

Terminal Evaluation for UNDP-GEF supported project [CUVELAI PROJECT]

Background

1. Introduction

In accordance with UNDP and GEF M&E policies and procedures, all full- and medium-sized UNDP-supported GEF-financed projects are required to undergo a Terminal Evaluation (TE) at the end of the project. This Terms of Reference (ToR) sets out the expectations for the TE of the *full-sized* project titled **Promoting climate-resilient development and enhanced adaptive capacity to withstand disaster risks in Angolan's Cuvelai River Basin** (PIMS# 5166) implemented through the *Executing Agency: UNDP / Implementing Partner: Ministry of Culture, Tourism and Environment (MCTA) in Angola via its National Directorate for Environment and Climate Action (DNAAC)*.

The Cuvelai Project started on the *Feb 11th, 2016* and is in its *6th* year of implementation after getting a non-cost extension of eighteen months. The TE process must follow the guidance outlined in the document 'Guidance for Conducting Terminal Evaluations of UNDP-Supported, GEF-Financed Projects' [Guidance for Terminal Evaluations of UNDP-supported GEF-financed Projects](#)

2. Project Description

The **Cuvelai Project** aims to remove several barriers that exist at the county level to establish an effective Flood Forecasting Early Warning System (FFEWS) in the Province of Cunene and promote climate-resilient development to enhance adaptive capacity of Cuvelai River Basin Communities in Cunene to withstand disaster risks. The **main barriers** to overcome include: i) limited knowledge and capacity to fully assess risks posed by climate change to disaster risks in the Province of Cunene; ii) lack of capacity of the extension network to enhance responsiveness and adaptability of subsistence agriculture in the Province of Cunene; and iii) poor inter-sectorial coordination and weak policy framework to respond to change risks. Other obstacles in the path include obsolete and inadequate weather and climate monitoring infrastructure, which limits data collection, analysis and provision of meteorological and hydrological services and the absence of an operational Climate Change Environmental Information System in Angola to allow systematic storage and mainstreaming of digital information to support decision making in sector planning. The **key objectives** of the full-sized LDCF-financed project, implemented by the MCTA, will: i) enhance the capacity of national and local hydro-meteorological services, civil authorities and environmental institutions to monitor extreme weather and climate change in the Province of Cunene; ii) increase the resilience of smallholder farmer communities in the Basin to climate-induced risks and variabilities via access to locally-appropriate climate data and germplasm resources; iii) strengthen local institutional capacities for coordinated, climate-resilient planning; and iv) improve the capacity for effective community-based climate change adaptation (including traditional knowledge practices) at local level. The project was designed to have three components for activity implementation and one component for project management. It will be operationally closed on Aug 11th, 2021. Most of the Activities were implemented in the Province of Cunene and in Luanda. In addition, since March 2020 the project faced difficulties and

constrains related to the Covid-19 Pandemic and the Angolan Government restructuring process due to the economic and financial crisis facing the country.

The TE will be conducted according to the guidance, rules and procedures established by UNDP and GEF as reflected in the UNDP Evaluation Guidance for GEF Financed Projects. The objectives of the evaluation are to assess the achievement of project results, and aid in the overall enhancement of UNDP programming in Angola.

As of 19 April 2021, Angola reported a total 24,300 of confirmed COVID, of which 22,576 are fully recovered. The registered 561 deaths due to COVID. The country is exercising smart sanitary fencing in areas where there is increased number of reported cases (particularly for the capital city – Luanda). Travelers moving from Luanda to the provinces are required to undergo mandatory COVID testing. The flights are open for few airline companies with limited weekly flights. The pandemic affected negatively some of the above described project activities as a result of limited travels in-country and internationally.

3. TE Purpose

The TE report will assess the achievement of the project results supported by UNDP against what was expected to be achieved, and draw lessons that can improve the sustainability of benefits from the project, and aid in the overall enhancement of UNDP programming and Angolan Government GEF project implementation. The TE report promotes accountability and transparency, and assesses the extent of projects accomplishments.

The TE is also intended to draw lesson learnt from the project experiences in developing conducive climate change policies and capacity building activities to enhance knowledge and technical capacity at the country level.

4. TE Approach & Methodology

The TE must provide evidence-based information that is credible, reliable and useful.

The TE consultant will review all relevant sources of information including documents prepared during the preparation phase (i.e. PIF, UNDP Initiation Plan, UNDP Social and Environmental Screening Procedure/SESP) the Project Document, project reports including annual PIRs, project budget revisions, lesson learned reports, national strategic and legal documents, and any other materials that the evaluator considers useful for this evidence-based evaluation. The TE consultant will review the baseline and midterm GEF focal area Core Indicators/Tracking Tools submitted to the GEF at the CEO endorsement and midterm stages and the terminal Core Indicators/Tracking Tools that must be completed before the TE evaluation begins.

The TE consultant is expected to follow a participatory and consultative approach ensuring close engagement with the UNDP & MCTA Project Team, the GEF Operational Focal Point in the country, other government counterparts, Implementing Partner, the UNDP Country Office(s), the Regional Technical Advisors, direct beneficiaries and other stakeholders.

Engagement of stakeholders is vital to a successful TE. Stakeholder involvement should include interviews with stakeholders who have project responsibilities, including but not limited to:

- Ministry of Energy and Water (MINEA), particularly INAMET, INRH and GABHIC.

- Ministry of Agriculture and Fisheries (MINAGRIP), particularly IDA, IIA, CRF and Department of Food Security (GSA)
- Ministry of Culture, Tourism and Environment (MCTA), particularly CETAC
- Ministry of Interior (MININT), Particularly SPCB in Cunene
- Provincial Governments in Cunene
- Experts from NGOs such as: Development Workshop (DW), ADPP, Lutheran World Federation
- Experts from Private Sector Consultancy firms such as: GeoGestão, Get2C, Ambimetric, Coba, Adasa, Incatema, Rescue-3 and Cicci.
- Community Beneficiaries in Cunene where activities were implemented.

As of 11 March 2020, the World Health Organization (WHO) declared COVID-19 a global pandemic as the new coronavirus rapidly spread to all regions of the world. Travel to the country has been restricted since 25 March and travel in the country is also limited. If it is not possible to travel to or within the country for the TE mission then the TE consultant should develop a methodology that takes this into account the conduct of the TE virtually and remotely, including the use of remote interview methods and extended desk reviews, data analysis, surveys and evaluation questionnaires. This should be detailed in the TE Inception Report and should be clearly outlined in the inception report and be fully discussed and agreed between UNDP, MCTA, stakeholders and the TE consultant.

If all or part of the TE is to be carried out virtually then consideration should be taken for stakeholder availability, ability or willingness to be interviewed remotely. In addition, their accessibility to the internet/computer may be an issue as many government and national counterparts may be working from home. These limitations must be reflected in the final TE report.

If a data collection/field mission is not possible then remote interviews may be undertaken through telephone or online (skype, zoom etc.).

The specific design and methodology for the TE should emerge from consultations between the TE consultant and the above-mentioned parties regarding what is appropriate and feasible for meeting the TE purpose and objectives and answering the evaluation questions, given limitations of budget, time, data and possible travel restrictions due to Covid-19 pandemic.

The TE consultant must use gender-responsive methodologies and tools and ensure that gender equality and women's empowerment, youth sensitive as well as other cross-cutting issues and SDGs are incorporated into the TE report.

The final TE report should describe the full TE approach taken and the rationale for the approach making explicit the underlying assumptions, challenges, strengths and weaknesses about the methods and approach of the evaluation.

Detailed Scope of the TE

The TE will assess project performance against expectations set out in the project Logical Framework/Results Framework (<https://www.thegef.org/project/promoting-climate-resilient-development-and-enhanced-adaptive-capacity-withstand-disaster>; <https://www.thegef.org/project/addressing-urgent-coastal-adaptation-needs-and-capacity-gaps-angola>). The TE will assess results according to the criteria outlined in the Guidance for TEs of

UNDP-supported GEF-financed Projects ([Guidance for Terminal Evaluations of UNDP-supported GEF-financed Projects](#))

The Findings section of the TE report will cover the topics listed below.

A full outline of the TE report's content is provided in ToR Annex C.

The asterisk "*" indicates criteria for which a rating is required.

Findings:

Project Design/Formulation

- National priorities and country driven-ness
- Theory of Change
- Gender equality and women's empowerment
- Social and Environmental Safeguards
- Analysis of Results Framework: project logic and strategy, indicators
- Assumptions and Risks
- Lessons from other relevant projects (e.g. same focal area) incorporated into project design
- Planned stakeholder participation
- Linkages between project and other interventions within the sector
- Management arrangements

Project Implementation:

- Adaptive management (changes to the project design and project outputs during implementation)
- Actual stakeholder participation and partnership arrangements
- Project Finance and Co-finance
- Monitoring & Evaluation: design at entry (*), implementation (*), and overall assessment of M&E (*)
- Implementing Agency (UNDP) (*) and Executing Agency (MCTA) (*), overall project oversight/implementation and execution (*)
- Risk Management, including Social and Environmental Standards

Project Results

- Assess the achievement of outcomes against indicators by reporting on the level of progress for each objective and outcome indicator at the time of the TE and noting final achievements
- Relevance (*), Effectiveness (*), Efficiency (*) and overall project outcome (*)
- Sustainability: financial (*), socio-political (*), institutional framework and governance (*), environmental (*), overall likelihood of sustainability (*)
- Country ownership
- Gender equality and women's empowerment
- Cross-cutting issues (poverty alleviation, improved governance, climate change mitigation and adaptation, disaster prevention and recovery, human rights, capacity development, South-South cooperation, knowledge management, Youth participation and promotion, Extension Services, etc., as relevant)
- GEF Additionality
- Catalytic Role / Replication Effect
- Progress to impact

Main Findings, Conclusions, Recommendations and Lessons Learned:

- The TE consultant will include a summary of the main findings of the TE report. Findings should be presented as statements of fact that are based on analysis of the data.
- The section on conclusions will be written in light of the findings. Conclusions should be comprehensive and balanced statements that are well substantiated by evidence and logically connected to the TE findings. They should highlight the strengths, weaknesses and results of the project, respond to key evaluation questions and provide insights into the identification of and/or solutions to important problems or issues pertinent to project beneficiaries, UNDP and the GEF, including issues in relation to youth and gender equality and women's empowerment.
- Recommendations should provide concrete, practical, feasible and targeted recommendations directed to the intended users of the evaluation about what actions to take and decisions to make. The recommendations should be specifically supported by the evidence and linked to the findings and conclusions around key questions addressed by the evaluation.
- The TE report should also include lessons that can be taken from the evaluation, including best practices in addressing issues relating to relevance, performance and success that can provide knowledge gained from the particular circumstance (programmatic and evaluation methods used, partnerships, financial leveraging, etc.) that are applicable to other GEF and UNDP interventions. When possible, the TE consultant should include examples of good practices in project design, management and implementation.
- It is important for the conclusions, recommendations and lessons learned of the TE report to include results related to youth and gender equality and empowerment.

The TE report will include an Evaluation Ratings Table.

Expected Outputs and Deliverables

The TE consultant shall prepare and submit:

- TE Inception Report: TE consultant clarifies objectives and methods of the TE no later than *2 weeks* before starting the TE desk work and mission. TE consultant submits the Inception Report to the Commissioning Unit and project management. Approximate due date: *30 July 2021*
- Presentation: TE consultant presents initial findings to project management and the Commissioning Unit at the end of the TE work and mission. Approximate due date: *20 August 2021*
- Draft TE Report: TE consultant submits full draft report with annexes *within 3 weeks* of the end of the TE mission. Approximate due date: *03 September 2021*
- Final TE Report* and Audit Trail: TE consultant submits revised report, with Audit Trail detailing how all received comments have (and have not) been addressed in the final TE report, to the Commissioning Unit *within 1-2 week* of receiving UNDP comments on draft. Approximate due date: *30 September 2021*

*The final TE report must be in English. If applicable, the Commissioning Unit may choose to arrange for a translation of the report into a language more widely shared by national stakeholders.

The TE consultant must have proficiency (read and speak) in Portuguese language.

All final TE reports will be quality assessed by the UNDP Independent Evaluation Office (IEO). Details of the IEO's quality assessment of decentralized evaluations can be found in Section 6 of the UNDP Evaluation Guidelines.^[1]

TE Arrangements

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

The Project Manager will arrange introductory virtual meetings within the CO and the DRR, also to establish initial contacts with partners and project staff. The consultant will take responsibility for setting up meetings and conducting the evaluation, subject to advanced approval of the methodology submitted in the inception report.

The CO Project Manager will develop a management response to the evaluation within two weeks of report finalization. Also, will convene an Advisory Panel comprising of technical experts to enhance the quality of the evaluation.

The Project Manager will provide support to provide all relevant documents, assisting in setting virtual interviews with senior government officials and to arrange most interviews with project beneficiaries.

TE Evaluator Requirements

An independent evaluator (home based) will conduct the TE. The candidate should be an expert with experience and exposure to projects and evaluations of Climate Change Adaptation, preferably in Southern Africa region. Experience in adaptation projects at river basin level will be desirable. The Evaluator is encouraged to seek support from a local consultant from Angola if justifiable to facility his/her work with institutions in country. The TE consultant will be fully accountable for all evaluation process and submissions in case s/he engages a local expert (with contractual arrangements to be made by the TE consultant). Therefore, the evaluator will be responsible for the overall design and writing of the TE report, assess emerging trends with respect to regulatory frameworks, budget allocations, capacity building, work with the Project Team in developing the TE itinerary, etc.

The evaluator cannot have participated in the project preparation, formulation and/or implementation (including the writing of the project document), must not have conducted this project Mid-Term Review and should not have a conflict of interest with the project's related activities.

Duration of the Work

The total duration of the TE will be approximately 35 *working days* over a time period of (15 *weeks*) between 15 July 2021 and 30 September 2021. The expected start date of contract is 15 July 2021.

TE proposed timeframe is as follows:

- 30 June 2021: Closing date for proposals submission
- 09 July 2021: Selection of TE Consultant
- 20 July 2021: 3 Days Prep the TE Consultant (handover of project documents)
- 27 July 2021: 3 days (recommended 2-4): Document review and preparing TE Inception Report

- 03 August 2021: 2 days: Finalization and Validation of TE Inception Report- latest start of TE mission
- 03 August - 17 August: Field Mission (Preparation & Execution) – Not applicable
- 28 August 2021: Preparation of draft TE report
- 03 September 2021: Circulation of draft TE report for comments
- 17 September 2021: Incorporation of comments on draft TE report into Audit Trail & finalization of TE report
- 24 September 2021: Preparation & Issue of Management Response
- 30 September 2021: Expected date of full TE completion

Duty Station

Travel: Not applicable

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Competencies

Required Qualifications

The selection of evaluator will be aimed at maximizing the overall “expert” qualities in the following areas:

Education

- At least a Master’s Degree in (*Climate Change Adaptation*) or other closely related field;

Experience

- Relevant experience with results-based management evaluation methodologies;
- Experience applying SMART indicators and reconstructing or validating baseline scenarios;
- Competence in adaptive management, as applied to Focal Area (Climate Change - Adaptation);
- Experience in evaluating projects;
- Experience working in (*Lusophony African Countries*);
- Experience in relevant technical areas for at least 10 years;
- Demonstrated understanding of issues related to gender, youth and (Climate Change - Adaptation); experience in gender and youth responsive evaluation and analysis;
- Excellent communication skills;
- Demonstrable analytical skills;
- Project evaluation/review experience within United Nations system will be considered an asset.
- Experience with implementing evaluations remotely will be considered an asset.

Language

- Fluency in written and spoken English.
- Fluency in reading, speaking and understanding Portuguese.

Required Skills and Experience

Evaluator Ethics

The TE consultant will be held to the highest ethical standards and is required to sign a code of conduct upon acceptance of the assignment. This evaluation will be conducted in accordance with the principles outlined in the UNEG 'Ethical Guidelines for Evaluation'. The evaluator 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 evaluator 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 without the express authorization of UNDP and partners.

Payment Schedule

- 20% payment upon satisfactory delivery of the final TE Inception Report and approval by the Commissioning Unit
- 40% payment upon satisfactory delivery of the draft TE report to the Commissioning Unit
- 40% payment upon satisfactory delivery of the final TE report and approval by the Commissioning Unit and RTA (via signatures on the TE Report Clearance Form) and delivery of completed TE Audit Trail

Criteria for issuing the final payment of 40%

- The final TE report includes all requirements outlined in the TE TOR and is in accordance with the TE guidance.
- The final TE report is clearly written, logically organized, and is specific for this project (i.e. text has not been cut & pasted from other MTR reports).
- The Audit Trail includes responses to and justification for each comment listed.

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

APPLICATION PROCESS

Selected consultants from the Evaluations vetted roster will be contacted to submit their technical and financial proposals after shortlisting of illegible experts based on their language proficiency and regional expertise.

Scope of Price Proposal and Schedule of Payments

Financial Proposal:

- Financial proposals must be "all inclusive" and expressed in a lump-sum for the total duration of the contract. The term "all inclusive" implies all cost (professional fees, travel costs, living allowances etc.);
- For duty travels (when applicable), the UN's Daily Subsistence Allowance (DSA) rates are for Luanda and Cunene, which should provide indication of the cost of living in a duty station/destination (*Note: Individuals on this contract are not UN staff and are therefore not entitled to DSAs. All living allowances required to perform the demands of the ToR must be incorporated in the*

financial proposal, whether the fees are expressed as daily fees or lump sum amount.)

- The lump sum is fixed regardless of changes in the cost components.

Recommended Presentation of Proposal

1. **Letter of Confirmation of Interest and Availability** using the [template](#) provided by UNDP;
2. **CV** and a **Personal History Form (P11 form)**;
3. **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)
4. **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 an 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.

All application materials should be submitted to by email at the following address ONLY: ([insert email address](#)) by ([30th of June 2021](#)). Incomplete applications will be excluded from further consideration.

Criteria for Selection of the Best Offer

Only those applications which are responsive and compliant will be evaluated. Offers will be evaluated according to the Combined Scoring method – where the educational background and experience on similar assignments will be weighted at 70% and the price proposal will weigh as 30% of the total scoring. The applicant receiving the Highest Combined Score that has also accepted UNDP's General Terms and Conditions will be awarded the contract.

Annexes to the TE ToR

Annexes to the TE ToR will be shared only with the shortlisted candidates. These includes:

- ToR Annex A: Project Logical/Results Framework
- ToR Annex B: Project Information Package to be reviewed by TE consultant
- ToR Annex C: Content of the TE report
- ToR Annex D: Evaluation Criteria Matrix template
- ToR Annex E: UNEG Code of Conduct for Evaluators
- ToR Annex F: TE Rating Scales and TE Ratings Table
- ToR Annex G: TE Report Clearance Form
- ToR Annex H: TE Audit Trail template

ToR Annex C: Content of the TE report

Title page

- Title of UNDP-supported GEF-financed project
- UNDP PIMS ID and GEF ID

- TE timeframe and date of final TE report
- Region and countries included in the project
- GEF Focal Area/Strategic Program
- Executing Agency, Implementing partner and other project partners
- TE Consultant

Acknowledgements

Table of Contents

Acronyms and Abbreviations

Executive Summary (3-4 pages)

- Project Information Table
- Project Description (brief)
- Evaluation Ratings Table
- Concise summary of findings, conclusions and lessons learned
- Recommendations summary table

Introduction (2-3 pages)

- Purpose and objective of the TE
- Scope
- Methodology
- Data Collection & Analysis
- Ethics
- Limitations to the evaluation
- Structure of the TE report

Project Description (3-5 pages)

- Project start and duration, including milestones
- Development context: environmental, socio-economic, institutional, and policy factors relevant to the project objective and scope
- Problems that the project sought to address: threats and barriers targeted
- Immediate and development objectives of the project
- Expected results
- Main stakeholders: summary list
- Theory of Change

Findings

(in addition to a descriptive assessment, all criteria marked with (*) must be given a rating)

Project Design/Formulation

- Analysis of Results Framework: project logic and strategy, indicators
- Assumptions and Risks
- Lessons from other relevant projects (e.g. same focal area) incorporated into project design
- Planned stakeholder participation
- Linkages between project and other interventions within the sector

Project Implementation

- Adaptive management (changes to the project design and project outputs during implementation)
- Actual stakeholder participation and partnership arrangements
- Project Finance and Co-finance

- Monitoring & Evaluation: design at entry (*), implementation (*), and overall assessment of M&E (*)
- UNDP implementation/oversight (*) and Implementing Partner execution (*), overall project implementation/execution (*), coordination, and operational issues
- Risk Management incl. Social and Environmental Standards (Safeguards)

Project Results

- Progress towards objective and expected outcomes (*)
- Relevance (*)
- Effectiveness (*)
- Efficiency (*)
- Overall Outcome (*)
- Country ownership
- Gender & Youth
- Other Cross-cutting Issues
- Sustainability: financial (*), socio-economic (*), institutional framework and governance (*), environmental (*), and overall likelihood (*)
- Country Ownership
- Gender equality and women's empowerment
- Cross-cutting Issues
- GEF Additionality
- Catalytic Role / Replication Effect
- Progress to Impact

Main Findings, Conclusions, Recommendations & Lessons

- Main Findings
- Conclusions
- Recommendations
- Lessons Learned

Annexes

- TE ToR (excluding ToR annexes)
- TE Mission itinerary
- List of persons interviewed
- List of documents reviewed
- Summary of field visits
- Evaluation Question Matrix (evaluation criteria with key questions, indicators, sources of data, and methodology)
- Questionnaire used and summary of results
- Co-financing tables (if not include in body of report)
- TE Rating scales
- Signed Evaluation Consultant Agreement form
- Signed UNEG Code of Conduct form
- Signed TE Report Clearance form
- *Annexed in a separate file:* TE Audit Trail
- *Annexed in a separate file:* relevant terminal GEF/LDCF/SCCF Core Indicators or Tracking Tools, as applicable

ToR Annex E: UNEG Code of Conduct for Evaluators

Independence entails the ability to evaluate without undue influence or pressure by any party (including the hiring unit) and providing evaluators with free access to information on the evaluation subject. Independence provides legitimacy to and ensures an objective perspective on evaluations. An independent evaluation reduces the potential for conflicts of interest which might arise with self-reported ratings by those involved in the management of the project being evaluated. Independence is one of ten general principles for evaluations (together with internationally agreed principles, goals and targets: utility, credibility, impartiality, ethics, transparency, human rights and gender equality, national evaluation capacities, and professionalism).

Evaluators/Consultants:

Must present information that is complete and fair in its assessment of strengths and weaknesses so that decisions or actions taken are well founded.

- Must disclose the full set of evaluation findings along with information on their limitations and have this accessible to all affected by the evaluation with expressed legal rights to receive results.
- Should protect the anonymity and confidentiality of individual informants. They should provide maximum notice, minimize demands on time, and respect people's right not to engage. Evaluators must respect people's right to provide information in confidence, and must ensure that sensitive information cannot be traced to its source. Evaluators are not expected to evaluate individuals, and must balance an evaluation of management functions with this general principle.
- Sometimes uncover evidence of wrongdoing while conducting evaluations. Such cases must be reported discreetly to the appropriate investigative body. Evaluators should consult with other relevant oversight entities when there is any doubt about if and how issues should be reported.
- Should be sensitive to beliefs, manners and customs and act with integrity and honesty in their relations with all stakeholders. In line with the UN Universal Declaration of Human Rights, evaluators must be sensitive to and address issues of discrimination and gender equality. They should avoid offending the dignity and self-respect of those persons with whom they come in contact in the course of the evaluation. Knowing that evaluation might negatively affect the interests of some stakeholders, evaluators should conduct the evaluation and communicate its purpose and results in a way that clearly respects the stakeholders' dignity and self-worth.
- Are responsible for their performance and their product(s). They are responsible for the clear, accurate and fair written and/or oral presentation of study imitations, findings and recommendations.
- Should reflect sound accounting procedures and be prudent in using the resources of the evaluation.
- Must ensure that independence of judgement is maintained, and that evaluation findings and recommendations are independently presented.
- Must confirm that they have not been involved in designing, executing or advising on the project being evaluated and did not carry out the project's Mid-Term Review.

Evaluation Consultant Agreement Form

Agreement to abide by the Code of Conduct for Evaluation in the UN System:

Name of Evaluator: _____

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: _____