

## Country Programme Evaluation Terms of Reference

### I. General Information

**Programme Name:** Country Programme Action Plan (CPAP) 2012-2016

**Reports to:** DRR, UNDP Mongolia

**Duty Station:** UNDP Mongolia CO

**Title:** One International consultant (Evaluation Team Leader) and three National consultants for the evaluation of Country Programme Action Plan (CPAP) 2012-2016

**Expected Places of Travel (if applicable):** selected provinces (to be discussed with evaluators)

**Duration of Assignment:** October 2015 – November 2015 (with 34 effective working days)

### II. Background Information

The UNDP Country Programme Action Plan (CPAP) 2012-2016 was approved by the Government of Mongolia and the UNDP Mongolia in January 10, 2012. It is based on consultations with the Government of Mongolia, United Nations agencies, civil society organizations and development partners. The document aligned to the national development goals and objectives and represents UNDP's contribution to the development priorities identified in the Common Country Assessment (CCA) and the United Nations Development Assistance Framework (UNDAF) for 2012-2016.

The Country Programme (2012-16) is aligned to a set of three thematic areas based on national priorities: (1) poverty reduction and achievement of MDGs, (2) democratic governance, and (3) environment and sustainable development. Together, areas are strategically focused and linked to support key results, achieve and sustain progress on the MDGs, and reflect UNDP's comparative advantages and resource availability.

Since the inception of the Country Programme, UNDP has conducted two CPAP reviews (2012/2013 and 2014) and a number of project evaluations<sup>1</sup>, measuring progress against established CPAP targets. As a result of the review process and in conjunction with national counterparts, targets and indicators at output and outcome level were revised and adjusted taking into account evolving national development priorities and context.

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<sup>1</sup> Final evaluation reports of Sustainable Land Management 2012, Livelihoods projects 2012, UN Joint Programme on Water and Sanitation 2013, Building Energy Efficiency Project 2014, Environmental Governance II 2014, Micro-insurance 2014, Rural Water and Sanitation 2015 and Specially Protected Area Network (SPAN) 2015; mid-term evaluation reports of SPAN, 2014 and Ecosystem based Adaptation 2015

### III. Evaluation purpose and objectives

Consistent with UNDP policy guidance all outcomes<sup>2</sup> to which UNDP is contributing through aligned activities and planned outputs must be monitored. The programme evaluation is an opportunity to review the strategic course, relevance and effectiveness of the implementation of the country programme especially its contribution to outcome-level results. The evaluation exercise in the year of 2015 now provides an opportunity to undertake a comprehensive review of UNDP contribution to the country's development. The evaluation findings will guide programmatic planning, advising if necessary to make changes to the country programme, as well as the allocation of resources. In addition, it will be used as a tool to plan for the next phase of the programme for 2017-2021.

The exercise allows UNDP to engage key stakeholders to discuss achievements, lessons learned and adjustments required in response to an evolving development landscape and changing national priorities.

The purpose of the evaluation is a comprehensive assessment of contributions of the country programme outputs towards achieving the established outcomes, with the following six objectives:

1. Reviewing the extent to which relevant outputs contributed to each outcome and identify factors the particular initiatives have or have not been successful;
2. Assessing the mechanisms/methods by which outputs lead to the achievement of the specified outcomes;
3. Review of factors influencing the effectiveness of UNDP's contribution, by identifying concrete evidence of the UNDP contribution to outcomes;
4. Assessing the continual relevance of the UNDP's contributions, including applied strategies and partnerships towards each outcome taking into account the emerging development challenges and opportunities (if and which programme processes e.g. strategic partnerships and linkages are critical in producing the intended outcome);
5. Identifying lessons learnt and adjustments to the UNDP's contributions in view of improving their relevance, effectiveness and efficiency over the remaining CPAP period (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);
6. Provide key recommendations/directions for the next Country Programme cycle (2017-2021), advising on what to strengthen and/or introduce in the new programme.

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<sup>2</sup> Outcome is a short to medium term change in development situation while output is an immediate development result(s) that can be closely attributed to the project and non-project activities. Outcomes are intended development results created through the delivery of outputs and contributions of various partners within a period of time. See P.55-59 of the UNDP Handbook on planning, monitoring and evaluating for development results, UNDP 2009

#### IV. Evaluation scope

The Country Programme Action Plan (CPAP) is derived from the UNDP Executive Board approved Country Programme Document. The results chain links the CPAP outputs to the UNDAF outcomes. The CPAP defines 3 broad outcomes with multi-year annual targets, demarcating achievements for the duration of the Country Programme:

- Outcome 1: Economic development is inclusive and equitable, contributing towards poverty alleviation (which has 3 outputs);
- Outcome 2: Strengthened governance for protection of human rights and reduction of disparities (which contains 3 outputs) and;
- Outcome 3: Improved sustainability of natural resources management and resilience of ecosystems and vulnerable populations to the changing climate (includes 5 outputs).

The evaluation will assess the quality, quantity and timeliness of progress towards delivering intended results. It will include an assessment of the performance of programmes<sup>3</sup> and on-going and recently completed projects<sup>4</sup> and consider lessons learned from annual project reviews, project evaluations and the results of previous annual CPAP review exercise in order to define progress achieved in meeting stated outcomes.

#### **Evaluation criteria**

The evaluation exercise shall use the standard OECD/DAC Evaluation Criteria for Evaluation of Development Assistance namely: relevance, effectiveness, efficiency, impact and sustainability<sup>5</sup>.

**Relevance** concerns the extent to which the programme and its intended output and outcomes are consistent with national and local policies and priorities and the needs of intended beneficiaries.

The following types of questions may be asked:

- To what extent is the programme in line with UNDP's mandate and national priorities?
- How did the programme promote UNDP principles of gender equality, human rights and human development?
- To what extent is UNDP's engagement a reflection of strategic considerations, including UNDP's role in particular development context and its comparative advantage? In this

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<sup>3</sup>see CPAP Results and Resources Framework for linkages – CPAP 2012-2016 approved in Jan, 2012 and the subsequent reviews

<sup>4</sup> see figure 1 on page 5 - it illustrates the interventions (outputs) that has been conducted to achieve the intended outcome target. Projects abbreviations used in the figure 1: NDPP – National Development Policy and Planning, ALP- Alternative Livelihoods Project, EMP-Enterprise Mongolia Project, LLDC-Land-locked Developing Countries, SLGGBs-Strengthening Local Self-Governing Bodies, EG II-Environmental Governance II; SLM-Sustainable Land Management, EBA-Ecosystem based Adaptation, DRR- Disaster risk reduction, MRPA-Managed resources protected areas, SPAN-Specially protected areas, BEEP-Building energy efficiency project, UN-REDD – Drivers of Deforestation/Forest Degradation and Identifying Institutional framework, UNJPWS-UN joint programme on water and sanitation, RWS-Rural water and sanitation

<sup>5</sup> For details see pages 168-170 of the Handbook on Planning, Monitoring and Evaluating for Development Results

programme period, how has UNDP positioned itself strategically? If yes, how have these been reflected in achieving the results? Any recommendations for future programming?

- To what extent was UNDP's selected method of delivery appropriate to the development context?

**Effectiveness:** The extent to which the programme's intended results have been achieved or the extent to which progress toward output or outcome has been achieved.

The following types of questions may be asked:

- To what extent has each outcome been achieved or has progress been made toward their achievement? What factors have contributed to achieving or not achieving intended outcomes? What were the challenges to achieve the progress made?
- Are the outcome indicators chosen appropriate/sufficient to measure the outcomes? What other indicators can be suggested to measure these outcomes?
- To what extent have UNDP outputs contributed to the outcomes? What were the mechanisms of the interventions? What are the challenges to delivering the outputs?
- Has UNDP's partnership strategy been appropriate and effective in contributing to the outcomes? What was the main factor(s) in effectiveness/ineffectiveness in the partnership?
- What are the positive or negative, intended or unintended, changes brought about by UNDP's work?

**Efficiency:** A measure of how economically resources/inputs (funds, expertise, equipment, time, etc.) are converted to results.

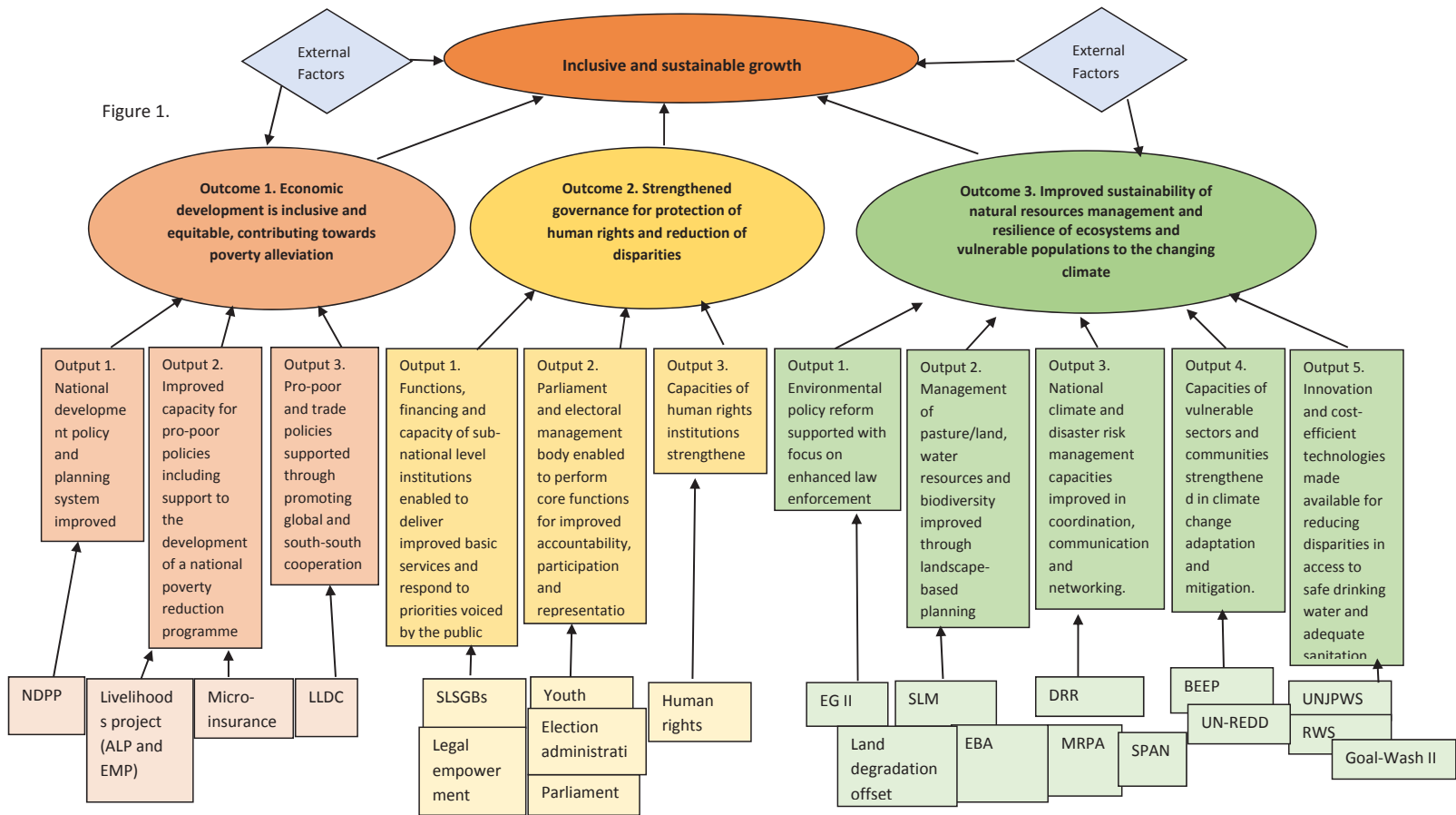
The following types of questions may be asked:

- To what extent has the programme outputs, contributing to the outcome resulted from economic use of resources?
- To what extent were quality outputs delivered on time to achieve the outcome results?
- To what extent were partnership modalities conducive to the delivery of outputs?
- What are the synergies manifest between the outcome areas and with the efforts of other partners?

**Sustainability:** The extent to which the programme continues after external development assistance has come to an end. The following types of questions may be asked:

- How sustainable (or likely to be sustainable) are the outputs and outcomes of the UNDP interventions?
- Have the interventions created capacities (systems, structure, and staff) for sustained results?
  - o To what extent are policy and regulatory frameworks in place that will support the continuation of benefits?
  - o To what extent has a sustainability strategy, including capacity development of key national stakeholders, been developed or implemented?
  - o To what extent have partners committed to providing continuing support?
- What could be done to strengthen sustainability?

Figure 1.





## **Methodology**

Through an inception report, the team of evaluators will design an evaluation matrix<sup>6</sup> detailing how the evaluators intend to answer the evaluation questions including evaluation designs, data collection methodologies, and sampling strategies. The inception report shall include a timeline and establish clear roles and responsibilities among team members. The overall approach and methodology applied should ensure the most reliable and valid answers to the evaluation questions and criteria within the limits of resources<sup>7</sup>.

During the evaluation, the evaluation team is expected to apply the following approaches for data collection and analysis:

- Desk review of relevant documents (project document with amendments made, national policy documents, CPAP review reports, ROARs, project evaluations, midterm/final, progress reports, donor-specific, etc);
- Discussions with the relevant UNDP programme and project staff
- Interviews with and participation of partners and stakeholders;
- Field visits to selected provinces;
- Consultation meetings and/or focus group meetings as necessary

The evaluation is suggested to consist from three main stages: 1) preparation and planning, 2) in-depth data collection, and 3) analysis and report writing.

### ***1. Preparation and planning stage***

**Desk review of CPAP:** The evaluation team will review the related documents<sup>8</sup>, project documents and reports, evaluation reports, CPAP reviews for the CPAP Results and Resources Framework with 3 outcomes and 11 outputs. The evaluation will focus on the review at outcome level with the attention on how the stated outputs have contributed to the outcome targets.

Following the desk review, the evaluators will develop an inception report. An evaluation matrix should be included in the inception report and used as a map and a reference in planning and conducting the evaluation. It also serves as a useful tool for summarizing and visually presenting the evaluation design and methodology. It includes 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<sup>9</sup>.

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<sup>6</sup> See Annex 3. for suggested matrix

<sup>7</sup> for more details see pages 172-177 of Handbook on Planning, Monitoring and Evaluating for Development Results:  
<http://www.undp.org/evaluation/handbook>

<sup>8</sup> See Annex 2. Relevant Key References suggested

<sup>9</sup> For details see pages 199-200 of the Handbook on Planning, Monitoring and Evaluating for Development Results.

**2. *In-depth data collection stage* (below methods are suggested and the evaluation team may add if necessary)**

Interview with UNDP programme and the key stake holders: The evaluation team is suggested to interview all the team leaders to get the information needed for the evaluation. Reference for discussion can be results of the previous CPAP annual reviews (2012/2013 and 2014) and the Result Oriented Annual Reports (ROAR) 2012/2013/2014) as well as the initial findings during the desk review. It is also advised to interview selected<sup>10</sup> Project Board chairs and National Project Directors (NPD) to get the information on the achievement of the project and its contribution to the outcome as well as the donors /development partners and civil society organizations/non-profit organizations that are relevant for UNDP activities. Focus group discussions are suggested for each outcome involving different partners and therefore the evaluation team will be able to get data and information from all of these stakeholders.

Field visits: Field visits are suggested to at least three selected projects (i.e. one project representing from each of the three programme components). The selection of the project to be visited will be agreed between UNDP and the evaluation team as part of the inception report.

**3. *Data analysis and report writing stage:***

During this stage, the evaluation team will use the results from the data collected to answer the evaluation questions and criteria. Any additional consultations with key informants can be held at the national level during this stage. A debriefing will be held with the CO programme members to present and confirm findings.

In the evaluation report, findings should be presented as factual statements based on an analysis of the data. They should be structured around the evaluation questions and criteria. Conclusions should be comprehensive and balanced, and highlight both strengths and weaknesses. Recommendations provided should be targeted, practical and feasible. The report should include a discussion on lessons learned, which should be concise and based on specific evidence presented in the report.

**EVALUATION ETHICS**

Evaluations in UNDP will be conducted in accordance with the principles outlined in the UNEG 'Ethical Guidelines for Evaluation', and must follow the procedures to safeguard the rights and confidentiality of information providers, for example: measures to ensure compliance with legal codes governing areas such as provisions to collect and report data, particularly permissions needed to interview or obtain information about children and young people; provisions to store and maintain security of collected information; and protocols to ensure anonymity and confidentiality.

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<sup>10</sup> Selection is made by the evaluation team based on their desk review, reflected in the inception report and as necessary during the evaluation progress



## V. Deliverables / Final Products Expected

At minimum the evaluation team is accountable for the following products:

- Evaluation inception report: An inception report should be prepared by the evaluators before going into the full-fledged data collection exercise. Based on the Terms of Reference, initial meetings with UNDP CO, and desk review of relevant documents, the evaluators should develop the inception report. The report should include, at minimum, a detailed description of the evaluation purpose and scope, evaluation criteria and questions, methodology, sampling, evaluation matrix, and a workplan.
- Draft Evaluation report: UNDP CO will review the draft evaluation report to ensure that the evaluation meets the required quality criteria. It will facilitate presentation of the preliminary findings to get inputs and feedback from UNDP and the partners. Based on the inputs and feedbacks the consultant will draft the first draft of the evaluation and submit to DRR for review and get second inputs and feedbacks from UNDP especially to find if any factual error in the report or omission.
- Final evaluation report: based on the second inputs and feedbacks the evaluators will revise the first draft and submit to DRR and the government as the final report. The final report will be reviewed for approval by UNDP senior management.

No	Deliverables	Payment	Due date
1	Inception report: <ul style="list-style-type: none"><li>- CP Evaluation Approach and Methodology</li><li>- Work/tasks arrangement between the team members (clear division of labour)</li><li>- Evaluation work plan</li><li>- Annex 1: Proposed list of respondents</li><li>- Annex 2: Proposed agenda</li></ul>	20%	Day 7
2	Draft evaluation report and presentation of draft report	40%	Day 25
3	Final evaluation report and the presentation	40%	Day 34

Submit the expected written outputs above in printed and soft versions; MS Word (.doc) format including power point presentation. Final evaluation report to be submitted in English and Mongolian languages.

### APPLICATION AND CRITERIA FOR SELECTION OF BEST OFFER

- Expression of interest letter;
- CV showing educational background and experience;
  - List of publications and/or evaluation reports;
  - 2 reference letters related to the assignment and contact details of referees;
- Brief evaluation methodology and approach how the proposed evaluation can be conducted;
- Financial proposal with a clear indication of all inclusive fee (consultancy fee per day, travel/DSA, stationery, and admin costs etc).

Combined Scoring method will be used in the selection consultants, where the technical proposal (qualifications, experience and methodology) will be weighted a max. of 70%, and combined with

the price offer which will be weighted a max of 30%. Below is the breakdown of points of Technical proposal.

Technical proposal: 100 points which equal 70% of the total scoring.

Educational background – 20 points

Experience – 50 points

Proposed methodology – 30 points

## VI. Evaluation team composition and Requirements for recruitment

Individual consultants will be recruited to compose an evaluation team, which will consist of one international consultant as a team leader and three nationals as the members of the team. A member of the team should be free from conflict of interest and be independent from the UNDP Mongolia Programme, not being involved in any stage of the design, planning and implementation of the programme or projects in the specified period.

***Evaluation Team Leader*** (*international consultant - one position announcement*): responsible for overall coordination of the evaluation team, and for the overall analysis and quality of the report and timely submission of the evaluation report to the UNDP. Specifically, the Evaluation Team Leader will perform the following tasks:

- Lead and manage the evaluation mission
- Design the detailed evaluation scope and methodology (including the methods for data collection and analysis)
- Decide the division of tasks and responsibilities within the evaluation team
- Lead and conduct analysis of the outcome, outputs and partnership strategy (as per the scope of the evaluation described above)
- Present evaluation findings
- Draft the evaluation report using the inputs from the team members
- Finalize the whole evaluation report.

### Specific requirement for the International consultant

Education: Master degree or higher in public policy, political science, public administration, economics, regional planning, development studies or other relevant field

Experience: Minimum of 10 years, in design, monitoring, management and evaluation of development projects and programmes. Technical knowledge and experience in UNDP thematic areas and cross-cutting issues such as gender, rights-based approach and capacity development. Experience working in policy and advocacy works on development issues, particularly in developing countries and/or countries in Asia Pacific region. Experience in Mongolian context and understanding of development context and challenges in Mongolia is an advantage.

Language Requirements: Excellent command of the English language, spoken and written.

The international consultant should possess the following competencies:

- Experience and expertise in conducting evaluations of the programmes including demonstrated experience in UN evaluations or other development partners;
- Extensive knowledge of qualitative and quantitative evaluation methods
- Strong analytical skills and ability to deliver high quality reports;
- Experience in working with government agencies (central and local), civil society organizations, international organizations, UN Agencies, and Donors. Direct experience working in Mongolia is an asset;
- Understanding of policy-making and capacity development issues in Mongolia;
- Understanding of Mongolian government systems, especially policy and budget development at the national.
- Ability to work efficiently and independently under pressure, handle multi-tasking with strong delivery orientation;
- Experience in leading evaluation teams. Excellent inter-personal, teamwork, and cross-cultural communication skills
- Fluent written and oral English.

**Team member** ( *national consultants - announcement for 3 positions<sup>11</sup>*) will be responsible for performing the following tasks:

- Review documents;
- Participate in the design of the evaluation methodology;
- Liaise with UNDP programme team to organize field visits and meetings with stakeholders;
- Support in conducting an analysis of the outcome, outputs and partnership strategy (as per the scope of the evaluation described above);
- Draft related parts of the evaluation report and provide inputs on his/her assigned programme area and as requested by the team leader;
- Support Team Leader in finalizing document through incorporating suggestions received on draft report with a view to overall quality and timely submission of the evaluation report to UNDP;
- Translating the final report into Mongolian and prepare the final Mongolian report.

Generic requirements for the national consultants:

Education: Bachelor degree or higher in public policy, governance, political science, public administration, economics, regional planning, development studies or other relevant field;

Experience: Minimum of 5 years, in design, monitoring, management and evaluation of development projects/programmes. Experience working in policy and advocacy works on development issues;

Language Requirements: Excellent command of the English language, spoken and written.

The national consultants should possess the following competencies:

<sup>11</sup> applicant should apply for the positions separately

- Experience in monitoring and/or evaluation of the development programmes /projects (experience in UN context/agencies is asset);
- Experience in in-depth interview; focus group discussion and participatory information collection techniques;
- Ability and experience to work in a team, and deliver high quality reports;
- Understanding of Mongolian government systems at the national, district and provincial level and good understanding of the development context;
- Experience in working with government agencies (central and local), civil society organizations, international organizations, UN Agencies, and development partners.
- Fluent written and oral English.

Specific requirement for national consultant on assessment/evaluation part of the MDG/Human Development profile (one position):

- Work experience in and expertise on the issues related to poverty reduction, livelihoods programme, development policies and its implementation, human development, Millennium Development Goals and the related field;

Specific requirement for national consultant on assessment/evaluation part of the UNDP Governance profile (one position):

- Work experience in and expertise on the issues related to democratic governance, accountability, public policy, public administration, local governments, decentralisation, human rights and the related field;

Specific requirement for national consultant on assessment/evaluation part of the UNDP environment profile (one position):

- Work experience in and expertise on the issues related to sustainable development, environment, climate change, disaster reduction, natural resources management, energy efficiency and the related field.

## IX. Time Frame for Evaluation Process

Activities	Time Frame
Briefing of evaluators (can be online)	Day 1 (5 October 2015)
Desk Review and Finalizing the evaluation design and methods and preparing the detailed inception report	Day 1-7 (5-11, Oct)
Finalizing the evaluation design and methods and preparing and submitting the detailed inception report	Day 8 (12 Oct.)
In-country evaluation mission: (briefing, visit to the field, interviews, questionnaire)	Day 8 – 17 (2 weeks: 12-25 Oct)
In-country preparing draft report (consultation and clarification when needed) Initial findings presentation/debriefing before Evaluation team leader departure	Day 18 – 24 (1 week: 26 Oct -1 Nov)
Submit draft report	Day 25 (2 Nov.)

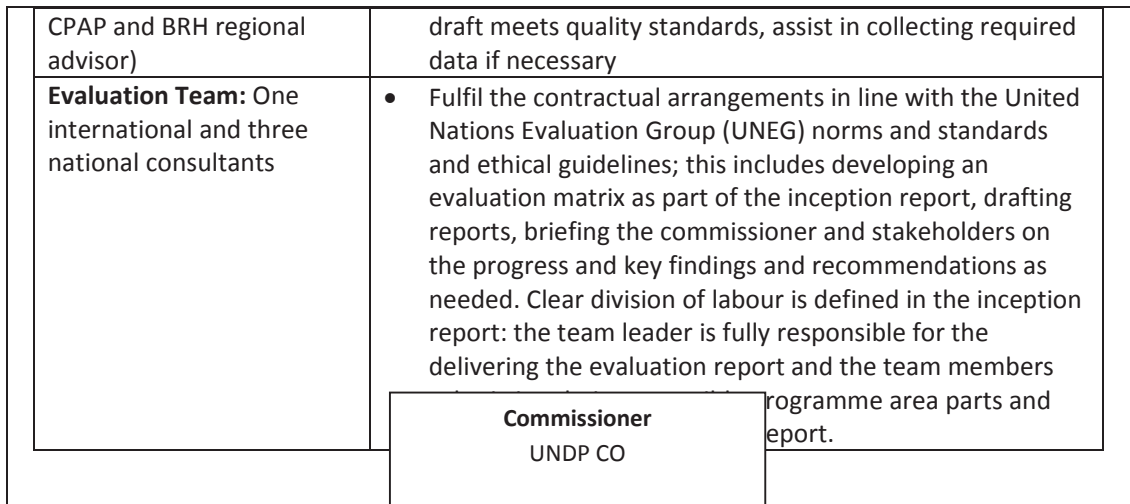
Stakeholder meeting (online by Evaluation Team Leader and physical presence by the evaluation team members) Review of the draft report (fine-tuning by the evaluation team, incorporating comments from the meeting and quality assurance by UNDP)	Day 25 – 31 (1 week: 2-8 Nov.)
Incorporating comments and finalizing the evaluation report Submit the final report	Day 32 to 33 (9-10 Nov.) Day 34 (11 Nov.)

## X. Implementation Arrangements

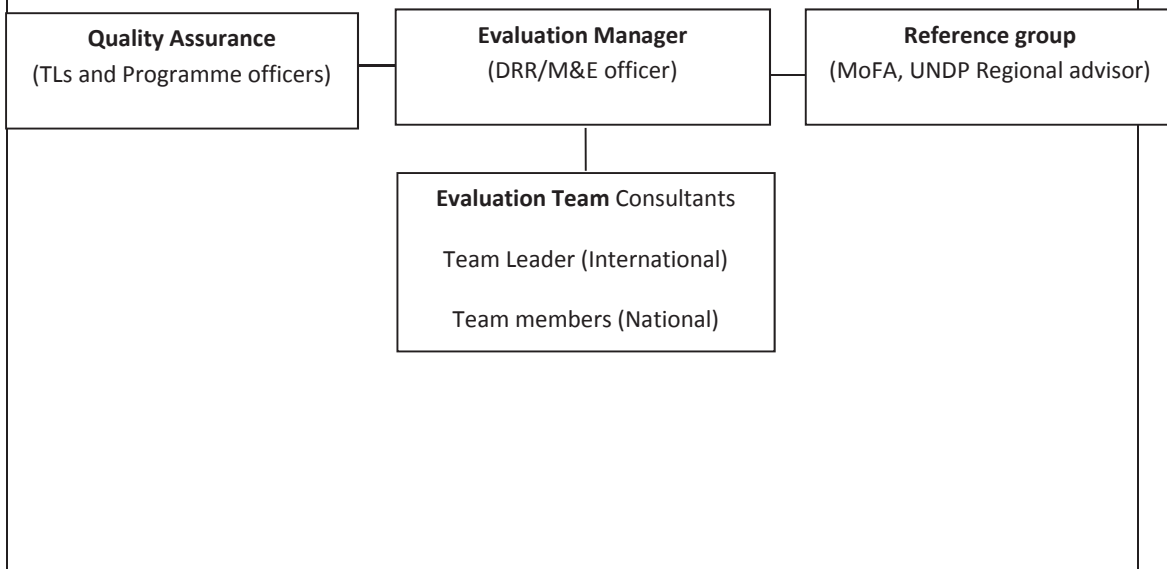
The roles of evaluation team and its relations vis-à-vis other evaluation stakeholders are described in the table below and in the management structure.

### Key roles and responsibilities in the evaluation process

Person or Organization	Roles and Responsibilities
<b>UNDP CO as commissioner of the evaluation</b>	<ul style="list-style-type: none"> <li>Determine which outcome will be evaluated and when</li> <li>Provide clear advice to the evaluation manager at the onset on how the findings will be used</li> <li>Respond to the evaluation by preparing a management response and use of findings as appropriate</li> <li>Take responsibility for learning across evaluation on various content areas and about evaluations</li> <li>Safeguard the independence of the exercise</li> <li>Allocate adequate funding and human resources</li> </ul>
<b>Quality Assurance</b> (TLs and Programme officers)	<ul style="list-style-type: none"> <li>Review documents as required and provide advice on the quality of the evaluation and option for improvement</li> </ul>
<b>Evaluation Manager:</b> DRR/M&E officer	<ul style="list-style-type: none"> <li>Lead the development of the evaluation TOR</li> <li>Manage the selection and recruitment of the external evaluators</li> <li>Manage the contractual arrangements, the budget, and the personnel involved in the evaluation</li> <li>Provide executive and coordination support to the reference group</li> <li>Provide the evaluators with administrative support and required data</li> <li>Liaise and respond to the commissioners</li> <li>Connect the evaluation team with the wider programme unit, senior management and key evaluations stakeholders, and ensure a fully inclusive and transparent approach to the evaluation</li> <li>Review the inception report and the draft evaluation report; ensure the final draft meet quality standard</li> </ul>
<b>Reference group</b> (Ministry of Foreign Affairs as a coordination agency in the	<ul style="list-style-type: none"> <li>Oversee progress and conduct of the evaluation</li> <li>Review the draft evaluation report and provide comments for factual correctness and evidence base, ensure final</li> </ul>



**Figure 2: Proposed management structure for Country Programme evaluation**



#### **Annex 1: The Report include the following headings (suggested)**

##### Title and opening pages

- Table of contents
- List of acronyms and abbreviations
- Executive summary

##### Introduction

- Description of the programme
- Evaluation Scope and objectives
- Evaluation approach and methods

##### Data analysis:

- Outcome 1
- Outcome 2
- Outcome 3

#### Findings and conclusions

- Outcome 1, Outcome 2 and Outcome 3
- Recommendations
- Lessons learned

#### Annex 2. Key reference documents (including, but not limited to):

- Country Program Document (CPD) and Country Programme Action Plan (CPAP);
- CPAP Review Reports 2012-2013 and 2014;
- ROARs 2012, 2013 and 2014
- Mongolia's country development strategies and policies;
- Mongolia Millennium Development Goals progress reports;
- Donor and/or annual progress reports;
- Project evaluation reports
- Standards for Evaluation in the UN System;
- Norms for Evaluation in the UN System;
- UNEG Ethical Guidelines;
- UNEG Code of Conduct for Evaluation in the UN system;
- Any other relevant documents and guidelines provided by the UNDP and the government.

#### Annex 3. Sample Evaluation Matrix<sup>12</sup> (not exhaustive but suggested)

Evaluation Criteria	Key Questions to be addressed by outcome level evaluation	What to look for	Data Sources	Data Collection methods
<b>Relevance</b>	Is the programme aligned with national strategies	How does the programme align with national strategies (in specific thematic areas)	UNDP CPAP, MDG based National Development Strategy, Government of Mongolia Action Plan 2012-2016	Desk review of secondary data  Interview
<b>Effectiveness.</b>	Did the programme implementation contribute	What outcomes does the project intend to achieve? Did the outputs effectively	Project evaluation reports <sup>13</sup> and Programme Reviews (CPAP review of	Desk review of secondary data  Field visit  Interview with key informants <sup>14</sup>

<sup>12</sup> Consultants need to elaborate the questions following the questions in the evaluation criteria

<sup>13</sup> See footnote 1

<sup>14</sup> UNDP Management and Programme team as well as Implementing partners: Parliament Secretariat, Ministry of Environment, Green Development and Tourism, Ministry of Foreign Affairs, Ministry of

	towards the stated outcome	contributed to each outcome?	2012-2013 and 2014), ROARs	
<b>Efficiency</b>	<p>Has the programme been implemented within deadline and cost estimate?</p> <p>Were UNDP resources focused on the set of activities that were expected to produce significant results?</p> <p>Was there any identified synergy between UNDP initiatives that contributed to reducing costs while supporting results?</p>	<p>Have there been time extensions on the programme?</p> <p>Are resources concentrated on the most important initiatives or are they scattered/spread thinly across initiatives?</p>	<p>Programme documents</p> <p>ROARs,</p> <p>Evaluation reports</p>	<p>Desk Review</p> <p>Interview with key informants</p> <p>Field visit</p>
<b>Sustainability</b>	<p>Were the programme designed to have sustainable results given the identifiable risks?</p> <p>What issues emerged during implementation as an opportunity and a threat to sustainability?</p>	<p>Does / did the programme have an exit strategy?</p> <p>What unanticipated sustainability opportunities/threats emerged during implementation?</p>	<p>Programme documents</p> <p>ROARs</p> <p>Evaluation reports</p>	<p>Desk Review</p> <p>Interview with key informants</p> <p>Field visit</p>

#### Other Annexes (RRFs, key stakeholders)

Construction and Urban development; Ministry of Population Development and Social protection; Ministry of Labour; Ministry of Finance, National Statistics Office, National Human rights Commission, National Committee on Gender Equality; civil society: Center for Civic Education, MonFemNet, Mongolian Chamber of Commerce and Industry and donors: Swiss Agency for Development and Cooperation, Korea International Cooperation Agency, Asian Development Bank, Luxembourg Embassy, UK Embassy.