Terms of Reference

Terminal Outcome Evaluation on the Environment Sustainability, Climate change and Resilience Pillar, UNDP Tanzania

POST TITLE:	National Consultant
AGENCY/PROJECT NAME:	Environment Sustainability, Climate change and Resilience Pillar, UNDP Tanzania
PERIOD OF ASSIGNMENT/SERVICES:	25 working days
COUNTRY OF ASSIGNMENT:	Tanzania
STARTING DATE:	November
LOCATION:	Dar es salaam

1.0 Background

National Context:

Tanzania's economic growth depends heavily on its environmental and natural resources with more than 80 per cent of the population remaining dependent on them for income generation. The country is equally rich in resources, including its diverse wildlife, natural forests, pristine beaches, mountains, rivers, lakes, minerals and gas and boasting tropical climate and cultural wealth that positions it as a popular tourist destination. Most of these attractions are found in protected areas and they include its National Parks (NPs), Nature Forest Reserves (NFRs), Game Reserves (GRs), Wildlife Controlled Areas (WCAs), Marine Parks (MPs), as well as in various historical and cultural sites. The country's natural resources have contributed immensely to its planned economic development and hence remain the backbone of its planned growth in industrialisation and ambitions towards the Middle-Income Status. Despite their importance, critical challenges remain, threatening the sustainability of the environment and natural resources. Some of these challenges include the unsustainable harvesting and use of natural resources, unchecked cultivation practices, degradation of and encroachment on water sources, and the environmental impacts of climate change. All of these combined can seriously undermine the country's sustainable development goals including poverty eradication.

Background of the Environment Sustainability, Climate change and Resilience Pillar,

The overall aim of the environmental Environment Sustainability, Climate change and Resilience Pillar is to reduce poverty through sustainable environmental conservation and management, employment creation and sustainable livelihoods. Priorities include support to the

articulation of a strong national response to threats to natural resources including poverty, deforestation, land degradation, loss of biodiversity and illegal wildlife trade. Support includes strengthening the capacity of relevant line ministries and selected districts to formulate and implement appropriate policies, strategies and regulations. This has been done in partnership with other key UN agencies and relevant national MDAs and LGAs as well as stakeholders including NGOs, CBOs and the private sector.

In Tanzania, climate change is manifested through droughts, floods, sea-level rise and an increase in water-borne diseases. The GoT has identified climate change as a leading environmental challenge facing the country. This is reflected in the relevant national policies, plans and strategies.

Under this programming pillar, UNDP will support the Government to achieve its priority of a strong national response to threats to the environment and natural resources, and those related to climate change. Support will include strengthening the capacity of MDAs and LGAs to implement relevant policies, strategies and regulations with a clear focus on women and youth. These terms of reference are focusing on an outcome evaluation of UNDP's support to the country's Environment Sustainability, Climate Change and Resilience. This programmatic pillar derives from the UNDP Country Programme Document (CPD) for Tanzania for 2016-2021 (now extended to June 2022) which is aligned with the UN Development Assistance Plan for Tanzania II (UNDAP II) 2016-2022 and the Government's National Five-Year Development Plan II 2016/17-2020/21. The pillar aimed to support the Government in protecting and managing the environment and the natural resource base for economic and social development by addressing unsustainable consumption and production patterns, especially in this era of increasing climate change impacts. Working with the Global Environmental Facility (GEF), GCF, private sector and other development partners, projects are designed to support the Government in its efforts to conserve the environment and natural resources for improved livelihoods and national economic development through climate change adaptation and mitigation initiatives such as promoting sustainable land management; building national and local capacity for law enforcement on illegal wildlife trade; watershed management; promote sustainable land management, promote clean energy access; early warning systems and disaster risk management.

Through the pillar, UNDP also supports rural communities to have better access to clean energy by partnering with the civil society, private sector and assisting the Government in the promotion of renewable energy sources, improved energy standards, energy-efficient technologies and clean energy practices.

UNDP's support to protecting and sustaining the environment has included continued support to Government and communities to develop more rigorous responses to address and reverse environmental degradation. UNDP also stepped up its support towards more gender-responsive governance of environmental issues. This includes support to women's empowerment and participation in decision-making around land use, land management and the protection of the environment and natural resources. This support is being provided through continued and new collaborative interventions with ongoing and new partners at

national and sub-national levels. The ultimate objective is to ensure women's ownership of and access to natural resources and benefits from the environment.

Climate change and resilience

The effects of climate change in Tanzania are visible in 60% of the country and they come in the form of prolonged droughts, dwindling water sources, floods, rangelands degradation, shrinking of agricultural land, seawater intrusion especially in Zanzibar, increased humidity, animal and plant diseases and incidences of human disease including malaria.

1. Climate Change Adaptation and Mitigation
2. Sustainable Energy for All (SE4ALL)
3. Resilience and Disaster Risk Reduction (DRR)

Building on its global network of expertise and its leadership position in addressing climate change challenges, UNDP has been supporting the Government of Tanzania to mainstream climate change considerations into development plans and strategies through capacity building of the relevant ministries, departments and institutions, as well as NGOs and CBOs, both in Mainland and Zanzibar. As there are already climate change strategies in place in both. At the local level, the Programme is focussing on providing support to build the resilience of communities to adapt to the impact of climate change with direct assistance to implement community-based small scale climate change adaptation projects to create livelihood opportunities for the communities including improving agricultural inputs to contribute to food security. UNDP's support is focused on the implementation of COP21 Paris Agreement outcomes, under the United Nations Framework Convention on Climate Change. The Programme is mainly focused on supporting the Government to create a framework for implementation of the INDCs, including the development of proper systems for the generation and management of greenhouse gases' inventories for proper monitoring of emissions data, development of the low emission development strategy for achieving a green economy, and a proper system for measurement, reporting and verification of emissions data through the initiation and support to the implementation of the Nationally Appropriate Mitigation Actions (NAMAs) programmes.

The successful implementation of, programmes and projects require support from various partners including Government, development partners, philanthropic organisations, the private sector and civil society. Government partners at the national and local level play key roles in the implementation and monitoring of programmes and projects, and the strengthening of their capacities for planning and policymaking will remain an important element of the proposed approach.

2.0 Evaluation Purpose

The objective of the outcome evaluation is to assess how the outputs of the environment and climate change pillar projects contribute to the specified outcome which is Improved environment, natural resources, climate change governance, energy access and disaster risk management as well as to assess their linkages with national priorities on the environment and climate change. The timing of this evaluation is strategic in that it identifies results and defines lessons learned which will assist in informing the next CPD development. This evaluation

reviews the extent to which programmes, projects, soft assistance, partners' interventions and synergies among partners have contributed to the achievement of the outcome. 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 environment and climate change.

3.0 Evaluation Scope and Objectives

This Terminal Outcome Evaluation on the Environment Sustainability, Climate change and Resilience Pillar will assess and measure the progress and achievements made by the Pillar to deliver the outcomes, and factors as well as constraints affecting the outcomes.

It will evaluate the processes, approaches and strategies of the Pillar interventions. It will assess the relevance and strategic position of UNDP support to the Republic of United Tanzania on climate change area as well as the frameworks and strategies that UNDP has devised for its support on environment and climate change area, including partnership strategies, and whether they are well-conceived for achieving planned objectives.

It will provide lessons learned for future UNDP environment and climate change support to Tanzania.

Projects linked to this Outcome evaluation are

- Zanzibar Climate Change Program
- Watershed project
- Sustainable Energy for All
- Enhancing the Forest Nature Reserves Network
- BIOFIN
- Support to early recovery

The evaluation will assess the following outputs falling under the outcomes and projects contributing to the outputs.

- Output 1: Relevant ministries and districts can formulate, implement and enforce environmental and natural resources management policies, strategies and regulations.
- Output 2: Select districts and communities have their capacities strengthened in climate change governance and sustainable energy access.
- Output 3: Preparedness systems in place to effectively address the consequences of and response to natural hazards.

Geographical coverage:

The coverage of the environment and climate change pillar portfolio interventions includes national, regional and local communities' levels. Therefore, the geographical coverage ranges from the central government level down to the local level where some interventions had or are being implemented. At the national level, there have been projects implemented in the Division of Environment, Vice President’s Office, at the district level there have been

interventions with MDAs and LGAs while at the local level implementation has been done in selected districts in specific locations.

Target groups:

The target group have been mainly MDAs and LGAs.

Target Audience:

Depending on the nature of intervention the audience ranged from senior policymakers in the government to LGAs, PA Authorities and Community members.

Time Frame:

The time frame for the evaluation is between November to December 2021 The assignment will be for 25 working days.

4.0 Evaluation Criteria and Key Evaluation Questions

Outcome evaluation questions

Relevance/Coherence

- To what extent is Environment Sustainability, Climate change and Resilience Pillar, in line with the UNDP mandate, national priorities and the requirements of targeting women, men and vulnerable groups?
- To what extent did the pillar support relevant to the achievement of the SDGs in Tanzania?
- To what extent has the **Environment Sustainability, Climate change and Resilience Pillar,** adopted gender-sensitive, human rights-based and conflict-sensitive approaches?
- To what extent did UNDP's engagement in environment and climate change a reflection of strategic considerations, including the role of UNDP in a particular development context and its comparative advantage?
- To what extent was the method of delivery selected by **Environment Sustainability, Climate change and Resilience Pillar,** appropriate to the development context of Tanzania?
- To what extent was the theory of change presented in the outcome model a relevant and appropriate vision on which to base the initiatives?

Effectiveness

- To what extent has progress been made towards outcome achievement? What has been the UNDP contribution to the observed change?
- What have been the key results and changes attained for men, women and vulnerable groups in Tanzania?
- How has the delivery of Tanzania country programme outputs led to outcome-level progress?

- Have there been any unexpected outcome-level results achieved beyond the planned outcome?
- To what extent has UNDP improved the capacities of national implementing partners to advocate on environmental issues, including climate change issues and disaster risk reduction?
- To what extent has UNDP partnered with civil society and local communities to promote environmental and disaster risk awareness in the country?
- Which programme areas within the pillar are the most relevant and strategic for UNDP to scale up or consider going forward?

Efficiency

- To what extent have the programme or project outputs resulted from the economic use of resources?
- To what extent were resources used to address inequalities and gender issues?
- To what extent were quality country programme outputs delivered on time?
- To what extent were partnership modalities conducive to the delivery of country programme outputs?
- To what extent did monitoring systems provide management with a stream of data, disaggregated by sex, that allowed it to learn and adjust implementation accordingly?
- To what extent did UNDP promote gender equality, the empowerment of women, human rights and human development in the delivery of country programme outputs?
- To what extent have UNDP practices, policies, processes and decision-making capabilities affected the achievement of the country programme outcomes?
- To what extent did UNDP engage or coordinate with different beneficiaries (men and women), implementing partners, other United Nations agencies and national counterparts to achieve outcome-level results?

Sustainability

- To what extent did UNDP establish mechanisms to ensure the sustainability for female and male beneficiaries of the country programme outcomes?
- To what extent do national partners have the institutional capacities, including sustainability strategies, in place to sustain the outcome-level results?
- To what extent are policy and regulatory frameworks in place that will support the continuation of benefits for men and women in the future?
- To what extent have partners committed to providing continuing support (financial, female and male staff, etc.)?
- To what extent do mechanisms, procedures and policies exist to carry forward the results attained on gender equality, empowerment of women, human rights, and human development by primary stakeholders?
- To what extent do partnerships exist with other national institutions, NGOs, United Nations agencies, the private sector and development partners to sustain the attained results?

- 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 marginalised groups poor, indigenous and physically challenged, women, men and other disadvantaged and marginalized groups benefited from the work of UNDP in the environment and climate change sector in the country.

Gender equality

- All evaluation criteria and evaluation questions applied need to be checked to see if there are any further gender dimensions attached to them, in addition to the stated gender equality questions.
- To what extent have gender equality and the empowerment of women been addressed in the design, implementation and monitoring of the project?
- Are the gender markers assigned to the projects in this pillar representative of reality?
- To what extent have the projects promoted positive changes in gender equality and the empowerment of women? Did any unintended effects emerge for women, men or vulnerable groups?
- To what extent have the results at the outcome and output levels generated results for gender equality and the empowerment of women?
- To what extent have marginalized groups benefited

Disability

- Were persons with disabilities consulted and meaningfully involved in programme planning and implementation?
- What proportion of the beneficiaries of a programme where persons with disabilities?
- What barriers did persons with disabilities face?
- Was a twin-track approach adopted?

5.0 Methodology

The terminal 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, and 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 the environment and climate change pillar at national and local levels in Tanzania. The evaluators will develop a logical framework model of how UNDP interventions are expected to lead to sustainable environmental and climate change activities. The evaluators are expected to analyse the TOC described in the projects and see whether they are aligned and correspond to the programme's TOC, and where there are

deviations, note them especially if these may affect 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 expected:

DESK REVIEW.

A desk review should be carried out of the key strategies and documents underpinning the environment and climate change pillar of UNDP in Tanzania. This includes reviewing but is not limited to the Country Programme Documents 2016-2021, the UNDAP II as well as concept notes and project documents 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. Project document (contribution agreement).

- Theory of change and results framework.
- Programme and project quality assurance reports.
- Annual work plans.
- Activity designs.
- Consolidated quarterly and annual reports.
- Results-oriented monitoring report.
- Highlights of project board meetings.
- Technical/financial monitoring reports

STAKEHOLDER INTERVIEWS

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

i) UNDP staff (managers and programme/project officers)
ii) Policymakers from the Government, beneficiary groups and donors. Focus groups may be organized as appropriate.

FIELD DATA COLLECTION

The evaluation team will visit select project sites where possible to observe first-hand progress and achievements made to date and coiled 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

BRIEFING AND DEBRIEFING SESSIONS

The Evaluator will hold briefing sessions with UNDP and with all key stakeholders who are familiar with the UNDP's work and support. These include the government ministries, private

sector and local government authorities and beneficiaries at the local level. debriefing sessions will be held with UNDP Environment Pillar and the Inclusive Growth Pillar.

6.0 Evaluation Products (Deliverables)

The evaluation team will prepare reports which triangulate findings 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 reports 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.

Here 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 (to be presented in an Evaluation matrix in Annex 3) 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. The inception report should be discussed and agreed upon with the Senior Management before the evaluators proceed with site visits.
2. **Draft Evaluation Report** — to be reviewed by UNDP and other respective stakeholders and presented in a validation workshop (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. **Evaluation report audit trail.** The programme unit and key stakeholders in the evaluation should review the draft evaluation report and provide an amalgamated set of comments to the evaluator within an agreed period, as outlined in these guidelines. 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.
4. **Final Evaluation report** - The evaluation Team leader will prepare a final Evaluation report (see Annex 4 for structure and content). An evaluation summary is required.

The evaluation team should refer to the UNDP Evaluation Guide for the evaluation report template and quality standards.

7.0 Evaluation Team Composition and Required Competencies

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.

Required qualification of the Evaluator

- Minimum master's degree in the areas of Environment and Climate change governance, natural resource management or related field.
- Minimum 5 years' experience carrying out Environment and Climate change /development evaluations for government and civil society
- Experience working in or closely with UN agencies, especially UNDP, is preferred.
- A deep understanding of the development context in Tanzania and preferably an understanding of the environment and climate change issues within the Tanzania context;
- Excellent oral, reading and writing skills in English and Kiswahili;
- Tanzanian citizen with extensive experience working in Tanzania during the last 5 years:

The Evaluator will, *inter alia*, perform the following tasks:

- Review documents;
- Participate in the design of the evaluation;
- Assist in evaluating following the proposed objectives and scope of the evaluation;
- Draft related parts of the evaluation report as agreed. with the Team Leader;
- Assist the Team Leader to finalize the draft and final evaluation report.

8.0 Evaluation Ethics

The evaluation must be carried out following 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 Annex 5.

9.0 Implementation Arrangement

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 Environment and Climate change Pillar Lead to assist in facilitating the. 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 environment and climate change Pillar Lead will arrange introductory meetings within the CO will 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 Environment and Climate change 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 standardising assessments proposed by the evaluators in the inception report. The evaluation acknowledges that rating cannot be a standalone assessment, and it will not be feasible to entirely quantify judgements. Performance rating will be carried out for the four evaluation criteria: relevance, effectiveness, efficiency and sustainability:

While the Country Office will provide some. logistical support during the evaluation, for instance, assisting in setting up interviews with senior government officials, it will be the responsibility of the evaluators to logistically and financially arrange their travel to and from relevant project sites and to arrange most interviews. Contact details will be provided by the Pillar Lead upon request. Planned travels will be included in the Inception Report and agreed with the Country Office.

Time Frame for the Evaluation Process

The evaluation is expected to take 25 working days for each of the two consultants, over a period of 25 working days starting November 2021:

The following table provides an indicative breakout for activities and delivery:

Activity	**Deliverable**	**Workday allocation**	
		Evaluation team leader	**National Consultant**
Review materials and develop a work plan	Inception report containing detailed evaluation schedule	5	5
Participate in an Inception Meeting with UNDP Tanzania Country Office			
Draft Inception Report			
Review Documents and stakeholders' consultations	Draft Evaluation Report and Stakeholder Workshop Report	15	15
Interview stakeholders			
Conduct field visits			
Analyse data			
Develop draft evaluation and lessons learned report to Country Office			
Present draft Evaluation Report and lessons learned at Validation Workshop	Final Evaluation Report	5	5

Finalize and submit evaluation and lessons learned report incorporating additions and comments provided by stakeholders			
Total		25	25

Cost/Payment Modalities

Interested consultants should provide their requested fee rates when they submit their expression of interest in USD or TZS for National Consultant. Travel Costs and actual daily allowances will be paid against the invoice, and subject to the UN payment schedules for Tanzania. Fee payments will be made upon acceptance and approval by the UNDP Country Office of planned deliverables, based on the following payment schedule

Deliverables	Payment
Inception Report	20%
Draft Evaluation Report submitted and all relevant feedback from stakeholders incorporated.	30%
Final Evaluation Report trail of comments	50%

11 **Evaluation Criteria**

Criteria	**weight**
Technical Proposal	**70**
Practical experience in or with environment and climate change or any related field.	**30**
Understanding the Scope of Work (SoW); comprehensiveness of the methodology/approach; and organization & completeness of the proposal	**25**
Soundtrack records in managing successful outcome evaluations preferably within the technical area of the TOR (projects related to	**15**
Financial Proposal	**30**

Approval

This TOR is approved by:

Name: **Sergio Valdini**
Signature: _____
Designation: **Deputy Resident Representative**

Date: _____

Annex

ANNEX 1: Documents to be consulted

- United Nations Development Assistance Plan 2016-2021
- UNDP Country Programme Document 2016-2021
- Project Documents, reports and project evaluation reports
- ROAR reports
- UNDP Evaluation Guide 2021
- UNDG RBM Handbook
- UNDG Ethical Code of Conduct of Evaluators

Annex 2: List of outputs to be evaluated

UNDAP II/CPD Outcome	Improved environment, natural resources, climate change governance, energy access and disaster risk management.
Strategic Plan	Countries are able to reduce the likelihood of conflict and lower risk of natural disasters, including from climate change.
Output 1:	Output 1: Relevant ministries and districts are able to formulate, implement and enforce environmental and natural resources management policies, strategies and regulations
Output 2:	Output 2: Select districts and communities have their capacities strengthened in climate
Output 3:	Output 3: Preparedness systems in place to effectively address the consequences of and response to natural hazards

ANNEX 3: Evaluation Matrix

Evaluation matrices are useful tools for planning and conducting evaluations; helping to summarize and visually present an evaluation design and methodology for discussions with stakeholders. In an evaluation matrix, the evaluation questions, data sources, data collection,

analysis tools and methods appropriate for each data source are presented, and the standard or measure by which each question will be evaluated is shown.

Relevant evaluation criteria	Key Questions	Specific Sub-Questions	Data Sources	Data collection Methods/Tools	Indicators/ Success Standards	Methods for Data Analysis

ANNEX 4: Evaluation Templates

Inception report template

- 1.Background and context
- 2. Evaluation objective
- Evaluation criteria and questions
- Evaluability analysis
- Cross-cutting issues.
- Evaluation approach and methodology
- Evaluation matrix
- A revised schedule of key milestones,
- Detailed resource requirements
- Outline of the draft/ final report

Evaluation report Template

The length of the Report should not exceed 40 pages in total (not including annexes)

- Title and opening pages
- Project and evaluation details
- Table of contents
- List of acronyms and abbreviations
- Executive summary
- Introduction and overview
- Description of the intervention
- Evaluation scope and objectives
    - Evaluation scope
    - Evaluation objectives
    - Evaluation criteria
    - Evaluation questions
- Evaluation approach and methods
    - Data sources
    - Sample and sampling frame (if applicable)
    - Data collection procedures and instruments
    - Performance standards

    - Stakeholder engagement
    - Ethical considerations
    - Background information on evaluators
    - Major limitations of the methodology
- Data analysis
- Findings and conclusions
    - Findings
    - Conclusions
- Recommendations
- Lessons learned
- Report annexes

  Key stakeholders and partners
    - TOR for the evaluation.
    - Evaluation matrix and data collection instruments
    - List of individuals or groups interviewed or consulted, and sites visited.
    - List of supporting documents reviewed

ANNEX 5: Ethical Code of Conduct for UNDP Evaluations

Evaluators:

- Must present information that is complete and fair in its assessment of strengths and weaknesses so that decisions or actions taken are well founded
- Must disclose the full set of evaluation findings along with information on their limitations and have this accessible to all affected by the evaluation with expressed legal rights to receive results.
- Should protect the anonymity and confidentiality of individual informants. They should provide maximum notice, minimize demands on time, and: respect people's right not to engage. Evaluators must respect people's right to provide information in confidence, and must ensure that sensitive information cannot be traced to its source. Evaluators are not expected to evaluate individuals and must balance an evaluation of management functions with this general principle.
- Evaluations sometimes uncover evidence of wrongdoing. 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 respects the stakeholders' dignity and self-worth.
- Are responsible for their performance and their product(s). They are responsible for the clear, accurate and fair written and/or oral presentation of study limitations, findings and recommendations.
- Should reflect sound accounting procedures and be prudent in using the resources of the evaluation.

Evaluation Consultant Agreement Form

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

Name of Consultant:

Name of Consultancy Organization (where relevant):

I confirm that I have received and understood and will abide by the United Nations Code of Conduct for Evaluation.

Signed at _____ on _____

Signature:_____