

**Terms of Reference for Outcome Evaluation: Enhanced Economic Management and Pro-poor Development Policies and Strategies**

# Background

UNDP’s corporate policy is to evaluate its development cooperation with the host government on a regular basis in order to assess whether and how UNDP-funded interventions contribute to the achievement of agreed outcomes, i.e. changes in the development situation and ultimately in people’s lives. Evaluating country programming therefore involves ascertaining whether and how UNDP has assisted in improving human development conditions, including for individuals, institutions and systems. Evaluation also helps to clarify underlying factors affecting development, to identify unintended consequences (positive and negative), to generate lessons learned and to recommend actions to improve performance in future programming. These terms of reference are for an outcome evaluation of UNDP’s support to Zimbabwe in the area of enhanced economic management and pro-poor development policies and strategies.

The socio-economic decline of 2000-2008 left Zimbabwe with a number of grave development challenges across all sector of the economy. Before the crisis, Zimbabwe had made significant progress towards the achievement of the Millennium Development Goals (MDGs). The crisis significantly slowed down and in some cases even reversed the MDG achievements, and caused extensive capacity erosion and deterioration of structures and systems that support effective economic management and strategic planning. After the establishment of the Government of National Unity in February 2009, the Government of Zimbabwe created a number of ministries to coordinate and manage economic planning and development. The key ministries for economic management and pro-poor development included the Ministry of Economic Planning & Investment Promotion, the Ministry of Finance, the Ministry of Regional Integration & international Cooperation, the Ministry of Trade and Commerce.

The national response to these challenges included the development of the Medium Term Plan 2011-2015 which became the national development strategy to reduce poverty through inclusive growth by creating decent employment and promoting entrepreneurial development. The MTP’s main goals were to transform the economy, reduce poverty, create jobs, maintain macro-economic stability and restore national capacity to produce goods and services competitively. The implementation strategy for the MTP was to achieve economic growth through transforming the economy from largely producer of primary commodities to producer of commodities with value addition through the development of new knowledge based industries through a private sector led model.

Following the July 2013 elections, the new government revised and updated the national development plan. The Zimbabwe Agenda for Sustainable Socio-Economic Transformation (Zim Asset) was launched in October 2013 as the new national development strategy. Zim Asset is driven by a Results-Based Management (RBM) agenda formulated around four strategic clusters that will enable Zimbabwe achieve economic growth and reposition itself as one of the strongest economies in the region and Africa. The four strategic clusters are: Food Security and Nutrition; Social Services and Poverty Eradication; Infrastructure and Utilities; and Value Addition and Beneficiation. It is hoped that the cluster approach will enable Government to better prioritise its national development programmes for speedier implementation in addressing national challenges.

The UNDP Country Programme for Zimbabwe 2012-2015 was developed in keeping with the economic and political challenges facing the country. The programme was designed to be flexible so that UNDP could respond to emerging requests for support as the country recovered. The programme was developed to address the ZUNDAF (2012-2015) priorities in line with the Regional Bureau for Africa (RBA) strategic focus on capacity development for pro-poor growth and accountability (CD-PGA). The programme was also guided by UNDP corporate strategic focus on a) poverty reduction and MDG achievement, b) democratic governance, c) crisis prevention and recovery and d) environment and sustainable development as well as the UNDP’s comparative advantages.

UNDP’s Pro-Poor Sustainable Growth and Economic Development programme was introduced to support capacity development for economic transition to development at all levels as well as MDG-based planning and MDG localisation, which were central to the country’s economic and human development. The Programme was designed to support efforts towards the attainment of the country’s Millennium Development Goals priorities. In addition, the programme aimed to support the restoration and transformation of institutional capacities that have an impact on the achievement of poverty reduction and broad based equitable economic growth and development. The programme also was established to help strengthen institutional capacities to better manage development processes and coordinate support from development partners.

Under the overall umbrella of achieving the MDGs by 2015, and the Zimbabwe Agenda for Sustainable Social and Economic Transformation (ZIM ASSET) 2013-2018, the UNDP country programme supports Zimbabwe by promoting economic reforms and early recovery for sustainable livelihoods.

# Evaluation Purpose

UNDP commissions outcome evaluations to capture and demonstrate evaluative evidence of its contributions to development results at the country level as articulated in both the Zimbabwe UN Development Assistance Framework (ZUNDAF) 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 UNDP Zimbabwe, outcome evaluations are being conducted in 2014 to assess the impact of UNDP’s development assistance across the major thematic and cross cutting areas of good governance, pro poor sustainable growth, and sound management and use of the environment.

The UNDP Office in Zimbabwe is commissioning this evaluation on economic management and pro-poor policies and strategies to capture evaluative evidence of the relevance, effectiveness, efficiency and sustainability of current programming, which can be used to strengthen existing programmes and to set the stage for new initiatives. The evaluations serves an important accountability function, providing national stakeholders and partners in Zimbabwe with an impartial assessment of the *res*ults of UNDP support to Zimbabwe on economic management and pro-poor development.

# Evaluation Scope and Objectives

The outcome evaluation will be conducted during the months of June and July 2014, with a view that results will contribute to the improvement of the implementation of the programme and provide strategic direction and inputs to the preparation of the new UNDP country programme and the next ZUNDAF, both scheduled to start in 2015.

Specifically, the outcome evaluation will assess:

1. The relevance and strategic position of UNDP support to Zimbabwe on economic management and pro-poor initiatives
2. The frameworks and strategies that UNDP has devised for its support on economic management and pro-poor initiatives, including partnership strategies, and whether they are well conceived for achieving planned objectives.
3. The progress made towards achieving outcomes, through specific projects and advisory services, including contributing factors and constraints
4. The progress to date under these outcomes and what can be derived in terms of lessons learned for future UNDP support to Zimbabwe on economic management and pro-poor development.

This evaluation will consider the pertinent country programme outcomes and outputs listed under ZUNDAF 2.1. Enhanced economic management and pro-poor development policies and strategies, as stated in the ZUNDAF and the 2012-2015 country programme document (CPD) for Zimbabwe. The specific outcomes under ZUNDAF 2.1. to be assessed are:

1. National pro-poor and MDG responsive development strategies developed and implemented
2. Institutions for economic management strengthened

As described in Annex 1, the UNDP Zimbabwe country office has implemented three projects that reside within these outcomes. An analysis of achievements across these three projects is expected.

# Evaluation Questions

The outcome evaluation will analyse:

*Relevance*:

* Has UNDP been influential in national debates on economic management and poverty in Zimbabwe and has it contributed to national priorities?
* To what extent is UNDP’s engagement a reflection of strategic considerations, including UNDP’s role in a particular development context in Zimbabwe and its comparative advantage vis-a-vis other partners?
* To what extent was UNDP’s selected method of delivery appropriate to the development context?
* To what extent have UN reforms influenced the relevance of UNDP support to the Government of Zimbabwe in the economic management and pro-poor development sector?

*Effectiveness*

* To what extent has UNDP been effective in supporting local initiatives for MDG fulfilment? Considered in aggregate, are these local initiatives producing nationally significant results?
* Has UNDP been effective in advocating best practices and desired goals?
* What evidence is there that UNDP support has contributed towards an improvement in national government capacity, including institutional strengthening?
* What contributing factors and impediments enhance or impede UNDP performance in this area?
* Taking into account the technical capacity and institutional arrangements of the UNDP country office, is UNDP well suited to providing economic management and pro-poor initiatives in Zimbabwe?
* Is UNDP perceived by stakeholders as a strong advocate for improving economic management and conditions of poverty in Zimbabwe?
* How effective has UNDP been in partnering with development partners, civil society and private sector to strengthen its economic management and pro-poor development programme?
* Has UNDP utilised innovative techniques and best practices in its programming in this area?

*Efficiency*

* To what extent have the programme or project outputs been efficient and cost effective?
* Has there been an economical use of resources?
* Are the monitoring and evaluation systems that UNDP has in place helping to ensure that programmes are managed efficiently and effectively?
* Has UNDP been efficient in building synergies and leveraging with other programmes and stakeholders in Zimbabwe?

*Sustainability*

* What is the likelihood that the economic management and pro poor development initiatives which UNDP has supported are sustainable?
* What mechanisms have been set in place by UNDP to support the government of Zimbabwe to sustain improvements made through these economic management and pro-poor development interventions?
* How should the portfolio of activities be enhanced to support central 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 with national institutions, CSOs, UN Agencies, private sector and other development partners in Zimbabwe, in order to promote long term sustainability?

All evaluation questions should 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 do the poor, indigenous and tribal peoples, women and other disadvantaged and marginalized groups benefitted from UNDP’s work in poverty?

*Gender Equality*

* + To what extent has gender been addressed in the design, implementation and monitoring of economic management and pro-poor development 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 support on economic management and pro-poor development promoted positive changes in gender equality? Were there any unintended effects? Information collected should be checked again data from the UNDP country office’ Results-oriented Annual Reports (ROAR) during the period 2012 - 2015.

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 UNDP Zimbabwe Country Office should adjust its programming, partnership arrangements, resource mobilization strategies, and capacities to ensure that the economic management and pro-poor development portfolio fully achieves its outcomes by the end of the ZUNDAF period and is positioned for sustainable results in the future. The evaluation is additionally expected to offer wider lessons for UNDP support in Zimbabwe and elsewhere based on this analysis. .

# Methodology

The outcome evaluation will be carried out by an external team of evaluators, and will engage a wide array of stakeholders and beneficiaries, including national and local government officials, donors, civil society organizations, academics and subject experts, private sector representatives and community members.

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 observed progress in economic management and pro-poor initiatives at national and local levels in Zimbabwe. The evaluators will develop a logic model of how UNDP interventions in this area are expected to lead to improved national and local government management and service delivery. In the case of the two outcomes for Zimbabwe being assessed, a theory of change was not explicitly defined when the outcomes were established. The evaluators are expected to construct a theory of change for each of the outcomes, based against stated objectives and anticipated results, and more generally from UNDPs global poverty reduction and capacity development 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, stakeholder interviews, focus groups, surveys and site visits.

The following steps in data collection are anticipated:

***5.1 Desk Review***

A desk review should be carried out of the key strategies and documents underpinning the work of UNDP in Zimbabwe in support of economic management and pro-poor development. This includes reviewing the ZUNDAF and pertinent country programme documents, as well as a wide array of monitoring and evaluation documents, to be provided by the UNDP country office.

The evaluators are expected to review pertinent strategies and reports developed by the Government of Zimbabwe that are relevant to UNDPs support on economic management and pro-poor development. This includes the government’s Mid-Term Plan (MTP), the Zimbabwe Agenda for Sustainable Social and Economic Transformation (ZIMASSET), and other national reports, to be made available by the UNDP country office.

The evaluators will examine all relevant documentation concerning the 3 projects implemented within the economic management and pro-poor development area, including project TORs, evaluations, and technical assessment reports. The three projects are listed in Annex 1.

***5.2 Field Data Collection***

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

* Interviews with key partners and stakeholders
* Field visits to project sites and partner institutions
* Survey questionnaires where appropriate
* Participatory observation, focus groups, and rapid appraisal techniques

# Deliverables

The following reports and deliverables are required for the evaluation:

* Inception report
* Draft Economic Management and Pro-poor Development Outcome Evaluation Report
* Presentation at the validation workshop with key stakeholders, (partners and beneficiaries)
* Final Economic Management and Pro-poor Development Outcome Evaluation report

One week after contract signing, the evaluation manager will produce an **inception report** containing the proposed theory of change for UNDPs work on economic management and pro-poor development in Zimbabwe. The inception report should include an evaluation matrix presenting the evaluation questions, data sources, data collection, analysis tools and methods to be used. Annex 3 provides a simple matrix template. 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 site visits.

The **draft evaluation report** will be shared with stakeholders, and presented in a validation workshop, that the UNDP country office will organise. Feedback received from these sessions should be taken into account when preparing the final report. The evaluators will produce an ‘audit trail’ indicating whether and how each comment received was addressed in revisions to the **final report**.

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

1. Title
2. Table of Contents
3. List of Acronyms and Abbreviations
4. Executive Summary
5. Introduction
6. Description of the intervention
7. Evaluation Scope and Objectives
8. Evaluation approach and methods
9. Data Analysis
10. Findings and conclusions
11. Recommendations
12. Lessons Learned
13. Annexes

# Evaluation Team Composition and Required Competencies

The outcome evaluation will be undertaken by 2 external evaluators, hired as consultants, comprised of an Evaluation Manager and an Associate Evaluator. Both international and national consultants can be considered for these positions.

Required Qualifications of the International Consultant

* + Minimum Master’s degree in economics, public administration, regional development/planning or any other social sciences related to economic management and pro-poor development;
  + At least 5 years of experience in conducting outcome evaluations in the economic development area or evaluations of programmes focused on accountability, and capacity development or a number of at least 5 evaluation processes;
  + Strong working knowledge of UNDP and its mandate, the civil society and working with government authorities;
  + Extensive knowledge of results-based management evaluation, as well as participatory M&E methodologies and approaches;
  + Experience in applying SMART (S Specific; M Measurable; A Achievable; R Relevant; T Time-bound) indicators and reconstructing or validating baseline scenarios;
  + Minimum 10-15 years of professional experience in the area of development, including gender equality and social policies;
  + Strong reporting and communication skills;
  + Excellent communication skills with various partners including donors;
  + Knowledge on mainstreaming Gender and Human rights in projects and programmes desired; and,
  + Previous experience on UNDP outcome evaluations desired.

The **Evaluation Manager** will have overall responsibility for the quality and timely submission of the final evaluation report. Specifically, the Evaluation Manager will perform the following tasks:

* Lead and manage the evaluation mission;
* Design the detailed evaluation scope and methodology and approach;
* Ensure efficient division of tasks between the mission members;
* Conduct the outcome evaluation in accordance with the proposed objective and scope of the evaluation and UNDP evaluation guidelines;
* Draft and present the Inception Report, and the draft and final evaluation reports;
* Finalize the evaluation report and submit it to UNDP

Required qualification of the Associate Evaluator

* Be a Zimbabwean citizen or persons with extensive experience working in Zimbabwe during the last 5 years
* Minimum Master’s degree in the social sciences
* Have at least 5 years’ experience in evaluation process and techniques
* Have strong communication skills
* Have good experience in working in UN agencies will be an added advantage
* Have excellent reading and writing skills in English
* Have a strong understanding of the development context in Zimbabwe and preferably understanding of the strategic economic management and pro-poor development issues within the Zimbabwe context.

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

* Review documents;
* Participate in the design of the evaluation methodology;
* Conduct the outcome evaluation in accordance with the proposed objectives and scope of the evaluation;
* Draft related parts of the evaluation report as agreed with the Evaluation Manager; and
* Assist the Evaluation Manager in finalizing the draft and final evaluation report.

# 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. In particular, evaluators must be free and clear of perceived conflicts of interest. To this end, interested consultants will not be considered if they were directly and substantively involved, as an employee or consultant, in the formulation of UNDP strategies and programming relating to the outcomes and programmes under review. The code of conduct and an agreement form to be signed by each consultant are included in Annex 4.

***Implementation Arrangements***

The UNDP Zimbabwe country office will select the evaluation team, and will be responsible for the management of the evaluators. UNDP will designate a focal point for the evaluation and any additional staff to assist in facilitating the process (e.g., providing relevant documentation, arranging visits/interviews with key informants, etc.). The Country Office will take responsibility for the approval of the final evaluation report. The M&E Specialist in the Country Office will arrange introductory meetings within UNDP and Unit Heads will establish initial contacts with government partners and project staff. The consultants will take responsibility for setting up meetings and conducting the evaluation, subject to advanced approval of the methodology submitted in the inception report. The UNDP country office will develop a management response to the evaluation within six weeks of report finalization.

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

Subsequent to the completion of this outcome evaluation, the full UNDP Zimbabwe programme will be evaluated by the UNDP Independent Evaluation Office. Zimbabwe is one of six countries to receive an Assessment of Development Results (ADR) in 2014. The IEO carries out these country programme assessments in the year prior to new UNDAF’s and CPDs being established. This outcome evaluation on economic management and pro-poor development support will be an important source of information for the Zimbabwe ADR. The UNDP Independent Evaluation Office may request to extend the contracts of the evaluators for this outcome evaluation to provide additional support to the ADR implementation during August through October 2014.

# Time-Frame for the Evaluation Process

The evaluation is expected to take 22 working days for each of the two consultants, over a period of six weeks starting 15 June 2014. A tentative date for the stakeholder workshop is 24 July, and the final draft evaluation report is due the 2nd of August 2014. The following table provides an indicative breakout for activities and delivery:

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Activity** | **Deliverable** | **Work day allocation** | | **Time period (days) for task completion** |
|  |  | **Evaluation Manager** | **Associate Evaluator** |
| Review materials and develop work plan | Inception report and evaluation matrix | 4 | 3 | 7 |
| Participate in an Inception Meeting with UNDP Zimbabwe country office |
| Draft inception report |
| Review Documents and stakeholder consultations | Draft evaluation report  Stakeholder workshop presentation | 13 | 16 | 30 |
| Interview stakeholders |
| Conduct field visits |
| Analyse data |
| Develop draft evaluation report to Country Office |
| Present draft Evaluation Report at Validation Workshop | Final evaluation report | 5 | 3 | 7 |
| Finalize and submit evaluation report incorporating additions and comments provided by stakeholders |
|  | totals | 22 | 22 | 6 weeks |

# 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. Travel costs and daily allowances will be paid against invoice, and subject to the UN payment schedules for Zimbabwe. 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 | 10% |
| Draft Evaluation Report | 70% |
| Final Evaluation Report | 20% |

**ANNEXES**

# ANNEX 1 - LIST OF OUTCOMES TO BE EVALUATED

|  |  |  |  |
| --- | --- | --- | --- |
| **ZUNDAF Outcome** | **CPAP Outcomes** | **CPAP Outputs** | **Projects** |
| ***Enhanced Economic Management and Pro-Poor Development Policies and Strategies*** | **Outcome 1**  National pro-poor and MDG responsive development strategies developed and implemented | 1. National and sectorial development plans, strategies and policies supported within the national development plan (ZIMASSET)framework | 000079955  Accelerating MDG attainment |
| 1. The formulation and implementation of MDG Accelerated Action Plan advocated for and supported |
| 1. MDG progress monitored and reported and NHDR produced. | 00079953  National statistics system |
| 1. Integration of migration and population issues into national development policies and strategies. |
| **Outcome 2**  Institutions responsible for economic management and policy formulation and implementation strengthened | 1. Strengthened public finance management systems | 0007952  Strengthen economic management |
| 1. Aid and development results coordination mechanisms revamped and integrated into national development planning processes |
| 1. Strengthened skills, systems and processes for economic management in policy formulation, strategic planning and implementation. |

**Annex 2 – Project List**

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| **No.** | **Project Short Title** | **Source of Funds** | **Total Budget (in US$)** | **Implementing Agency** | **MTR or final evaluations conducted** | **Project Duration** |
| 000079955 | Accelerating MDG attainment |  |  |  |  |  |
| 00079953 | National statistics system |  |  |  |  |  |
| 00007952 | Strengthen economic management |  |  |  |  |  |

# ANNEX 3 - DOCUMENTS TO BE CONSULTED

* Zimbabwe United Nations Development Assistance Framework 2012 – 2015
* ZUNDAF 2012-2015 Annual and mid-term review reports
* Zimbabwe Agenda for Sustainable Social and Economic Transformation Framework (ZIM ASSET) 2013-2018
* UNDP Country Programme Document 2012 – 2015
* UNDP Country Programme Action Plan 2012 – 2015
* UNDP PME Handbook
* UNDP Evaluation Guide and addendum
* UNDG RBM Handbook
* UNDG Ethical Code of Conduct of Evaluators
* Project Documents, reports and project evaluation reports
* Project Result and Resources Framework
* Other documents and materials related to the outcome to be evaluated (from the government, donors, research papers etc.)
* MDG 2012 Status Report
* Relevant ROARs

# ANNEX 4 - EVALUATION MATRIX

The evaluation matrix is a tool that evaluators create as a map and reference in planning and conducting an evaluation. It also serves as a useful tool for summarizing and visually presenting the evaluation design and methodology for discussions with stakeholders. It details evaluation questions that the evaluation will answer, data sources, data collection, analysis tools or methods appropriate for each data source, and the standard or measure by which each question will be evaluated

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

**ANNEX 5 – LIST OF KEY STAKEHOLDERS**

**Annex 6: Ethical Code of Conduct for UNDP Evaluations**

Evaluators:

1. Must present information that is complete and fair in its assessment of strengths and weaknesses so that decisions or actions taken are well founded
2. 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.
3. 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.
4. 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.
5. Should be sensitive to beliefs, manners and customs and act with integrity and honesty in their relations with all stakeholders. In line with the UN Universal Declaration of Human Rights, evaluators must be sensitive to and address issues of discrimination and gender equality. They should avoid offending the dignity and self-respect of those persons with whom they come in contact in the course of the evaluation. Knowing that evaluation might negatively affect the interests of some stakeholders, evaluators should conduct the evaluation and communicate its purpose and results in a way that clearly respects the stakeholders’ dignity and self-worth.
6. 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.
7. Should reflect sound accounting procedures and be prudent in using the resources of the evaluation.

**Evaluation Consultant Agreement Form[[1]](#footnote-1)**

**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: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

1. www.unevaluation.org/unegcodeofconduct [↑](#footnote-ref-1)