Evaluation Guide and addendum
- iii. UNDG RBM Handbook
- iv. UNDG Ethical Code of Conduct of Evaluators
- v. Project Documents, reports and project evaluation reports ROAR
- vi. UNDAP II, Review and evaluation reports
- vii. National Policies and Development Plans of Tanzania
- viii. NB; While the mentioned documents must be reviewed and consulted, it should not limit consultants from reviewing and consulting other documents which will be considered of help to ensure adequate and reliable information for the purpose of this assignment.

ANNEX 3: ETHICAL CODE OF CONDUCT FOR UNDP EVALUATIONS

Evaluators:

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. 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.
4. Should Evaluators 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.
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, 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 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 limitations, findings and recommendations.
7. Should reflect sound accounting procedures and be prudent in using the resources of the evaluation.

EVALUATION CONSULTANT AGREEMENT FORM 1

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

Signature:

Date :