



Consultant for Outcome Evaluation of UNDP Early Recovery Programme

Duty Station: Maiduguri, Nigeria

Starting Date: (date when the selected candidate is expected to start) 17  
January 2022

Duration of Initial Contract: 30 working days (within 2 months)

Expected Duration of Assignment: to end by 16 March 2022

Outcome Area: Early Recovery

CPD Outcome: Governance, Peace and Security

**Background:**

The Country Programme Document (CPD) for Nigeria (2018-2022) was formally adopted by the Executive Board in September 2017, signaling the formal start of a new programme cycle. The UNDP country programme, 2018-2022, is based on the premise of ‘leaving no one behind’ and ‘reaching those furthest behind first’. The programme includes integrated solutions to complex, interconnected development challenges. Three interconnected priorities define the 2018-2022 programme: (a) governance, peace and security, (b) inclusive growth, and (c) environmental sustainability and resilience.

The components of those three priority areas are based on the assumption that (i) transparent, inclusive, accountable and credible governance institutions are the foundations for robust and inclusive economic development; (ii) effective public sector reforms are driven by an enabling legal and regulatory environment; (iii) violent and armed conflicts thrive on development deficits and inequalities; (iii) application of the humanitarian-development nexus requires a resilience-based approach for durable solutions; (iv) issues at the federal, state and local levels impede the effectiveness of service delivery and require both policy advisory and substantive programmatic interventions, and (v) research, analysis and evidence-based planning are critical to effective and risk-informed policy decisions.

Within the governance, peace and security, UNDP assistance includes the following elements. On security and conflict management, UNDP will support the formulation of legal and regulatory frameworks for peacebuilding, prevention of conflicts, and small arms proliferation. Programmatic state/local level interventions will target communities affected by violence and conflict, strengthen capacities for mediation and reconciliation through the establishment of early warning mechanisms/responses, and fortify the national peace architecture. Integrated strategies of disarmament and reintegration, early recovery and livelihood support include empowering victims of violence and using “arms for development” approaches when implementing cross-border activities, and community policing and social cohesion measures.

UNDP’s early recovery and livelihoods work supports national and state government priorities on multidimensional processes of recovery that begins in the early days of a humanitarian response. UNDP does so by focusing on strengthening resilience, re-building or strengthening capacity. This contributes to addressing long standing challenges linked to conflict driven crisis, enabling sustainable transitions from humanitarian contexts to more sustainable development orientations.

In view of the Insurgency driven conflict in the North-East of Nigeria, UNDP has been implementing of the supporting the North-East State Governments (Borno, Yobe and Adamawa) in implementing Early Recovery and livelihoods interventions but also participates in sectoral coordination in line with the Humanitarian Response Plan. This early recovery work, aligned with the ‘New Way of Working’ principles has supported the catalysis of sustainable development opportunities, through locally owned measures aimed at: restoration of basic services, rebuilding livelihoods systems, enhancing access to shelter, strengthening local governance, deepening options for security and rule of law, improvements in environment and social dimensions, including the reintegration of displaced populations.

**Evaluation Purpose:**

UNDP commissions outcome level evaluations to capture and demonstrate evaluative evidence of its contributions to development results at the country level as articulated in both the UN Sustainable Development Partnership Frameworks (UNSDPF) and UNDP Country Programme Document (CPD). These are evaluations carried out within the overall provisions contained in the

UNDP Evaluation Policy. In line with the Evaluation Plan of Nigeria, this outcome evaluation was planned to assess the impact of UNDP's early recovery and livelihoods assistance in the course of implementation of the CPDs outcome on governance, peace and security. The UNDP Office in Nigeria is commissioning this evaluation to capture evaluative evidence of the relevance, effectiveness, efficiency and sustainability of current programming, which can be used to strengthen existing activities and to set the stage for new initiatives, including in the new CPD. The evaluation serves an important accountability function, providing national stakeholders and partners with an impartial assessment of the results of UNDP governance, peace and security support. The evaluation will also provide the Country Office with insights as relates for needs for strategic re-alignments and prioritization with a specific focus within its recovery sphere of work.

### **Description of Responsibilities:**

The outcome evaluation will be conducted during the months of January to February 2022, with a view to enhancing programmes while providing strategic direction and inputs to the evaluation of the UNDP country programme and the UNSDPF both which started in 2018.

### **Specifically, the outcome evaluation will assess:**

- The relevance and strategic positioning of UNDP support to Nigeria in general but North East of Nigeria specifically on early recovery and livelihoods;
- The progress made towards achieving accelerated community recovery and transitions from humanitarian to non-humanitarian contexts for the vulnerable communities, through specific projects, coordination and advisory services, and including contributing factors and constraints;
- The progress to date under these areas and what can be derived in terms of lessons learned for future UNDP early recovery and livelihoods support to Nigeria.

During the CPD period, UNDP Nigeria country office has implemented a variety of projects (Completed) and continues implementing other active projects (See Annex) that reside within this outcome. An analysis of achievements across these projects is expected.

### **Evaluation Questions**

The outcome evaluation seeks to answer the following questions, focused on the evaluation criteria of relevance, effectiveness, efficiency and sustainability:

#### **Relevance:**

To what extent is UNDP's engagement in early recovery and livelihoods supporting a reflection of strategic considerations, including UNDP's role in the humanitarian, development peacebuilding nexus context in Nigeria and its comparative advantage vis-a-vis other partners?

- To what extent has UNDP's selected method of delivery been appropriate to the context?
- Has UNDP been influential in national/state debates and or actions on early recovery and livelihoods for vulnerable groups?
- To what extent have UN reforms influenced the relevance of UNDP support to Nigeria in the early recovery and livelihoods sector?

#### **Effectiveness**

- What evidence is there that UNDP support has contributed towards an improvement in national/state government capacity for early recovery and livelihoods?
- Has UNDP worked effectively with other UN Agencies and other international and national delivery partners to deliver early recovery and livelihoods strategies?
- How effective has UNDP been in partnering with civil society and the private sector to promote early recovery and livelihoods in Nigeria?
- Has UNDP utilised innovative techniques and best practices in its early recovery and livelihoods programming?
- Is UNDP perceived by stakeholders as a strong advocate for improving government effectiveness and integrity in early recovery and livelihoods in Nigeria?
- Considering the technical capacity and institutional arrangements of the UNDP country office, is UNDP well suited to providing early recovery and livelihoods support to national and state governments in Nigeria?
- What contributing factors and impediments enhance or impede UNDP performance in this area?

### **Efficiency**

- 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 (Conflict and crisis situations, etc)?
- Has UNDP's early recovery and livelihoods 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 projects are managed efficiently and effectively?
- Were alternative approaches considered in designing the Projects?

### **Sustainability**

- What is the likelihood that UNDP early recovery and livelihoods interventions are sustainable?
- What mechanisms have been set in place by UNDP to support the government of Nigeria to sustain improvements made through these early recovery and livelihoods interventions?
- How should the early recovery and livelihoods portfolio be enhanced to support governments (federal/state) authorities, local communities and civil society in improving service delivery over the long term?
- What changes should be made in the current set of partnerships to promote long term sustainability?

### **Partnership strategy**

- Has the partnership strategy in the early recovery and livelihoods sector been appropriate and effective?
- Are there current or potential complementarities or overlaps with existing federal/state partners' programmes?
- How have partnerships affected the progress towards achieving the outputs?
- Has UNDP worked effectively with other international delivery partners to deliver on good early recovery and livelihoods?
- How effective has UNDP been in partnering with civil society (where applicable)?

and the private sector to promote good and sound early recovery and livelihoods?

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

### **Human rights**

- To what extent have poor, indigenous and tribal peoples, youth, persons with disabilities, women and other disadvantaged and marginalized groups benefitted from UNDPs work in support of economic management and inclusive growth?

### **Gender Equality**

The assignment will require the consultant/s to do a gender assessment of the outcome and show how gender sensitive in planning implementation and sharing of benefits specifically investigate the following:

- To what extent has gender been addressed in the design, implementation and monitoring of economic management and inclusive growth 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 early recovery and livelihoods support promoted positive changes in gender equality? Were there any unintended effects

Based on the above analysis, the evaluators are expected to provide overarching conclusions on UNDP results in this area of support, as well as recommendations on how the UNDP Nigeria Country Office could adjust its programming, partnership arrangements, resource mobilization strategies, and capacities to ensure that the early recovery and livelihoods portfolio fully achieves current planned outcomes and is positioned for sustainable results in the future. The evaluation is additionally expected to offer wider lessons for UNDP support in Nigeria NE and elsewhere based on this analysis.

### **Methodology**

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 Nigeria has been managed in accordance with national policies. If it is not possible to travel to or within the country for the evaluation then the evaluation team should develop a methodology that takes this into account the conduct of the evaluation 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 Inception report and agreed with the Evaluation Manager.

If all or part of the evaluation 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, national counterparts and community members may be particularly challenged with access. These limitations must be reflected in the evaluation report.

The outcome evaluation is expected to take a “theory of change” (TOC) approach to determining causal links between the interventions that UNDP has supported and observe progress in early

recovery and livelihoods at national and state levels in Nigeria. The evaluator will develop a logic model of how UNDP early recovery and livelihoods interventions are expected to lead to improved national and state government management and service delivery. The evaluators are expected to construct a theory of change for the outcome, based against stated objectives and anticipated results, and more generally from UNDPs early recovery and livelihoods strategies and techniques.

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

The following steps in data collection are anticipated:

### **Desk Review**

A desk review should be carried out of the key strategies and documents underpinning the early recovery and livelihoods work of UNDP in Nigeria. This includes reviewing the UNSDPF and pertinent country programme documents, and the UNDP Strategic Plan, 2018-2021 (and the new one for 2022-2025) as well as a wide documents on early recovery and livelihoods projects, to be provided by the UNDP country office. (Annex)

The evaluators are expected to review pertinent strategies and reports developed by the Government of Nigeria that are relevant to UNDP's early recovery and livelihoods support. This includes the government's National Development Plan, State specific development plans, Agenda 2030, African Union Agenda 2063 and key national strategies to be made available by the UNDP Country Office.

The evaluator will examine all relevant documentation concerning the projects that have/are being implemented within the early recovery and livelihoods area, including project documents, annual and technical assessment reports and other material. Similarly all elements of early recovery and livelihoods sector coordination will be examined.

### **Virtual meetings**

Following the desk review, the evaluators will build on the documented evidence through an agreed set of interview methodologies, including:

- Remote/ virtual meetings, interviews with key partners and stakeholders
- Survey questionnaires where appropriate

### **Deliverables**

In line with the UNDP's financial regulations, when determined by the Country Office and/or the consultant that a deliverable or service cannot be satisfactorily completed and limitations to the evaluation, that deliverable or service will not be paid.

The following reports and deliverables are required for the evaluation:

- Inception report
- Draft of the: early recovery and livelihoods Evaluation Report
- Presentation at the virtual meeting with key stakeholders

- Final early recovery and livelihoods Outcome Evaluation report

One week after contract signing, the evaluator will produce an **inception report** containing the proposed theory of change for UNDPs work on early recovery and livelihoods in Nigeria. The inception report should include an evaluation matrix presenting the evaluation questions, data sources, data collection, analysis tools and methods to be used. 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 will be discussed and agreed with the UNDP country office before the evaluators proceed with virtual meetings.

The **draft evaluation report** will be shared with UNDP country office. Feedback received should be considered when preparing the final report. The evaluator will produce an ‘audit trail’ indicating whether and how each comment received was addressed in revisions to the **final report**.

The suggested table of contents of the evaluation report is as follows:

- Title;
- Table of contents;
- Acronyms and abbreviations;
- Executive Summary;
- Introduction;
- Background and context ;
- Evaluation objective, purpose and scope;
- Evaluability analysis;
- Cross-cutting issues;
- Evaluation approach and methodology;
- Evaluation Matrix/Data analysis;
- Findings and conclusions;
- Lessons learned;
- Recommendations;
- Annexes.

### **Evaluation Ethics**

The evaluation must be carried out in accordance with the principles outlined in the UNEG ‘Ethical Guidelines for Evaluation’ and sign the Ethical Code of Conduct for UNDP Evaluations (Annex).

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**

UNDP Country Office 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 Head of UNDP PMSU with support from the head of Early Recovery programme 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 management will develop a management response to the evaluation within two weeks of report finalization.

The Head of UNDP PMSU with support from the head of Early Recovery programme will convene an Advisory Panel comprising of technical experts to enhance the quality of the evaluation. This Panel will review the inception report and the draft evaluation report to provide detail 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 Consultant is required to address all comments of the Panel completely and comprehensively. The Evaluation Team Leader will provide a detail rationale to the advisory panel for any comment that remain 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.

The Country Office will provide support to assisting in setting virtual interviews with senior government officials and to arrange most interviews with project beneficiaries.

### **Time-Frame for the Evaluation Process**

The evaluation is expected to take 30 working days for the Consultant.

### **Competencies:**

The evaluation will be conducted by a team of two independent consultants. The team will be comprised of one international evaluation expert (Team Leader) who will work remotely and one national evaluation expert (Associate) who will physically be on ground. Both the international and national consultants must have high levels of technical, sectoral and policy expertise; rigorous research and drafting skills; and the capacity to conduct an independent and quality analysis extensive experience. The required expertise, qualifications and competencies are listed below:

### **Corporate Competencies:**

- Demonstrates commitment to UNDP's mission, vision and values;
- Displays cultural, gender, religion, race, nationality and age sensitivity and adaptability;
- Highest standards of integrity, discretion and loyalty.

### **Functional Competencies:**

- Strong working knowledge of the UN and its mandate in Nigeria, and more specifically the work of UNDP in support of government, private sector and civil society in Nigeria;
- Sound knowledge of results-based management systems, and monitoring and evaluation methodologies; including experience in applying SMART (S-Specific; M-



- Measurable; A- Achievable; R-Relevant; T-Time-bound) indicators;
- Excellent reporting, good interpersonal and communication skills, an ability to communicate with various stakeholders, and an ability to express ideas and concepts concisely and clearly;
- Strong team leadership and management track record.

**Qualifications:**

**Education:**

- Minimum Master’s degree in development management, public administration, regional development/planning, or other social science.

**Experience:**

- Minimum 7 years of professional experience in fragility issues, community resilience; community security, peace and cohesion, planning, regional development, gender equality and social services;
- At least seven (7) years' experience in conducting external project evaluations using different approaches and these will include non- traditional and innovative evaluation methods;
- At least 5 years of experience in conducting evaluations of United Nations, government and international aid organisations, preferably with direct experience with civil service capacity building;
- Demonstrated knowledge of the UN and its mandate in Nigeria, and more specifically the work of UNDP in support of government, private sector and civil society in the Nigeria;
- Experience in implementing evaluations remotely.
- Knowledge of results-based management systems, and monitoring and evaluation methodologies; including experience in applying indicators and excellent reporting skills
- Working knowledge of humanitarian, development, peace nexus is an advantage.

**Language:**

- Fluent in English.

**Fees and payments**

Interested consultants should provide their requested fee rates when they submit their expressions of interest, in USD. The UNDP Country Office will then negotiate and finalise contracts. Fee payments will be made upon acceptance and approval by the UNDP Country Office of planned deliverables, based on the following payment schedule:

- Inception report\_\_\_\_\_20%
- Draft Evaluation\_\_\_\_\_30%
- Final Evaluation\_\_\_\_\_50%

**Evaluation Process:**

Applicants are reviewed based on Required Skills and Experience stated above and based on the technical evaluation criteria outlined below. Applicants will be evaluated based on cumulative scoring.

When using this weighted scoring method, the award of the contract will be made to the individual consultant whose offer has been evaluated and determined as:

Being responsive / compliant / acceptable; and

Having received the highest score out of a pre-determined set of weighted technical and financial criteria specific to the solicitation where technical criteria weighs 70% and Financial criteria / Proposal weighs 30%.

Technical Evaluation - Total obtainable points 100 points:

Criteria 1: Educational Qualification: development management, public administration, regional development/planning, or other social science; and 7 years of professional experience in fragility issues, community resilience; community security, peace and cohesion, planning, regional development, gender equality and social services. Maximum Points: 20.

Criteria 2: Proven technical experience in conducting external project evaluations using different approaches and evaluations of United Nations, government and international aid organisations, preferably with direct experience with civil service capacity building: Maximum Points: 30.

Criteria 3: Working knowledge of humanitarian, development, peace nexus; Demonstrated knowledge of the UN and its mandate in Nigeria, and more specifically the work of UNDP in support of government, private sector and civil society in the Nigeria: Maximum Points: 30.

Criteria 4: Demonstrated experience in implementing evaluations remotely; Knowledge of results-based management systems, and monitoring and evaluation methodologies; including experience in applying indicators and excellent reporting skills: Maximum Points: 20.

Financial Criteria: (30% of the total evaluation) based on the total all-inclusive lump sum amount for professional fee for tasks specified in this announcement

Having reviewed applications received, UNDP may invite qualified/ shortlisted candidates for interview.

Candidates obtaining a minimum of 70% (70 points) of the maximum obtainable points for the technical criteria (100 points) shall be considered for the financial evaluation.

Financial Evaluation - Total 30% (30 points)

The following formula will be used to evaluate financial proposal:  $p = y (\mu/z)$ , where  
 $p$  = points for the financial proposal being evaluated

$y$  = maximum number of points for the financial proposal

$\mu$  = price of the lowest priced proposal

$z$  = price of the proposal being evaluated

#### **Contract Award:**

Candidate obtaining the highest combined scores in the combined score of Technical and Financial

evaluation will be considered technically qualified and will be offered to enter into contract with UNDP.

### **Application Procedures**

The application package containing the following (to be uploaded as one file):

A cover letter with a brief description of why the Offer considers her/himself the most suitable for the assignment, and a summary of the understanding of the TOR

Personal CV, indicating all past experience from similar consultancy and specifying the relevant assignment period (from/to), as well as the email and telephone contacts of at least two (2) professional references.

The financial proposal should specify an all-inclusive daily fee (based on a 7-hours working day - lunch time is not included - and estimated 20 days).

### **Methodology, and Timeline**

The financial proposal must be all-inclusive and take into account various expenses that will be incurred during the contract, including: the daily professional fee; (excluding mission travel); living allowances at the duty station; communications, utilities and consumables; life, health and any other insurance; risks and inconveniences related to work under hardship and hazardous conditions (e.g., personal security needs, etc.), when applicable; and any other relevant expenses related to the performance of services under the contract.

In the case of unforeseeable travel requested by UNDP, payment of travel costs including tickets, lodging and terminal expenses should be agreed upon, between UNDP and Individual Consultant, prior to travel and will be reimbursed. In general, UNDP should not accept travel costs exceeding those of an economy class ticket. Should the IC wish to travel on a higher class he/she should do so using their own resources.

## **ANNEXES**

### **ANNEX – LIST OF PROGRAMME/OUTPUTS TO BE EVALUATED**

NATIONAL PRIORITY OR GOAL: ERGP 2017 -2020: Governance: Public Safety and Security Peace and Security (SDGs 1, 2, 3, 5, 7, 10, 16 and 17)

UNSDPF (OR EQUIVALENT) OUTCOME INVOLVING UNDP #1: By 2022, Governments at all levels apply principles of good governance and rule of law in public service delivery

RELATED STRATEGIC PLAN OUTCOME: 2

- Output 1.4: Strengthen national capacities for peace building including reduction of small arms violence at national and sub-national level
- Output 1.5: At risk communities in ‘hot spot’ areas, are enabled to access livelihood opportunities, including skills-building, entrepreneurship and employment opportunities.

## ANNEX - LIST OF PROJECTS

Project Number	Project Output	CPD Output
00108936	00120365 - Recovery: Japan 2020-21	CPD Output 1.5
00134399	00125993 - South Korea Recovery in NE	CPD Output 1.5
00108936	00108476 - Integrated Com Stab: EU	CPD Output 1.4
00108936	00111742 - Waste Management: EU	CPD Output 1.4
00126289	00120397 - Strengthening Reconciliation	CPD Output 1.4
00134399	00125992 - JSB 2021-2022 NE &MB	CPD Output 1.4

## ANNEX: LIST OF IRRF INDICATORS

- Indicator 1.4.1: Number of functional peace infrastructures at national and sub-national levels.
  - Baseline: sex
  - Target: 11
- Indicator 1.4.2: Number of States with strengthened institutional / legal frameworks to reduce small arms proliferation and armed conflicts
  - Baseline: 0
  - Target: 5
- Indicator 1.4.3: No. of national institutions including CSOs/Networks with improved capacity for conflict prevention and peace building.
  - Baseline: 0
  - Target: 10 community level platforms; 10 national institutions (4 governments and 6 CSOs)
- Indicator 1.5.1: Increment in income of female-headed conflict-affected households in NE by sex.
  - Baseline: \$60
  - Target: \$80
- Indicator 1.5.2: % households borrowing money to buy food
  - Baseline: 48%
  - Target: 20%
- Indicator 1.5.3: % households feeling unsafe
  - Baseline: 16%
  - Target: 10%

## ANNEX: DOCUMENTS TO BE CONSULTED

- United Nations Sustainable Development Partnership Framework 2018 – 2022
- UNDP Country Programme Document 2018-2022;
- Nigeria development plan and State Development Plans
- CO ROAR 2018, 2019, 2020 and 2021;
- UNDG Ethical Code of Conduct of Evaluators
- Project Documents, reports and project evaluation reports
- Ethical Code of Conduct for Evaluation in UNDP
- UNDG Result-Based Management Handbook
- Annual project reports
- Annual SDG reports
- Financial Project documentations
- United Nations Development Assistance Framework (UNDAF) Evaluation Report;
- Independent Country Programme Midterm Evaluation 2018-2022;

- UNDP Strategic Plan (2018-2021 and 2022-2025)
- Agenda 2030, African Union Agenda 2063, the NDP, 2018-2022 and key national strategies;
- Human Development Reports, Mutidimensional poverty Index reports, etc.

## **ANNEX: 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.

- Key questions;
- Specific sub-questions;
- Data sources;
- Data collection methods;
- Indicators/success standards;
- methods for Data Analysis

## **ANNEX: 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;
- 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 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 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 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: \_\_\_\_\_