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Terms of Reference

UNDP Trinidad and Tobago Country Office

Evaluation of Country Programme 2012 to 2015

Job Title:	Consultant for Independent Evaluation of Country Programme for 2012 to 2015
Duty Station:	Home Country Based with field mission to Trinidad and Tobago
Contracting Authority:	United Nations Development Programme
Contraction Duration:	25 working days
Start Date:	September 14, 2015

1. Background and Context

Context

Trinidad and Tobago (T&T) is a twin-island state situated north of Venezuela. The country has one of the highest per capita incomes in Latin America and the Caribbean. Trinidad and Tobago secured independence from Britain in 1962 and it remains a member of the British Commonwealth. The nation is a constitutional republic with the government comprising three (3) independent arms – the Legislature, the Executive and the Judiciary. Tobago is administered separately by the Tobago House of Assembly (THA). After the People's Partnership (PP) coalition assumed power following the general elections in 2010, the new administration discontinued the previous national development strategy "Vision 2020". The new government's vision was subsequently adopted from its manifesto of "Prosperity for All" which outlines seven interconnected pillars as the basis for their development strategy: 1) People-Centred Development; 2) Poverty Eradication and Social Justice; 3) National and Personal Security; 4) Information and Communication Technologies; 5) a more Diversified , Knowledge Intensive Economy; 6) Good Governance; and 7) Foreign Policy.

The country's economy is driven by the energy sector which accounts for more than forty percent (40%) of the Gross Domestic Product (GDP), approximately ninety percent (90%) of exports and more than fifty (50%) of government revenues. Oil production has experienced a decline in the last decade as the country's energy sector refocused its efforts on the extraction



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and refining of natural gas. However, dwindling reserves, and declining oil and gas prices have raised concerns over the long-term growth and sustainability of the country's energy sector and by extension the domestic economy. Given the volatility of oil and gas prices and the fact that these natural resources are finite commodities, there have been several plans designed by successive governments to diversify the economy. The renewable energy sector has also gained increased interest as a result. Other sectors that the Government of Trinidad and Tobago targeted for increased investment include tourism, agriculture, information and communications technology and shipping. In 2012, growth in the country's economy stood at approximately 1.5% and grew by 1.7% in 2013. In early 2014, the Central Bank of Trinidad and Tobago projected a 2.5% growth rate for the Trinidad and Tobago economy. However, due to the poor performance of the energy sector as a result of declining energy prices and the reduction in natural gas and LNG production the economy grew by a modest 0.5% in 2014. As the impact of depressed energy prices continues to be felt globally it is expected that reduction of revenue from this most important sector would result in a reduction of funding for the Government's development initiatives.

Trinidad and Tobago continues to grapple with social issues such as crime, poverty, inadequate/low quality health care services, environmental degradation and the perception of corruption. These issues continue to inhibit national growth and broad-based human development. In 2010, Trinidad and Tobago ranked 59th on the 2010 Human Development Index (HDI). In 2013, Trinidad and Tobago fell to 64th on the HDI.

Serious crime (including cases of murder, rape, aggravated robbery, etc.) has been reported to be on the decline. Statistics from the Crime and Problem Analysis (CAPA) unit of the Trinidad and Tobago Police Service (TTPS) shows the reported cases of serious crime declining from 20,126 cases in 2010 to 12,055 cases in 2014. Despite these statistics, however, many analysts and the population at large have questioned these statistics based on the methodology and categorization used by the TTPS in the collection of this data. In general, the perceived fear of crime remains quite high.

Due to its close proximity to the South American mainland, Trinidad and Tobago is also faced with challenges linked to the illicit trade of drugs, weapons and human trafficking. A weak criminal justice system and low public trust and confidence in the protective services have served to fuel criminal activity in the twin-island state. The country's high murder rate continues to draw international attention and affects the country's image, tourism and



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investment efforts. As a result ten percent (10%) of the country's national budget (over US\$1 billion) for the fiscal year 2014/2015 was allocated to the Ministry of National Security for crime response and prevention initiatives.

Environmental protection remains a major issue. As a result of heavy industry and vehicular traffic, the country is within the top ten countries on carbon emissions per capita. Though additional data is required to analyse the full extent of the environmental challenges, the country experiences many environmental problems resulting from both anthropogenic and natural causes ranging from flooding to widespread pollution of waterways and coastal areas, illegal dumping, deforestation, excessive soil erosion, and fisheries and wildlife depletion. There have been increased instance of anthropogenic pollution as evidenced by the recent series of oil leaks in the southern part of Trinidad.

Established in 1961, the UNDP Trinidad and Tobago Office was graduated to a Net Contributing Country (NCC) in January 2008. The Country Office has made important contributions to policy work and dialogue on poverty alleviation, strengthening governance, decentralization, improved national policy frameworks to deal with climate change and on Corporate Social Responsibility (CSR).

The UNDP Trinidad Country Programme Document for the period 2012 to 2015 focuses on four (4) broad areas closely linked to four (4) of the seven (7) pillars of the government's policy manifesto "Prosperity for All" and the Millennium Development Goals (MDGs). The areas of focus are as follows:

Poverty Eradication and Social Justice (Pillar 2)

Outcome: The country would have made progress in the formulation and application of targeted policies to reduce poverty

The Country Office has taken a key leadership role in the implementation of the joint UN programmes on poverty alleviation (MDG 1) and social statistics to reduce poverty levels. The Country Office has and will continue to contribute to the development of a national poverty reduction strategy. The UNDP Country Office also continues to work with its government counterparts to develop policy and strengthen the private sector's role in Corporate Social Responsibility to address the issues of poverty and the environment.



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National and Personal Security (Pillar 3)

Outcome: Improved human security through implementation of evidence based policies, strategies and practical initiatives

In 2012, the UNDP Trinidad and Tobago Office assisted in the development of the Caribbean Human Development Report on Citizen Security which was launched in Trinidad. This and other key projects, such as the Juvenile Court Project, sought to build on the government's priority to focus on socio-environmental factors that contribute to the escalation of crime and violence in the country.

Knowledge Intensive Economy including Environmental Issues (Pillar 5)

Outcome: Increased environmental sustainability to achieve sustainable development through environmental management, compliance with international treaties, adaptation to climate change, and improvement in capacity for policy and strategy development

In response to the challenge posed by the environmental standards set in MDG 7, UNDP has supported the government in reducing the country's environmental vulnerabilities through the implementation of projects that seek to reduce carbon emissions and the phasing out of ozone depleting substance (ODS) and by assisting in the development of policy frameworks for sustainable land management and renewable energy alternatives.

Good Governance (Pillar 6)

Outcome: Mechanisms are enhanced for government institutions and processes to improve responsiveness and accountability to the general population through effective participation and dialogue involving all sector of society

Through projects such as the Strengthening of the Parliament of Trinidad and Tobago project, the UNDP Country Office sought to increase public confidence by building capacity of public institutions and increasing their accountability, thereby fostering an enabling environment for trust-building, consensual decision-making and budgetary prioritization beyond the electoral cycle.



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The UNDP Trinidad and Tobago Country Programme 2012 to 2015, seeks to address the persistent inequality, structural challenges and inherent vulnerabilities of Trinidad and Tobago in a coherent and integrated way. Since 2012, the UNDP Trinidad and Tobago Country Office has been supporting the Government of the Republic of Trinidad and Tobago in accelerating progress towards the achievement of the Millennium Development Goals (MDGs) and other internationally agreed goals and targets and to address the priorities articulated in stakeholder consultation during the formulation process of the Country Programme Document (CPD) 2012 to 2015 approved by the UNDP Executive Board.

Outcome evaluations are strategic and important to UNDP as the organization strives to make a difference through its contribution to the attainment of national outcomes. ***The objective of this evaluation is to assess progress towards the UNDP Trinidad and Tobago outcome areas and the extent to which the Country Office has contributed to these outcomes through project and non-project activities.*** The evaluation will also be forward looking, by identifying the changes needed to achieve the stated outcomes in the CPD and how these interventions align to the new UNDP Strategic Plan for 2014 to 2017.

2. Purpose of the evaluation

Purpose

The UNDP Trinidad and Tobago Country Office is seeking an external consultant to assess the degree to which the Country Office has accomplished its programme outcomes as stated in the Country Programme Document (CPD) for Trinidad and Tobago 2012 to 2015 through its project and non-project activities. Based on this assessment and taking into account the new UNDP Strategic Plan for 2014 to 2017, the evaluation will make recommendations as to how UNDP Trinidad and Tobago could align itself to meet the requirements of the new Strategic Plan and could improve the prospects of achieving the stated CPD outcomes through adjusting its programming, partnership arrangements, resource mobilization strategies, working methods and management structures. These findings/recommendations will then be used as a key tool to inform the development of the new CPD to be approved in 20106 and to align the core portfolio of projects to UNDP's Strategic Plan 2014 to 2017.

Scope of Evaluation

In order to achieve this, the consultant will distill the projects within the areas of Poverty and Social Policy, Governance, Energy and the Environment, Disaster Risk Reduction and Citizen Security. The consultant would then assess how these combined actions have contributed to



outcome levels changes as outlined in the Country Programme Document (CPD). Specifically, the evaluation should seek to:

- Review the status of the outcomes and the key factors that affect (both positive and negative) to the outcomes;
- Review and assess the Programmes' partnership with government, civil society, other international organisations and private society and provide recommendations for how these partnerships can be strengthened;
- Taking into account the 2014 to 2017 UNDP Strategic Plan, UNDP Gender Strategy and UNDP Youth Strategy and other relevant corporate policy documents, this evaluation should provide recommendations for the future direction of the Country Programme, enabling the Country Office to contribute to the achievement of the stated outcomes in these strategy documents.
- Identify proposals for synergies with other practice areas as a way of implementing an issues based approach to our development work; and
- The results of this evaluation should serve as input into developing the Theories of Change required to achieve the stated outcomes for the new programme cycle.

Key Evaluation Criteria and Questions

Relevance:

Relevance concerns the extent to which a development initiative and its intended outputs or outcomes are consistent with national and local policies and priorities and the needs of intended beneficiaries. Relevance also considers the extent to which the initiative is responsive to the UNDP corporate plan and human development priorities of empowerment and gender equality issues. Relevance concerns the congruency between the perception of what is needed as envisioned by the initiative planners and the reality of what is needed from the perspective of intended beneficiaries. It also incorporates the concept of responsiveness—that is, the extent to which UNDP was able to respond to changing and emerging development priorities and needs in a responsive manner:

- Are the stated outcomes and indicators appropriate for the development situation in Trinidad and Tobago?
- To what extent are the focus areas relevant to the development needs of Trinidad and Tobago and the 2014 to 2017 UNDP Strategic Plan? What strategies should UNDP Trinidad and Tobago undertake to achieve intended development results? What are the priority issues that UNDP Trinidad and Tobago could focus on in the short-term?
- Does the UNDP Country Office programme address urgent and emerging priorities, which were not originally in the CPD (e.g. integration of the emerging post-2015 development agenda)? How should they be reflected in the results matrix?



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- How has UNDP Trinidad and Tobago observed its commitment to addressing cross-cutting issues such as human rights based approaches, gender mainstreaming, capacity building and knowledge management?
- Are the monitoring indicators appropriate to measure achievement of the outcome or is there a need for improvement?

Effectiveness

Effectiveness is a measure of the extent to which the initiative's intended results (outputs or outcomes) have been achieved or the extent to which progress toward outputs or outcomes has been achieved:

- Can the outputs and other interventions of the UNDP Country Office be credibly linked to the achievement of the outcomes?
- What progress has been made in terms of achieving the UNDP Country Office outputs (including an analysis of both project activities and soft assistance)?
- What are the key outputs that have been or likely to be produced by the UNDP Country Office to contribute to the outcomes?
- What are the factors (negative and positive) that affect the accomplishment of the outputs?
- What were the positive and negative, intended or unintended, changes contributed by the work of the UNDP Country Office?
- What has been the quality of output and outcome level monitoring and how has it contributed to programme achievements? How have corresponding outputs delivered by the UNDP Country Office affected the outcomes, and in what ways have they not been effective? How effectively were project evaluations used by the UNDP Country Office?
- How has the UNDP Country Office observed its commitment to addressing cross-cutting issues such as human rights based approaches, gender mainstreaming, capacity building and knowledge management?

Efficiency

Efficiency measures how economically resources or inputs (such as funds, expertise and time) are converted to results. An initiative is efficient when it uses resources appropriately and economically to produce the desired outputs. Efficiency is important in ensuring that resources have been used appropriately and in highlighting more effective uses of resources:

- To what extent have the programme and project outputs resulted from economic use of resources?



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- With the existing interventions in partnership with other actors and stakeholders, has the UNDP Country Office achieved the outcome within the set timeframe and inputs – or whether additional resources are required and new or changed interventions are needed in the future?
- To what extent were quality outputs delivered on time?
- Are there any synergies between the UNDP Country Office, other UN Agencies and donors?
- Are there any gaps in terms of time, resources, capacities, etc. that prevented the achievement of the outcomes?

Sustainability:

Sustainability measures the extent to which benefits of initiatives continue after external development assistance has come to an end. Assessing sustainability involves evaluating the extent to which relevant social, economic, political, institutional and other conditions are present and, based on that assessment, making projections about the national capacity to maintain, manage and ensure the development results in the future:

- What is the prospect of the sustainability of the UNDP Country Office's interventions related to the outcomes? Provide recommendations for ensuring sustainability.
- Indicate if the scaling up/replication of the projects or methodology is feasible and make recommendations to ensure the same; assess how well the Country Office replicated or extended projects including timings and change in project design etc.
- To what extent has a sustainability strategy, including capacity development of key national stakeholders been developed or implemented?
- To what extent are policy and regulatory frameworks in place that will support the continuation of benefits?

The consultant shall complement the questions listed above in his/her methodological proposal (evaluation matrix) in order to comply with the objectives and scope of the evaluation.



3. Methodology

The programme evaluation is to be undertaken in accordance with UN evaluation norms and policies, including UN Standards and Norms for Evaluations, UNDP Handbook on Planning, Monitoring and Evaluation for Development Results, and in particular UNDP outcome-level evaluation companion guide. Evaluation methods should be selected for their rigor in producing empirically based evidence to address the evaluation criteria, to respond to the evaluation questions, and to meet the purpose of the evaluation¹.

Evaluation methods should be selected for their rigor in producing empirically based evidence to address the evaluation criteria, to respond to the evaluation questions, and to meet the objectives of the evaluation. The type of information and methods selected must produce evidence, and they should combine both qualitative and quantitative aspects. The evaluation findings should not rely only on perceptions, but the evidence should be validated by triangulation of different data sources /or methods) The evaluation should use primary and secondary data, and should include a presentation of the results matrix of the initiative, updated with the new indicator status, but delimited by the possible restrictions identified in the analysis of the evaluation. The central focus of the evaluation is the contribution to outcomes, without excluding other levels of results (i.e. outputs).

It is expected that the review, findings and recommendations will be grounded analytical work derived from the following methods:

- Desk review of related documents such as programme related documents, project documents and Annual Work Plans (AWPs), progress reports as well as project evaluation reports;
- Consultation with stakeholders and counterparts (interviews and focus groups);
- Consultation with beneficiaries (interviews and focus groups);
- Field visits to meet national partners, beneficiaries and other stakeholders. The evaluation methods and parties to be consulted should be selected so that all key national partners will be covered in the evaluation. This may require use of electronic survey to complement other data collection tools.

¹ See: Norms: http://www.uneval.org/papersandpubs/documentdetail.jsp?doc_id=21

Standards: http://www.uneval.org/papersandpubs/documentdetail.jsp?doc_id=22

UNDP Handbook on Planning, Monitoring and Evaluation for Development Results <http://web.undp.org/evaluation/handbook/>
UNDP outcome-level evaluation <http://web.undp.org/evaluation/methodologies.htm>



- Regular consultation meetings with UNDP staff, project staff and senior management as appropriate.
- Surveys, interviews and questionnaires.

4. Deliverables

The consultant will conduct a preliminary scoping exercise and design an inception report (containing an evaluation matrix), evaluation protocols for different stakeholders and a description of the methodology (using quantitative and qualitative data as means of collection), to be discussed with the UNDP Trinidad and Tobago Country Office, before the evaluation commences and before the field mission.

Inception Report² - *Evaluation framework/design and implementation plan*

An inception report should be prepared by the consultant before going into the full-fledged evaluation exercise. The report should contain an evaluation matrix that displays each of the evaluation criteria, the questions and sub-questions that the evaluation will answer, and for each question, the data that will be collected to inform that question and the methods that will be used to collect that data³. In addition, the inception report should make explicit the underlying theory or assumptions about how each data element will contribute to understanding the development results—attribution, contribution, process, implementation and so forth—and the rationale for data collection, analysis and reporting methodologies selected. It should also include a proposed schedule of tasks/activities and deliverables and a table of contents for the final evaluation report

This information shall be reflected in an evaluation matrix, for example:

SAMPLE EVALUATION MATRIX

² UNDP Outcome Level Evaluation Guide, P31.

³ UNDP Handbook, P172



Criteria/Sub-criteria	(Examples of) questions to be addressed by outcome-level evaluation	What to look for	Data sources	Data collection methods
<p><u>Presentation of the preliminary findings</u></p> <p>The consultant should present the preliminary findings of the evaluation at the end of the field mission to Trinidad and Tobago to the UNDP Trinidad and Tobago Country Office. The outline of the presentation should be form part of the inception report. ⁴</p> <p><u>Draft evaluation report</u></p> <p>The draft report will be circulated to the UNDP Country Office, government counterparts and other key stakeholders to ensure that the evaluation needs are met based on the quality criteria, as well as validate the findings, recommendations and lessons identified in the report.</p> <p><u>Final Evaluation Report and Power Point Presentation</u> ⁵</p> <p>The key product (deliverable) expected from this outcome evaluation is a comprehensive analytical report, no more than forty (40) pages maximum with annexes. The report should be in English and should, at least, include the following content:</p> <ul style="list-style-type: none"> ○ An executive summary ○ An introduction (Background and approach/methodology, Evaluation Scope and Objectives, Evaluation Criteria, Evaluation Approach and Methods) ○ Development context/challenges ○ Description of the UNDP Country Office response/work ○ An in-depth analysis of the situation with regard to the outcomes and development results (Presentation of findings based on evaluation criteria and 				

⁴ UNDP Handbook on Evaluation, P29.

⁵ Ibid.



- other cross-cutting issues) and the UNDP Country Office contribution
- Key findings
 - Forward-looking analysis
 - Conclusions
 - Recommendations
 - Lessons Learned
 - Annexes (TOR, field visits, people interviewed, documents reviewed, etc.)

The power point presentation should include the key findings, forward-looking analysis and recommendations.

5. Required competencies

The consultant will have the overall responsibility for the quality and timely submission of the consultancy deliverables.

The consultant will perform the following tasks:

- Manage the evaluation mission;
- Design the detailed evaluation scope and methodology (including the methods for data collection and analysis and submit the inception report for approval by UNDP Trinidad and Tobago;
- Present the inception report to UNDP Management and other partners;
- Conduct desk review of relevant documents as outlined in the list of reference materials
- Conduct interviews and/or focus groups and field visits as part of the outcome evaluation process
- Conduct meetings with government counterparts, programme and project staff and other key counterparts as required;
- Conduct an analysis of the outcome, outputs and partnership strategy (as per the scope of the evaluation described above);
- Draft related deliverables for the outcome evaluation and submit/present findings to UNDP; and
- Submission of all Evaluation deliverables to UNDP.

The consultant should have the following profile:

- Minimum of a Master Degree in Development Studies, Economics, Public Administration, or any other social sciences related to Development Management,



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Poverty Reduction or Energy and Environment Practices areas.

- At least seven (7) years' work experience in managing programme implementation and evaluation, preferably in Caribbean or SIDS countries.
- Minimum of 10 years' professional experience in the area of development, including environmental management, poverty reduction, regional development, gender equality and social policies.
- Solid foundation and experience in results based management/logical framework approach and other strategic planning approaches, evaluation methods and approaches (qualitative and quantitative).
- Proven command of written and spoken English.

6. Evaluation Ethics

For the development of this evaluation, the consultant will follow the ethical principles and guidelines established by UNDP and the United Nations Evaluation Group (UNEG)⁶. Among other aspects, this includes the rights and confidentiality that must be guaranteed to the people providing information, explicit requirements for its use, necessary permission for interviewing children and young people and in accordance with protocols that allow for the safeguarding of information and preservation of anonymity and confidentiality. The consultant shall operate in such a manner so as to guarantee the independence and impartiality of the process and outputs of the evaluation. The consultant is expected to agree with the Code of Conduct for Evaluators in the UN System and sign it as part of his/her contract.

7. Implementation arrangements

The consultant will undertake the evaluation exercise. The consultant will report to the UNDP Assistant Resident Representative and Evaluation Manager. During the evaluation, UNDP Trinidad and Tobago will help identify the key partners for interviews by the consultant. The Assistant Resident Representative or Monitoring and Evaluation Focal Point will arrange the

⁶ UNEG ethical guidelines: http://www.uneval.org/papersandpubs/documentdetail.jsp?doc_id=102



introductory meetings with members of the UNDP programme team at the Country Office and will establish the first contact with the government counterparts and key stakeholders. The consultant will then set his/her own meetings and conduct his/her own methodology upon approval of the methodology submitted in the inception report.

The consultant will work from home/office-based with a presence at the UNDP Country Office as needed, and is required to make his/her own travel arrangements. The consultant is also expected to arrange all resources needed to complete the assignment, if needed, at his/her own costs.

A total of about twenty-five (25) work days (including travel) to commence on [insert date] and to be concluded on [insert date]. The indicative time required for the evaluation, is broken down as follows:

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- Activity	- Timeframe and responsible party
- Evaluation design	- 3 days (consultant)
- Desk review of existing documents	- 4 days (consultant)
- Briefing with UNDP Trinidad and Tobago Country Office	- 0.5 day (UNDP Country Office and consultant)
- Field visits & Interviews with Partners	- 5 days (consultant)
- Drafting of the evaluation report	- 7 days (consultant)
- Debriefing with UNDP Trinidad and Tobago Country Office	- 0.5 day (UNDP Country Office and consultant)
- Finalization of the evaluation report	- 5 days (consultant)

Another example of a more detailed timeframe is provided below:



Tasks	Number of w/days	Tentative dates	Expected result
Desk review of project document, reports and other background documents	4	tbd	Inception report containing work plan, findings of desk review and evaluation methodology
Development of evaluation methodology/inception report	3	tbd	
Comments to the Inception Report by UNDP Trinidad and Tobago Country Office		tbd	
Site Visits, Meetings and interviews with stakeholders, beneficiaries and Partners;	5	tbd	Data from major stakeholders collected;
Debriefing (last day of the mission)	0.5	tbd	
Data analysis and preparation of the draft report	7	tbd	Draft evaluation report with findings, lessons learnt and results submitted to UNDP Trinidad and Tobago Country Office for review
Collecting comments on draft report from UNDP Country Office		tbd	
Finalization of the report on the basis of comments received	5	tbd	Evaluation report
Presentation of final	0.5	tbd	Evaluation report presented



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evaluation report Final Project Board Meeting				
Total working days(incl. travel)	25			
<ul style="list-style-type: none"> - The Monitoring and Planning Support Team of the Regional Centre for Latin America and the Caribbean could provide technical advisory to the Evaluation Manager (UNDP Trinidad and Tobago Country Office) and Project team, and to the consultant during some stages of the evaluation process. It will also conduct impartial peer-reviews for all evaluation products. - The evaluation process could also be supported by an Evaluation Reference Group, consisting of the members of some of CO-TT's Project Boards. The Reference Group will need to be constituted and informed of the key moments of the process and have an opportunity to comment on the evaluation products. 				

8. Payment

Payments would be made upon submission and approval of the following deliverables as highlighted in section 7 above:

1. Final Inception Report - 20%
2. Draft evaluation report and presentation of findings, conclusions and recommendations - 40%
3. Final evaluation report – 40%

9. Travel and Allowances

All envisaged travel costs must be included in the Consultant's financial proposal. This includes



all duty travels, travels to join duty station and repatriation. Any anticipated mission travel must be included in the TOR to allow for inclusion in the financial proposal. In the event of unforeseeable travel, the respective Business Unit and the Individual Contractor should agree upon the manner in which travel costs, including tickets, lodging and terminal expenses are to be reimbursed prior to travel.

Regardless of the purpose of travel, the prevailing price for an economy class tickets serving the most direct routes to be travelled shall apply for all Individual Contractors (ICs). In general, UNDP should not accept travel costs exceeding those of a full-fare economy class ticket. Individual Contractors wishing to upgrade their travel to business or first class shall do so at their own expense.

The annexes to the TOR to be provided to the consultant should include:

- Results framework of the Project results and the theory of change of the intervention (if available)
- Preliminary List of partners and key stakeholders,
- Preliminary List of key documents and databases to consult
- The format/structure required for the evaluation report
- Code of Conduct for UNEG evaluators

Annex: Preliminary List of Reference Materials

Documentation to be reviewed and considered includes but is not necessarily limited to the following:

- National Development Plans - national priorities Trinidad and Tobago
- United Nations Development Assistance Framework (UNDAF) 2012 to 2016
- Country Programme Document for Trinidad and Tobago (2012 to 2015)
- Country Programme Action Plan between the Government of Trinidad and Tobago and UNDP (2012 to 2015)
- The UNDP Strategic Plan
- The UNDP Gender Strategy
- The UNDP Youth Strategy



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- Results Oriented Annual Report (2012, 2013,2014)
- The Project Documents, Project Annual Work Plans (AWPs) and quarterly and annual reports of the projects
- Key products produced or supported by the outcome interventions
- Project Evaluation Reports
- UNDP Evaluation Report Template
- UN Evaluation Norms and Standards
- UNDP Handbook on Planning, Monitoring and Evaluation for Results.



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