1. INTRODUCTION

The UNDP country programme document (CPD) for Afghanistan for 2010-2014 is designed to advance and deepen the progress made in the previous cycle in promoting stabilization, state building and governance, and strengthening democratic institutions in the country. It has been formulated in consultation with the Government and development partners and reflects the national development priorities articulated in the Afghanistan National Development Strategy (ANDS) and the United Nations Development Assistance Framework (UNDAF) priorities, and takes into account that UNDP operates under the overall mandate of the United Nations Assistance Mission in Afghanistan (UNAMA). Under the CPD, UNDP Afghanistan works to contribute towards the achievements of six development outcomes:

Outcome 1: Capacity in state and non-state institutions increased to contribute to overall stabilization and peace-building.
Outcome 2: Effectiveness of the justice system is improved and access to justice is increased.
Outcome 3: The state has improved ability to deliver services to foster human development and elected bodies have greater oversight capacity.
Outcome 4: The state and non-state institutions are better able to promote democratic participation and be accountable to the public.
Outcome 5: Capacities of national and local governance bodies are improved for better natural resource and disaster risk management.
Outcome 6: Increased opportunities for income generation through the promotion of diversified livelihoods, private sector development and public-private partnerships.

In line with the Evaluation Plan of UNDP Afghanistan, an outcome evaluation will be conducted to assess UNDP contributions towards the progress made on outcome achievements. Specifically to this Terms of Reference, UNDP’s contributions towards the following outcome are to be evaluated:

“Increased opportunities for income generation through the promotion of diversified livelihoods, private sector development and public-private partnerships”
This TOR outlines the scope, requirements, and expectations of the evaluation and will serve as a guide and point of reference throughout the evaluation.

2. BACKGROUND AND CONTEXT

Afghanistan now stands at the crossroad of recovery and development. While notable progress has been made on various socio-economic fronts, significant challenges remain– or are on the rise. Recent figures released by the World Bank and the Afghan Ministry of Finance indicate that the total amount of aid for 2010/2011 amounted to approximately US$15.7 billion, which is close the overall GDP. As such, both the income of the Afghan government and the precarious economic equilibrium of the country are directly dependent on foreign assistance and the country could thus suffer an economic downturn and severe uncertainties as a consequence of a reduction in development assistance funds.

Data from the World Bank in 2007/2008 suggests that 36 percent of Afghans live in poverty, more than 9 million people, but that figure might be higher because of a lack of representative data from Afghan households. Human poverty is a multi-dimensional problem that includes inequalities in access to productive assets and social services; poor health, education, and nutritional status; weak social protection systems, vulnerability to macro and micro-level risks (both natural and human-triggered); human displacement, gender inequalities; and political marginalization. The plight of the most vulnerable groups – including returnees and Internally Displaced Persons, ex-combatants, the disabled, and vulnerable women – continues to be of concern, as the level and pace of development still leaves much to be desired. Those most vulnerable still remain marginalized and disadvantaged in terms of social and economic opportunities.

Specifically in the rural area, a vast majority of the poor depend on subsistence agriculture as their livelihood. While there is much agricultural potential, only about a quarter of agricultural land is irrigated. There has been little growth in enterprise-related activities in rural Afghanistan. Even where Afghanistan could be self-sufficient in agricultural-related products, the country imports vast quantity of food and other easily-manufactured items for daily use, while the export sector remains small and undiversified.

Another major challenge is the growth of youth population in the country. It is estimated that around 68% of the country population is under the age of 25. According to the International Labour Organization, around 400,000 Afghans enter the labour force every year. There is an increasing need to generate employment opportunities for these labour market entrants, along with individuals who are already un- or under-employed. Young employees are particularly vulnerable as they are generally bound to occupy temporary or precarious positions of trainees in labour market with no contractual or regulatory obligation for employers. As for the population aged below 15, it is estimated that 30% of them also work, most significantly in rural areas.

The government capacity to tackle all these problems remains limited both at the central and regional level. Considerable support for government’s capacity and institutional building remains high on the country’s development agenda as well as that of UNDP.

UNDP provides multi-layered, multi-sectoral support through the national-level policy and institutional support, sub-national and community level capacity development and empowerment. UNDP runs a number of projects in the areas of rural and urban development, policy support to achieve the Millennium Development Goals (MDGs), private sector development, counter narcotics, environment and disaster management. The issues of gender, disaster risk reduction and environment remain cross-cutting, and primary focus on support for vulnerable groups, are mainstreamed among those various projects.
The outcome to be evaluated under this TORs is aimed to contribute through a private sector-led market economy, improvement of human development indicators, and significant progress towards the MDGs towards the goals of ANDS Pillar 3: Economic and Social Development: poverty reduction, sustainable development and its relevant National Priorities Programs, namely, Agricultural and Rural Development, Private Sector Development, and Infrastructure Development.

3. EVALUATION PURPOSE AND OBJECTIVES

The 2010-2013 CPD has been extended for another year until 2014 in concurrence with the extension of the UNDAF. The new UNDP Afghanistan Programme will start in 2015. The purpose of this evaluation is to take stock and evaluate UNDP contribution towards poverty reduction, sustainable livelihoods, and achieving MDGs as envisaged under the Outcome 6 in the CPD and CPAP. The evaluation findings will be mainly used to inform the planning, design, and formulation of the new Country Programme Document for UNDP Afghanistan, which will cover the period of 2015-2018. Therefore, this evaluation will need to be forward-looking; the findings and judgments made must be based on concrete evidence that will support UNDP's strategic thinking for its new programme cycle, specifically in determining its strategic priorities in supporting the Government in the area of poverty reduction and sustainable livelihoods.

Another purpose of this evaluation is to provide inputs to the Assessment of Development Results exercise currently being carried out by the UNDP Evaluation Office and scheduled to be completed by the end of 2013.

The outcome evaluation will assist UNDP in gaining a better understanding of the following aspects of its interventions:
   a) the extent to which the planned outcome and the related outputs have been, are being achieved, and likely to be achieved by end 2014
   b) the causal linkage by which outputs contribute to the achievement of the specified outcome
   c) concrete evidence of the UNDP contribution to the outcome including the use of case studies as a tool to explain results
   d) if and which programme processes e.g. strategic partnerships and linkages are critical in producing the intended outcome
   e) factors that facilitate and/or hinder the progress in achieving the outcome, both in terms of the external environment and those internal to the portfolio interventions including: weaknesses in design, management, human resource skills, and resources
   f) strategic values and comparative advantage of UNDP in contributing to the outcome including a better understanding of similar work implemented by other partners and stakeholders and how UNDP adds its values.
   g) lessons learned from the implementation of the interventions

4. EVALUATION SCOPE

This evaluation is to evaluate the collective results of UNDP's contributions towards poverty reduction and economic development in Afghanistan as implemented through various initiatives under the Outcome 6 of the current CPD/CPAP.
Programmatic scope:

Under this outcome, UNDP implements four key initiatives that are linked directly with this outcome as well as a number of other initiatives whose main focuses are in other areas but they also partly contribute towards this outcome.

The four key initiatives that directly contribute towards this outcome are:

1. **National Area-Based Development Programme (NABDP)** – UNDP works with the Ministry of Rural Rehabilitation and Development (MRRD) to support the implementation of its NABDP that aims to provide a comprehensive package of development services to the rural communities of Afghanistan to achieve sustainable rural poverty reduction. NABDP, now in its third phase (2009-2014), works to fulfill three main outputs.
   
   1.1 Institutions strengthened at the district level to independently address priority local needs – NABDP works to strengthen the District Development Assemblies (DDAs) to increase their capacity and build legitimacy at the district-level government structure.
   
   1.2 Improved access to key services for the rural poor – NABDP works to increase access to services of people in remote areas through improvement and building of basic infrastructures. Remote households have been able to access electricity and cooking fuel (biogas), attain clean drinking water, and gain passage to roads, markets, and public building, and receive irrigation and protection facilities. The component also extends to protection of agricultural lands from natural disasters.
   
   1.3 Stabilization in less secure regions and districts – A number of interventions are implemented to address economic and livelihoods issues in insecure areas including reintegration of ex-combatants into their communities.

2. **Rural Enterprise Development in Kandahar (REDKAN)** – UNDP works with MRRD under its Afghanistan Rural Enterprise Development Programme (AREDP) to promote higher market participation of targeted rural enterprises and SMEs in Kandahar Province through community enterprise development and small and medium enterprise development. The project works towards achieving six main outputs:

   2.1 Community enterprises have developed feasible action plans – Community Enterprise Development aims to develop community-led rural enterprises through organizing rural men and women around saving groups and enterprise groups to organize themselves into village-level organizations.
   
   2.2 Community enterprise groups have received financial assistance from microfinance institutions or by other means and report access to a local cadre of service providers.
   
   2.3 Target SMEs have received technical advisory services and have received financial assistance from program or financial institutions.
   
   2.4 SMEs who demonstrated innovative business models have received the SME innovation prizes.
   
   2.5 Project monitoring and learning systems established.
   
   2.6 Provincial Enterprise Facilitators and Business Development Service Officers have received positive feedback/scoring from rural enterprise groups & SMEs.
3. **Rural Enterprise Development in Helmand (RED Helmand)** – This project works to support MRRD on its Helmand Growth Program towards four main outputs:

3.1 Selected/targeted Small and Medium Enterprises (SMEs) needs assessed and developed Business Support Action Plans

3.2 Targeted SMEs have received business and technical advisory services/trainings, and received their graduation certificate from the program

3.3 Targeted SMEs linked with the financial institutions and have received loans

3.4 SMEs who demonstrate innovative business models receive the SME innovation prize

4. **Gender Equality and Empowerment for Women (GEP)** – GEP aims to accelerate the process of mainstreaming gender through an effective strategy that transcended from the limited gender awareness training interventions to a more a systematic and comprehensive approach based on partnerships between government institutions (national and subnational levels) and other stakeholders to ensure increased and sustainable capacity in this field. This project has three main components:

4.1 Enhancing Ministry of Women’s Affairs’ capacity for policy making and oversight for the implementation of the National Assistance Plan for Women in Afghanistan (NAPWA)

4.2 Development of Women’s Entrepreneurship’s skills and capacity building of women cooperatives in 5 provinces (Kabul, Nangarhar, Herat, Balkh, and Bamyan)

4.3 Increasing access to justice for women including awareness on women’s rights among men and women

Other initiatives that also partly contribute to this outcome are:

1. **Afghanistan Peace and Reintegration Programme (APRP)** – UNDP works to support the Government’s APRP that seeks to provide a means for Anti-Government Elements (AGEs) to renounce violence, reintegrate and become a productive part of Afghan society. Provisions for increasing employment, sustainable livelihoods, and linking peace and development are intrinsic components of this peace-building initiative. APRP’s Small Grants Projects support small-scale community infrastructure projects and provide both a tangible outcome for the community and short-term employment opportunities for community members and reintegrees. APRP also works with relevant line ministries to provide reintegrees and community members with work and vocational education opportunities.

2. **National Institution Building Project (NIBP)** – NIBP provides a coordinated, up-scaled and comprehensive package of capacity building support required by the government at the national and subnational levels. The key government partner is IARCSC (Independent Administrative Civil Service Commission) in the implementation of Capacity Development activities at national and subnational level. The project embedded International Capacity Development Advisors and National Capacity Development Advisors in number of ministries in Kabul and in number of line ministries departments at provincial level. Another component of project is focusing on the implementation of South-South cooperation.

For further information on abovementioned projects, visit [www.af.undp.org](http://www.af.undp.org)

*Time frame:*
The overall results of the four key projects contributing to the outcome should be evaluated since the start of its current phase, which means 2009 until present for NABDP; 2010 until present for REDKAN; 2011 until present for RED Helmand; and 2009 until present for GEP. For other initiatives that partly contribute to this outcome, their relevant results should also be evaluated.

**Geographical coverage:**
NABDP works to support MRRD in establishing and strengthening District Development Assemblies (DDAs) in all 34 provinces of Afghanistan. To date, 387 DDAs have been established covering almost the entire country. The REDKAN project, on the other hand, works specifically in Kandahar Province; and RED Helmand in the Helmand Province. This evaluation covers the entire geographical reach of both projects.

**Target groups and stakeholders:**
Target groups and stakeholders of UNDP’s interventions under these four projects vary depending on the planned results of each output. They include, but not limited to, NABDP provincial and central officials, provincial governors, MRRD officials, DDA members, AREDP officials, national and international NGOs, and direct beneficiaries, where applicable. The evaluation should also target those who beyond UNDP’s direct partners including other government agencies and entities, civil-society organizations, other UN agencies, donors, and the private sector, where applicable.

5. **METHODOLOGY**

Overall guidance on evaluation methodology can be found in the UNDP Handbook on Planning, Monitoring and Evaluating for Development Results. The Evaluation team will determine the specific design and methods for the evaluation during the initial inception period in close consultation with UNDP. Specifically on the outcome evaluation, while it should focus on the outcome, it does not mean that other aspects of UNDP initiatives are neglected. In order to understand whether everything has been done to contribute to the achievement of the outcome, the evaluation also needs to look at how well the initiative was planned, what activities were carried out, what outputs were delivered, how processes were managed, what monitoring systems were put in place, how UNDP interacted with its partners, etc. As a result, an outcome-level evaluation does not, therefore, imply an exclusive preoccupation with outcomes; but it does mean that all UNDP initiatives should be evaluated in terms of their overriding intention to bring about change in human development conditions at the outcome level.

Outcome evaluations include four standard categories of analysis:
- An assessment of progress towards the outcome
- An assessment of factors affecting the outcome
- An assessment of key UNDP contributions to outcomes
- An assessment of the partnership strategy used

During the outcome evaluation, the evaluation team is expected to apply a mixed-method approach collecting both quantitative and qualitative data to validate and triangulate data. Dependent upon the security situations in the country and in particular cities during the time of the evaluation, the evaluation team should plan to travel to and within Afghanistan for data collection. The development of evaluation methodology will be done.

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1 Excerpt from “A Companion Guide to the UNDP Outcome-Level Evaluation (draft, May 2011)”
in close collaboration with UNDP, to be coordinated by UNDP Afghanistan’s Strategic Management Support Unit.

The data collection methods should include, but not limited to,

- Desk reviews of relevant documents (Afghanistan National Development Strategy, Afghanistan’s National Priority Programs, and other documents related to national development policies, United Nations Development Assistance Framework for Afghanistan (UNDAF), UNDP Afghanistan’s Country Programme Document (CPD) and Country Programme Action Plan (CPAP), project documents, progress reports, relevant evaluation reports and studies, etc.)
- Key informant interviews (UNDP Country Office’s senior management, programme, and project staff; government partners both at the central and provincial levels; donors; other UN agencies, NGOs, and CSOs working to contribute to the same outcome; beneficiaries, etc.)
- Focused group discussions
- Direct observations during field visits to selected sites
- Administration of surveys/questionnaires, as applicable.

As indicated in the Country Programme Action Plan (CPAP), the achievement of this outcome will be measured through the following indicator:

a) Percentage of households living under the poverty line
   Baseline (2007): 42% (National risk and vulnerability assessment)
   Target: (2013) 32%

However, it should be noted that this indicator may not be the most appropriate indication to measure the progress or the achievement of the outcome as the level of household poverty is affected by factors that are way beyond what this outcome is hoped to achieve. The evaluation team will need to further design what suitable indicators can appropriately be used to satisfy the evaluation. A new set of indicators may need to be reconstructed on the basis of information available for the period immediately preceding the start of the CPD/CPAP period.

Since the geographical scope of UNDP interventions contributing to this outcome is quite extensive, covering the entire country, the evaluation team is expected to apply a sound sampling methodology to ensure that the evaluation findings and judgments are made based on a good representation of data.

The data collection methods used are expected to be participatory and inclusive of disadvantaged and marginalized populations.

6. EVALUATION CRITERIA AND QUESTIONS

The evaluation will be conducted against the following evaluation criteria as guided by the Development Assistance Committee’s Criteria for Evaluation of Development Assistance. The evaluation questions below may be adjusted upon further consultations with the evaluation team.
3.1 Relevance
- To what extent do the intended outcome and the relevant outputs address national priorities and to what extent is this aligned with UNDP’s mandate in Afghanistan?
- Have UNDP interventions been relevant to women and other marginalized populations?
- Has UNDP been able to adapt its programming to the changing context to address priority needs in the country?
- What are potential area of engagement for UNDP’s next Country Programme in relation to poverty reduction and sustainable development of Afghanistan?

3.2 Effectiveness
- To what extent the planned outcome has been or is being achieved? Are there any additional outcome(s) being achieved beyond the intended outcome?
- How have corresponding results at the output level delivered by UNDP affected the outcome, and in what ways have they not been effective?
- How has UNDP’s approach on increasing access to services of people in the remote areas through building infrastructures, which constitutes a substantive resource contribution from UNDP, contribute to the achievement of the outcome? How has this contributed to poverty reduction and economic development in the targeted areas?
- What are the challenges to achieving the outcome?
- Has UNDP best utilized its comparative advantage in deciding to deliver these planned outputs?
- What are the key gaps that UNDP interventions could address within its comparative advantage that would significantly contribute to the achievement of the outcome?
- Has UNDP’s partnership strategy been appropriate and effective in contributing to the outcome?
- To what extent did the results, both at the outcome and output levels, benefit women and men equally?
- Is the current set of indicators, both outcome and output indicators, effective in informing the progress made towards the outcomes? If not, what indicators should be used?

3.3 Efficiency
- Has there been any duplication of efforts among UNDP’s own interventions (especially those contributing to this outcomes) and interventions delivered by other organizations or entities in contributing to the outcome?

3.4 Sustainability
- How strong is the level of ownership of the results by the relevant government entities and other stakeholders (e.g. benefiting communities in the case of the NABDP)?
- What is the level of capacity and commitment from the Government and other stakeholders to ensure sustainability of the results achieved?
- What could be done to strengthen sustainability?
All UNDP evaluations need to assess the degree to which UNDP initiatives have supported or promoted gender equality, a rights-based approach, and human development. In this regard, United Nations Evaluation Group’s guidance on Integrating Human Rights and Gender Equality in Evaluation should be consulted.

7. EVALUATION PRODUCTS

The evaluation team is expected to produce the following deliverables:

- **Evaluation Inception Report** detailing the evaluation team’s understanding of what is being evaluated and why, an evaluation matrix outlining which data collection methodologies will be used to address each of the evaluation questions, a proposed schedule of tasks. A presentation of the inception report will be made to and discussed with UNDP. Please see Annex A for the minimum requirements of what to be included in the Inception Report.
- **Zero draft Evaluation Report** for initial feedback from UNDP
- **Draft Evaluation Report** to be shared with UNDP and relevant stakeholders for feedback and quality assurance.
- **Evaluation debriefing meeting** with UNDP and key stakeholders where main findings will be presented.
- **Final Evaluation Report**
- **Evaluation Brief** - a concise summary of the evaluation findings in plain language that can be widely circulated. This can be in a form of a PowerPoint presentation or a two-page briefing document.

The final report is expected to cover findings; judgments made following the evaluation criteria and questions based on a good analysis of qualitative and quantitative evidence, as applicable; lessons learned; and forward-looking, realistic, and actionable recommendations. The report will include the following contents:

- Title and opening pages
- List of acronyms and abbreviations
- Executive summary
- Introduction
- Description of the intervention
- Evaluation purpose, objective, and scope
- Evaluation methodology
- Evaluation findings
- Recommendations (forward-looking and actionable)
- Annexes: TOR, data collection report - field visits, people interviewed (names not to be mentioned to ensure anonymity of the data), documents reviewed, etc.

8. EVALUATION TEAM COMPOSITION AND COMPETENCY REQUIREMENTS

The evaluation team will consist of three members: one Evaluation Team Leader and two Evaluations Specialists.

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2 For more details, please refer to Annex 7 of UNDP Handbook on Planning, Monitoring, and Evaluating for Development Results (2009)
8.1 Evaluation Team Leader (one position, 40 working days)

Roles and responsibilities: responsible for overall coordination of the evaluation team, and for the overall quality and timely submission of the evaluation report to UNDP. Specifically, the Evaluation Team Leader will perform the following tasks:

- Serve as the focal point of the evaluation in liaising with UNDP evaluation manager
- Lead and manage the evaluation mission
- Prepare, finalize, and lead the presentation of the inception report
- Decide the division of tasks and responsibilities within the evaluation team
- Draft and present the evaluation report and evaluation findings
- Finalize the whole evaluation report and submit it to UNDP

Competency requirements

- Advanced university degree in relevant disciplines (e.g., economics, development planning, governance, poverty reduction)
- At least 15 years of international working experience in the field of economic development and/or poverty reduction, preferably in conflict or post-conflict settings
- At least seven years of experience in programme evaluation and proven accomplishments in undertaking evaluation for international organizations, preferably including UNDP
- Experience in conducting at least seven evaluations in related fields and with international organizations, at least two of which as the team leader
- Deep knowledge of the political, cultural, and economic contexts of Afghanistan including prior working experience in the country
- Good analytical and strategic thinking skills
- Excellent inter-personal, communication, and teamwork skills
- Excellent written and spoken English and presentational capacities
- Extensive knowledge of qualitative and quantitative evaluation methods
- Ability to meet tight deadlines
- Working knowledge of Pashto/ Dari an asset, but not necessary

8.2 Evaluation Specialist (2 positions, 30 working days each)

Roles and responsibilities:

- Contribute to the development of the Inception Report and the design of the detailed evaluation scope and methodology (including the methods of data collection and analysis)
- Perform evaluation-related roles and activities as agreed with the Evaluation Team Leader and as outlined in the Inception Report
- Contribute to the preparation of the draft and finalized evaluation reports including participating in the presentations of findings

Competency requirements:
• Advanced university degree relevant disciplines (e.g., economics, development planning, governance, poverty reduction)
• Experience in conducting at least five evaluations in the development field and with international organizations, preferably with UNDP
• Deep knowledge of the political, cultural, and economic contexts of Afghanistan including prior working experience in the country
• Proven knowledge of evaluation methods
• Excellent analytical and English report writing skills
• Excellent inter-personal, communication, and teamwork skills
• Ability to meet tight deadlines
• Working knowledge of Phasto/ Dari an asset, but not necessary

The evaluators must be independent and objective; therefore, they should not have any prior involvement in the design, implementation, decision-making or financing any of the UNDP interventions contributing to this outcome.

9. EVALUATION ETHICS

Evaluations in the UN will be conducted in accordance with the principles outlined in both Norms and Standards for Evaluation in the UN System by the United Nations Evaluation Group (UNEG) and by the UNEG ‘Ethical Guidelines for Evaluation’. These documents will be attached to the contract. Evaluators are required to read the Norms and Standards and the guidelines and ensure a strict adherence to it, including establishing protocols to safeguard confidentiality of information obtained during the evaluation.

10. IMPLEMENTATION ARRANGEMENTS

This evaluation is commissioned by UNDP Afghanistan. To facilitate the outcome evaluation process, a UNDP evaluation manager will be assigned to oversee the overall evaluation process and provide the evaluation team with any logistics and administrative support as needed. An evaluation reference group will be formed to provide critical and objective inputs throughout the evaluation process to strengthen the quality of the evaluation. It is planned that the members of the reference group will be invited from the Country Office, Evaluation Office, Regional Bureau for Asia and the Pacific, and the Asia-Pacific Regional Centre. The members will be asked to provide inputs on the TOR, selection of the consultant, inception report, draft report, and the final report.

11. TIME-FRAME FOR THE EVALUATION PROCESS

The evaluation is to be conducted between June-September, based on the following milestones:

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<tr>
<th>Event</th>
<th>Timeframe</th>
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<tbody>
<tr>
<td>Submission and presentation of the draft Inception Report</td>
<td>10 days after contract signed</td>
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<tr>
<td>Submission of the final Inception Report</td>
<td>3 days after receiving feedback from UNDP</td>
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<tr>
<td>Presentation of the initial findings from data collection</td>
<td>2 days after the data collection mission ends</td>
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<tr>
<td>Submission of the zero draft of the evaluation report</td>
<td>10 days after the data collection</td>
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<tr>
<td>Activity</td>
<td>Deadline</td>
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<tr>
<td>Submission and presentation of the first draft of the evaluation report</td>
<td>5 days after receiving feedback from UNDP</td>
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<tr>
<td>Submission of the final report and evaluation brief</td>
<td>5 days after receiving feedback from UNDP</td>
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<td>mission ends</td>
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Annex A:

The Inception Report should at the minimum, include the following components:

**Evaluation purpose and scope**—A clear statement of the objectives of the evaluation and the main aspects or elements of the initiative to be examined.

**Evaluation criteria and questions**—The criteria and questions that the evaluation will use to assess performance and rationale.

**Evaluation methodology**—A description of data collection methods and data sources to be employed, including the rationale for their selection (how they will inform the evaluation) and their limitations; data collection tools, instruments and protocols and discussion of reliability and validity for the evaluation; and the sampling plan.

**Evaluation matrix**—This identifies the key evaluation questions and how they will be answered by the methods selected

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<tr>
<th>Sample Evaluation Matrix</th>
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<tr>
<td>Evaluation Criteria</td>
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A schedule of key milestones, deliverables and responsibilities.

**Detailed resource requirements** tied to evaluation activities and deliverables detailed in the work plan.