

Terms of Reference
Mid-Term Evaluation Consultant

Project:	Funding Facility for Economic Reform (Federal and KRG)
Post Level:	International Individual Consultant
Duty Station:	Iraq (Baghdad and Erbil)
Period of assignment/services:	30 Working days over 3 months period
(Date when the selected candidate is expected to start)	

1. Background & Context:

The Government of Iraq (GOI) and Kurdistan Regional Government (KRG) have announced National Development Strategy and Economic Reform Roadmap respectively which are outlining long-term priorities for reconstruction and reform. The strategy and the Reform Roadmap are offering a vision of economic revival driven by private sector development and increase revenue and reduce government spending. Both GOI and KRG have established required mechanism to implement the strategy and reform roadmap at the high level.

In response to this, UNDP in partnership with GOI and KRG has introduced Funding Facility for Economic Reform at the Federal and regional levels. The projects are intended to support both Iraqi and KRG Governments in ensuring the implementation of economic reform. The Projects are to be positioned as financing instrument that will be used to channel high-caliber international expertise and support into top priority reform initiatives drawn from the governments adopted reform plan. The Facility will help to mobilize expertise for initiatives aimed at transforming and diversifying the country's economy, restructuring, and strengthening public administration and public financial management, and improving the delivery of public goods, including basic services.

FFERs in coordination with the governments has supported the implementation of number of activities since its establishment. The projects have mobilized number of international consultants to provide necessary technical assistance to Governments for the implementation of the strategy and the Economic reform roadmap.

The objective of this assignment is to conduct an evaluation on both FFERs projects as part of UNDP's commitment to improve results-based management. The evaluation findings and recommendations are expected to inform and improve decision-making relating to project implementation, transition, and the quality of next phase of technical support design and implementation.

Overall, FFERs contributes to:

UNDP Strategic Plan 2018-2021	Output 2.1.1: Low emission and climate resilient objectives addressed in national, sub-national and sectoral development plans and policies to promote economic diversification and green growth
CPD Output (s) 2020-2024:	Output 2.1 Priority policies and partnerships approved and implemented for inclusive green economic growth and employment creation
Sustainable Development Goals (SDGs)	8.3 Promote development-oriented policies that support productive activities, decent job creation, entrepreneurship, creativity and innovation, and encourage the formalization and growth of micro-, small- and medium-sized enterprises, including through access to financial services

2. Evaluation purpose, scope and objectives

Evaluation purpose:

UNDP proposes to conduct an evaluation as part of its commitment to improved results-based management. As the project is entering the sixth year of implementation, the evaluation findings and recommendations are expected to inform and improve decision-making relating to project implementation, transition and the quality of next phase of stabilization support design and implementation.

Scope of evaluation:

This evaluation will focus on two projects titled:

1. Funding Facility for Economic Reform – Federal (FFER-Federal);
2. Funding Facility for Economic Reform – KRG (FFER-KRG)

Both projects are falling under Outcome 2 of CPD (2020-2024) and fall under output 2.1 - Priority policies and partnerships approved and implemented for inclusive green economic growth and employment creation.

Funding Facility for Economic Reform (FFER) introduced in 2016 relies on two (2) primary sets of activities organized under two outputs to support the government with the institutionalization of the Economic Reform and the implementation of the economic reform priorities.

Output 1) The structural implementation mechanism is created and institutionalized.

Activities:

- ✦ Support the establishment of the Task Forces, to be involving relevant department line ministers, private sector, civil society, and international development partners.
- ✦ Provide support and guidance to Task Forces to develop action plan with specific indicators to measure the progress at the task force level.
- ✦ Support the design of the consultation methodology and process for the Task Forces and Focus Groups.
- ✦ Support the development of communication strategy and advocacy plan targeting external and internal audiences, government, and non-government entities to build strategic partnerships that assist in the reform implementation.

Output 2) The Policy Matrix and recommended next steps are operationalized through technical assistance.

Activities:

- ✦ Deploy technical experts within the Task Force or related line ministries to carry out in-depth analytical work for the sub-areas identified in the Policy matrix.
- ✦ Identify practical solutions to the identified next step in the Policy matrix and action plan for implementation including progress indicators and milestones.
- ✦ Provide support and guidance to Task Forces and relevant line ministries to implement reform actions.

Evaluation objectives:

The specific objective of this Project evaluation is to:

1. Assess the relevance of the project's results;
2. Assess the efficiency of project implementation, including the operations support;
3. Assess the effectiveness of the project and its Windows in reaching the stated objectives;
4. Assess the appropriateness of the project design and management arrangements for achieving the stated objectives;
5. Assess the sustainability of the project results;
6. Take stock of the overall project progress, achieved against the project's expected results, and contribution towards Outcome 2 of the UNDP Country Programme Document;

7. Outline lessons learned and good practices that can be used in future identification, design, regular review, implementation and monitoring of FFERs interventions.
8. Provide constructive and practical recommendations on factors that can contribute to project sustainability and develop the FFER transition and exit strategy.
9. Appraise project achievements against its expected outputs and recommend ways to improve future partnerships with project's implementing partners/ target groups.

3. Evaluation criteria and key guiding questions

The Project Evaluation will generate evidence of progress and challenges, helping to ensure accountability for the implementation of the project, as well as identifying and sharing knowledge and good practices through following standard Organization for Economic Cooperation and Development (OECD) Development Assistance Committee (DAC) evaluation criteria ¹.

Relevance: the extent to which the project strategy, proposed activities and expected outputs and outcomes are justified and remain relevant to beneficiaries' assessed needs, country's policies, and donor's priorities. More specifically, the relevance of the project should be assessed through the following guiding questions:

- To what extent has the project been appropriately responsive to security, political, economic, institutional and other changes in the country?
- To what extent was the project in line with the development and reform priorities and policies, the UNDP country programme's outputs and outcomes, the UNDP Strategic Plan and the SDGs?
- To what extent does the project contribute to the theory of change for the relevant UNDP country programme outcome?
- To what extent does the project contribute to the human rights-based approach, gender equality and women's empowerment?

Efficiency: the extent to which the project resources (funds, expertise/human resources, time, etc.) are optimally used and converted into intended outputs. More specifically, the efficiency of the project should be assessed through the following guiding questions:

- How efficient is the functioning of the project management, technical support, administrative, procurement and financial management procedures? To what extent have the project management structure and allocated resources been efficient in achieving the expected results?
- To what extent has the project implementation been efficient and cost-effective?
- To what extent have project funds and activities been delivered in a timely manner?
- What is the visibility and communications strategy adopted by the project? Has it been cost-effective in terms of promoting the project and its achievements?

¹ <http://www.oecd.org/dac/evaluation/daccriteriaforevaluatingdevelopmentassistance.html>

- How is the project keeping track of project progress on expected outputs and outcomes? Does the monitoring and evaluation system put in place allow for continuous collection and analysis of quality and segregated data on expected outputs and outcomes?

Effectiveness: the extent to which the project's expected outputs and outcomes are being achieved or are expected to be achieved. Factors contributing to or detracting from the achievement of the project desired results and objectives should also be included in the assessment. More specifically, the effectiveness of the project should be assessed through the following guiding questions:

- To what extent are the project outputs and outcomes fully or partly achieved or on-track to be achieved?
- To what extent are strategies for gender and women's empowerment incorporated?
- What are the main factors influencing the achievement of project outputs, outcomes, including gender and women's empowerment results as of end 2021?

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- The extent to which findings of data analysis or project best practices are used for drawing lessons learned, and adjusting implementation?
 - To what extent have the project's activities led to improved coordination, cooperation, and capacity as relevant at the National and/or Regional levels? To what extent does the project have the support of the government both at national and regional levels?
 - To what extent have the project's activities led to improved coordination, cooperation and consultation among development partners (including UN agencies, and donors to this project)? How did the project steering committee contribute to a regular gathering of development partners to discuss development priorities?
 - Is the project actively seeking partnership with relevant actors in view of strengthening project implementation and/or ensuring project sustainability?
 - To what extent do the project's activities/management systems mitigate, and address protection concerns of vulnerable populations (returnees, communities that did not leave ISIL controlled areas, minority communities, etc.) in the targeted areas?
 - What is the level of quality of the project outputs and/or the project activities?
 - To what extent the funding facility has been able to mobilize the financial resources to provide rapid stabilization assistance?

Impact: analyzing the positive and negative changes produced by the Project, directly or indirectly, intended, or unintended. This involves the main impacts and effects resulting from the activity on the government reform agenda and other development indicators such as gender equality and social /environmental issues. The examination should be concerned with both intended and unintended results and must also include the positive and negative impact of external factors, such as changes in terms of social and economic conditions.

Sustainability: analyzing whether benefits of an activity are likely to continue after donor funding has been withdrawn. Projects need to be environmentally as well as financially sustainable.

- Are suitable strategies for sustainability developed and implemented.
- Are there any financial, social, political, or other risks that may jeopardize sustainability of the economic reform plans and the project's contributions to country programme outputs and outcomes? To what extent are the activity results likely to be sustained in the long-term after a) completion of activities and handover to end-user, and b) after the closure of FFERs? What is the risk that the level of stakeholders' ownership will not be sufficient to allow for the project benefits to be sustained?
- What are the major factors (i.e. socio-economic, environmental, legal and institutional framework, governance, security etc.) which have influenced the achievement or non-achievement of sustainability of the project, as of end 2021?
- To what extent did UNDP actions pose an environmental threat to the sustainability of project outputs?
- To what extent are lessons learned being documented by the project team and shared with appropriate parties who could learn from the project?

4. Methodology:

The Consultant will propose a project evaluation methodology and agree on a detailed plan for the assignment as part of the application process. The methodology will be further updated after the selection process is completed, and the Inception Report is developed. However, in general, the Consultant should adopt an integrated approach involving a combination of data collection and analysis tools to capture both the quantitative and qualitative results of FFERs and generate evidence to substantiate all findings. Given the large scale and coverage of the projects, it is important that the Consultant designs a methodology that could collect data that is representative of the project as a whole (or of each component), and which would be analyzed in a consistent manner within the given timeframe.

- The methodology should be robust enough to ensure high quality, triangulation of data sources, and verifiability of information. It is expected that the evaluation methodology can include, but would not be limited to the following elements:
- Desk review of project documents, progress reports, monitoring reports, lessons learned reviews, and other relevant documents.
- In-depth interviews with key informants such as government officials, and members of local, national, coordination bodies; and questionnaires
- Focus group discussions with the targeted beneficiaries; and Project/UNDP staff
- Interviews with the project team, and UNDP's Senior Management.

- Consultations with donors/ international partners and as relevant national non-governmental organizations that were directly engaged in project implementation.
- Survey with sample and sampling frame—if a sample is used. This could include the sample size and characteristics; the sample selection criteria; the process for selecting the sample (e.g., random, purposive); if applicable, how comparison and treatment groups were assigned; and the extent to which the sample is representative of the entire target population, including discussion of the limitations of the sample for generalizing results.

All field-related work and relevant logistical arrangements should be made by the Consultant and are under its his/her responsibility. Assistance will be provided by the UNDP FFERs Team in identifying key stakeholders and in facilitating the schedule of interviews, focus groups and site visits, when and where required.

Findings from the above assessment tools will be triangulated to appraise and conclude findings. Overall, the evaluation will be given the focus of the projects target coverage. the consultant will be assisted by the UNDP FFERs Project Manager.

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 and the impact on international travels is still continues . Therefore, 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 and 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 and national counterparts may be working from home. These limitations must be reflected in the evaluation report.

If a data collection/field mission is not possible then remote interviews may be undertaken through telephone or online (skype, zoom etc.). International consultants can work remotely with national evaluator support in the field if it is safe for them to operate and travel. No stakeholders, consultants or UNDP staff should be put in harm's way and safety is the key priority.

A short validation mission may be considered if it is confirmed to be safe for staff, consultants, stakeholders and if such a mission is possible within the evaluation schedule. Equally, qualified, and independent national consultants can be hired to undertake the evaluation and interviews in country as long as it is safe to do so.

5. Key deliverables:

The Consultant will produce the following:

- **Two Inception Reports (and presentation)- one per each FFER projects:** based on the terms of reference (TOR) and initial debriefing with the UNDP team, as well as the desk review outcomes, the Consultant is expected to develop an inception report. This report should detail out the consultant's understanding of what is being evaluated and why, the evaluation methodology that describes data **collection** methods and sampling plan, together with the rationale for their selection and limitations. The report should also include an evaluation matrix identifying the key evaluation questions and how they will be answered by the selected methods. Annexed work plan should include detailed schedule and resource requirements tied to evaluation activities and milestone deliverables.
- **2 Debriefings after completion of the field work – one per each project**
- **2 Draft Evaluation Reports** to be submitted to UNDP and presentation to the UNDP Team on the draft report outlining the key following aspects: (i) overall evaluation findings of FFER, and (ii) overall evaluation findings and in-depth analysis relating to each outputs and the sets of activities, 1) The structural implementation mechanism is created and institutionalized and 2) The Policy Matrix and recommended next steps are operationalized through technical assistance. Feedback received from the presentation of this draft Evaluation Report should be considered when preparing the final report. The evaluator should produce an audit trail indicating whether and how each comment received was addressed in revisions to the final Report.
- **2 Final Evaluation Reports – one per each project** (guided by the minimum requirements for a UNDP Evaluation Report /UNDP Outline of the evaluation report format; see annex 4a) should be submitted to UNDP
- **2 Brief summary reports** (within 5 pages) linking the final evaluation findings to the country programme outcome 2 focusing on Growing the economy for all, upon review of the relevant documents.

It should be noted that the above list of deliverables, together with the implementation time-frame (Section 8) might be subject to review and revision by UNDP in discussion with the Consultant in the event of unexpected changes to the context/ working environment in Iraq during the consultancy period.

6. Evaluation ethics:

Evaluations in the UN are conducted in accordance with the principles outlined in the UNEG 'Ethical Guidelines for Evaluation. The Consultant Firm is required to read the guidelines and ensure a strict adherence to it, including establishing protocols to safeguard confidentiality of information obtained during the evaluation. The Consultant upon signing the contract will also sign this guideline which may be

made available as an attachment to the evaluation report. The information knowledge and data gathered in the evaluation process must also be solely used for the evaluation and not for other uses.

7. Management and implementation arrangements:

The Project Evaluation is commissioned by UNDP's Funding Facility for Economic reform (FFER). The main UNDP Focal Point will be the FFER Project management team. FFER team will serve as the focal points for providing both substantive and logistical support to the evaluation team. Assistance will be provided by the FFERs Team to make any refinements to the work plan of the selected Consultant (i.e. key interview partners; organize meetings; and conduct field visits (if necessary and if the security situation permits]).

This TOR shall be the basis upon which compliance with assignment requirements and overall quality of services provided by the Consultant will be assessed by UNDP. As part of the assignment:

- UNDP will provide office space with access to the internet and printer when in-country in Erbil or Baghdad, Iraq.
- UNDP will provide the following list of additional documents to the selected Consultant a.
 - Project Documents
 - b. Donor Reports
 - c. Relevant Financial Information
 - d. Contact Details of Stakeholders and Partners
 - e. Project Beneficiary Details
 - f. Risk Analyses and Lessons Learned Logs
 - g. Other relevant documents
- The Consultant is expected to
 - a. Have/bring their laptops, and other relevant software/equipment.
 - b. use their own mobile and personal email address during the consultancy period, including when in-country.
 - c. make their own travel arrangements to fly in-country and transportation arrangements outside work hours.

8. Travel plan:

One travel is required for this assignment to Baghdad for 5 days from the consultant's home country to conduct required consultation with government officials and donors. Consultant is also required to travel to Erbil from Baghdad for 5 days to conduct required consultation with KRG officials.

Activity	Quantity
Round trip airfares: Home Country – Baghdad – Home Country (economy class tickets serving the most direct routes), visa expenses and terminals	1 round trip
Baghdad Perdiems /Living allowance (USD 244 will be applicable if IC is accommodated in Rasheed Hotel. In case UNDP arrange accommodation in the UN compound at the cost of office, applicable DSA will be 50% of standard UN DSA rate for Baghdad. DSA will be reimbursed on actual number of days stay in Baghdad)	5 Days
Round trip airfares: Baghdad – Erbil - Baghdad (economy class tickets serving the most direct routes), visa expenses and terminals	1 round trip
Erbil Perdiems /Living allowance (DSA will be reimbursed on actual number of days stay in Erbil)	5 Days

9. Duty station:

The expert will be based in Baghdad and in Erbil as per requirements.

10. Monitoring and progress control:

The consultant will be submitting progress reports to FFER Project team in form and substance satisfactory to UNDP.

[Indicative work plan—timeframe for evaluation deliverables]

ACTIVITY	ESTIMATED # OF DAYS	DATE OF COMPLETION	PLACE
Meeting briefing with UNDP (programme managers and project staff as needed)	1 day	TBC	Home-based & UNDP CO (online)
Sharing of the relevant documentation with the evaluation team	-	At the time of contract signing	Via email
Desk review, Evaluation design, methodology and updated workplan including the list of stakeholders to be interviewed	5 days	Within ten days of contract signing	Home- based
Deliverable 1: Comments and approval of inception report	-	Within five days of submission of the inception report	UNDP Country Office
Consultations and field visits, in-depth interviews and focus groups	10 days (5 days in Baghdad and 5 days in Erbil)	Within ten weeks of contract signing	In country (field visits)
Deliverable 2: Debriefing to UNDP	1 day	TBC	In country
Preparation of two draft evaluation report (50 pages maximum excluding annexes), executive summary (5 pages)	10 days	Within two weeks of the completion of the field mission	Home- based
Deliverable 3: Draft evaluation report submission (one for each project)	-	TBC	
Consolidated UNDP and stakeholder comments to the draft report	-	Within one week of submission of the draft evaluation report	UNDP Country Office

Final debriefing with UNDP (including Senior Management)	1 day	Within one week of receipt of comments	Home-based & UNDP CO (online)
<i>Deliverable 4: Final evaluation report</i> (one for each project) incorporating additions and comments provided by project staff and UNDP country office	2 days	Within two weeks of final debriefing	Home-based
Estimated total workdays for the evaluation	30 days		

11. Indicative payment schedule and modalities

Payments will be made upon acceptance and approval by UNDP of the planned deliverables, based on the following tentative payment schedule:

Terms of Payment	Percentage (%)
• First payment will be paid upon submission of inception reports, work plan and methodology	10%
(i) • Second payment will be paid upon finalize the field visit	25%
• Third payment will be paid upon submission and acceptance of the first draft evaluation report	35%
• Fourth and final payment will be paid upon submission and acceptance of final report	30%
<ul style="list-style-type: none">- The payment is deliverable based; i.e. upon satisfactory completion and UNDP's acceptance of the deliverable.- Each payment claims must be approved by the UNDP focal point and FFER project manager.- UNDP will make the payments within 20 days from receipt of invoice.	

**N.B Travel and accommodation:*

All envisaged travel costs must be included in the financial proposal. This includes all travel within country or outside duty station/ repatriation travel. In general, UNDP does not accept travel costs exceeding those of an economy class ticket.

In cases where UNDP arranges and provides travel and/or accommodation due to security and other reasons, it should be noted that these costs will be deducted from the payments to the Consultant Firm. In the case of unforeseeable travel, payment of travel costs including tickets, lodging and terminal expenses should be agreed upon in writing, between UNDP and selected Firms prior to travel and will be reimbursed.

12. evaluation Specialist required competencies:

Education:

Master's degree in sociology, social sciences, rural development, economics, development studies, peace and conflict studies or other field relevant to the assignment.

Experience:

- **At least 7 years** of professional expertise working with International Organizations on socioeconomic stabilization, crisis response and recovery, development or social transformation projects in post-conflict environments;

- **At least 7 years** of experience on project design, results-based management (RBM) and participatory monitoring and evaluation methodologies and approaches is essential;
- Proven experience in data collection, instrument development and data analysis both qualitative and quantitative is essential;
- Proven experience in conducting evaluation for large, and complex projects would be an added advantage;
 - Experience working in, and knowledge of the Arab region, including Iraq would be an advantage;
 - Experience in working with the UN or other international organizations would be an asset;
 - Excellent analytical and problem-solving skills and proven ability to draft recommendations stemming from key findings is essential;
 - Excellent report writing skills is essential;
 - Experience using ICT equipment and office software packages.

Corporate Competencies:

- Knowledge on UNDP programming principles and procedures; the UN evaluation framework, norms and standards; human rights-based approach (HRBA);
- Demonstrates commitment to the UN values and ethical standards;
- Displays cultural, gender, religion, race, nationality, and age sensitivity and adaptability;
- Treats all people fairly and with impartiality;
- Good communication, presentation and report writing skills including proven ability to write concise, readable and analytical reports and high-quality academic publications in English;
- Ability to work under pressure and to meet deadlines;
- Flexible and responsive to changes and demands;
- Experience managing a small research team;
- Client-oriented and open to feedback.

Functional Competencies:

Knowledge Management and Learning

- Demonstrates good knowledge of the Iraq Economic issues, challenges, and opportunities.
- Shares knowledge and experience and contributes to overall reform programmes in Iraq.
- Develops deep knowledge in Practice Areas.
- Actively works towards continuing personal learning and development in one or more Practice Areas, acts on learning plan and applies newly acquired skills
- Networks in Government, NGOs and private sector.

PRICE PROPOSAL AND SCHEDULE OF PAYMENTS

Shortlisted candidates (ONLY) will be requested to submit a Financial Proposal. The consultant shall then submit a price proposal when requested by UNDP, in accordance with the below:

- **Lumpsum Fee** – The contractor shall propose an all-inclusive lumpsum fee followed by a cost breakdown, which should be inclusive of his professional fee, local communication cost and insurance (inclusive of medical health insurance and evacuation).
- **DSA/Living Allowance** – The Consultant shall be separately paid the Living allowance/DSA as per applicable UNDP rate. Deductions from DSA shall be made as per applicable UNDP policy when accommodation and other facilities are provided by UNDP. An estimated provision in this regard shall be included in the contract. The consultant need not quote for DSA in Financial Proposal.
- **Accommodation in Iraq**- The Consultants are NOT allowed to stay in a place of their choice other than the UNDSS approved places in Iraq. UNDP will provide accommodation to the Consultant for the duration of the stay in Iraq in UNDSS approved places. Deductions in this regard shall be made from DSA payment as per applicable UNDP Policy.
- **Travel & Visa** – The contractor shall propose an estimated lump-sum for two round-trip Airfare tickets, home-Iraq-home travel (economy most direct route) and Iraq visa expenses.
- **The total professional fee** shall be converted into a lump-sum contract and payments under the contract shall be made on submission and acceptance of deliverables under the contract in accordance with the schedule of payment linked with deliverables and at the end of assignment.

UNDP reserves the right to withhold all or a portion of payment if performance is unsatisfactory, if work/outputs is incomplete, not delivered or for failure to meet deadlines.

Key Performance Indicators:

- **Planning and organizing:** Identifies priority activities and assignments; allocates appropriate amount of time and resources for completing work; foresees risks and allows for contingencies when planning; monitors and adjusts plans and actions as necessary and, uses time efficiently.
- **Communication:** Speaks and writes clearly and effectively; listens to others, correctly interprets messages from others and, responds appropriately; asks questions to clarify and, exhibits interest in having two-way communication; tailors language, tone, style and, format to match the audience and, demonstrates openness in sharing information and keeping people informed.
- **Client orientation:** Considers all those to whom services are provided to be “clients” and seeks to see things from clients’ point of view; establishes and maintains productive partnerships with clients by gaining their trust and respect and, meets time line for delivery of product or services to client.
- **Quality of deliverables:** Professional skill required for delivering outputs will be assessed.

- Satisfactory and timely deliverables: Satisfactory and timely completion of tasks and submission of the deliverables within the provision of above explained deliverables and, outputs.

13- TOR annexes

Annex 1: Documents to be consulted

- UNDP Handbook on Monitoring and Evaluation for development results:
<http://web.undp.org/evaluation/handbook/documents/english/pme-handbook.pdf>
- UNDP Evaluation Guidelines (2019):
<http://web.undp.org/evaluation/guideline/>
- UN Ethical Guidelines for Evaluation:
<http://www.unevaluation.org/document/download/547>
- National Development Strategies
- UNDP Country Programme Document (CPD) 2020-2024



Final CPD Iraq to
EXB.pdf

Annex 5: Evaluation matrix (Sample Evaluation Matrix) – to be included in the inception report.

Table A. Sample of evaluation matrix						
Relevant evaluation criteria	Key questions	Specific subquestions	Data sources	Data collection methods/tools	Indicators/success standard	Data analysis method



Adobe Acrobat
Document

Annex 6: Code of conduct forms.



Adobe Acrobat
Document

The Consultant will be requested to read carefully, understand and sign the “UN Code of Conduct.”

Annex 7: Suggested minimum content/ guidance on Inception Report Template



Annex_UNDP_Templ ate
Inception Report

Annex 8: Guidance on Evaluation Report Template (pages 117-121)



UNDP_Evaluation_
Guidelines_2019.pd

