

## Terms of Reference

### **Final Evaluation of the European Union's support to the Integrated Drylands Development Programme (IDDP)**

Location:	Home-based with missions to Benin, Mozambique, Tanzania, Tunisia <sup>1</sup>
Type of Contract:	Individual Contract
Post Level:	International Consultant
Languages Required:	English and French
Application Deadline:	23 November 2012
Starting Date:	21 January 2013
Duration of Contract:	26-28 working days within 3-months period
Expected Duration of Assignment:	21 January - 20 April 2013

#### **1. Background and Context**

Title of the Agreement: Support to the Implementation of the Integrated Drylands Development Programme

EC Reference Number: EUROPEAID/DCI-ENV/2008/150127TPS

UNDP Reference Number: 00077188

The European Union (EU) is supporting the implementation of the Integrated Drylands Development Programme (IDDP) in nine countries in Sub-Saharan Africa and the Arab States. The programme is managed by the UNDP Drylands Development Centre (DDC) and was originally envisaged to be implemented in 9 countries namely Benin, Ghana, Kenya, Mali, Mozambique, Namibia, Tanzania, Tunisia and Yemen which form part of the world's drylands. Currently, the action is implemented in six countries in collaboration with the UNDP Country Offices due to the following reasons:

- Due to the prevailing political/security situation in **Yemen** since the end of 2009, project implementation was put on hold in 2010 and 2011. In January 2012, project implementation had to be cancelled, and funds originally allocated for activities in Yemen were reallocated to urgent activities in Kenya and Tunisia.
- Due to the political/security situation in **Mali** in early 2012, project implementation was put on hold in March 2012 and subsequently had to be cancelled as of August 2012. Funds originally allocated for activities in Mali were reallocated.
- Project implementation in **Namibia** was duly completed in late 2011.

The agreement between the European Commission (EC) and UNDP was signed on 19 December 2008 for a three-year period ending in 2011. The agreement was amended twice to extend the implementation period to 48 months, i.e. to 19 December 2012.

The total funding from the EC under this agreement is EURO 1 million; while UNDP's co-financing amounts to EURO 249,188.25. Three tranches of pre-financing of EURO 300,000 each (equivalent to USD 1,246,763.31 in total) have been received from the EC to-date.

The Action is implemented within the framework of the IDDP. The IDDP is the framework through which DDC channels policy and technical support for drylands development and the implementation of the United Nations Convention to Combat Desertification (UNCCD) to programme countries. The IDDP is currently under implementation in 17 countries in Sub-Saharan Africa and the Arab States. The Programme addresses three interlinked issues of importance to poverty alleviation in the drylands:

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<sup>1</sup> These are the four recommended countries to be visited. However, confirmation of field missions will depend upon approval to be granted by UNDP Country Offices in close consultation with National Implementing Partners.

- Mainstreaming of drylands development issues into national policy, planning and development frameworks;
- Improving local governance of natural resources;
- Reducing vulnerability of poor populations to climatic shocks especially drought.

The Action aims to achieve IDDP's goals through supporting mainstreaming of drylands issues into district development plans/local development plans; enhancing capacity for local governance of natural resources as a basis for mitigating conflicts and for promoting resource based economic opportunities; and building capacity of local communities to manage disaster risk and adapt to the effects of climate change in the drylands as well as their capacity to participate in entrepreneurial and other economic activities. The Action is also supporting cross-cutting activities on learning, knowledge sharing through exchange visits/study tours, experiences, lessons learnt and best practices.

The **overall objectives of the action** are to:

1. Contribute to the reduction of poverty and achievement of the MDGs in the drylands
2. Improve livelihoods of drylands communities especially women and youth through contribution to the effective implementation of the United Nations Convention to Combat Desertification taking into account the key issues addressed by the 10 year Strategic Plan and Framework to enhance the implementation of the CCD (2008-2018).

The **specific purpose of the Action** is to reduce vulnerability and improve resilience of drylands communities by enabling them to identify, develop and manage sustainable livelihoods opportunities.

**The following activities are being funded under this Agreement:**

1. Baseline and assessments of priority interventions
2. Capacity building and institutional strengthening
3. Programme development
4. Programme implementation
5. Knowledge management
6. Monitoring and evaluation
7. Coordination and oversight

**The expected results of the Action for the 4 year period (2009-2012) are:**

1. Institutional capacity at local levels enhanced and drylands issues mainstreamed into district level/local level development plans and interventions implemented at local levels
2. Local capacities built to respond to natural disasters/adaptation strategies to climate change impacts in the drylands
3. Local governance of natural resources improved for increased economic opportunities, environmental sustainability and conflicts prevention/resolution
4. Institutional capacities enhanced to facilitate participation in entrepreneurial and other economic activities
5. Learning promoted and knowledge shared through exchange visits/study tours, experiences, lessons learnt and best practices documented and distributed amongst countries

The implementation of the Activities under the Action is taking place at four levels, global, national, and local (districts and local government) and community. Annex 1 provides a summary of the areas of focus and the countries under which activities are being implemented. Annex 2 provides information on the activity under implementation in each country and at global level as well as the area of focus that relates to the activity. Annex 3 shows the agreed indicators to monitor the results of the Action.

A Mid-Term Review was carried out during September 2010 - March 2012<sup>2</sup>. The MTR was aimed at assessing the implementation of the Action as well as the extent to which the Action had achieved its intended objectives and results, and generating lessons learnt to guide the remaining implementation of the Action. MTR findings highlighted that the Action is relevant, achieved significant impact on target groups which most likely will be sustainable in most of the areas of intervention. The implementation of the Action was found to

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<sup>2</sup> The final MTR report was submitted to the EU on 16 April 2012.

be effective and efficient. The MTR recommended to extend the Action at no additional cost until December 2012 (this extension was subsequently granted by the EU); to increase private sector involvement in the implementation of the Action; to mobilize more resources; and to develop strategies to sustain the impact of the Action after its conclusion.

A Final Evaluation on completion of the Action will be carried out as envisaged in the agreement. This evaluation is scheduled to take place in early 2013.

## **2. General Approach to the Final Evaluation**

The Final Evaluation shall be conducted in line with the rules and regulations of UNDP. It shall be implemented in close collaboration with the EU and other relevant stakeholders. The evaluation shall be carried out by two individual consultants: a Lead Consultant and an Expert.

## **3. Objectives of the Final Evaluation**

The main objectives of the Final Evaluation are to assess the extent of achievement of the intended objectives, activities and results as defined in the Description of the Action (Annex 1 of the Special Conditions – especially point 1.7 of the Description of the Action, "Description of the action and its effectiveness" - signed between the EC and UNDP in 2008) and generate findings on opportunities, constraints/challenges and lessons learnt during the implementation of the Action.

The results of the evaluation will be shared with key stakeholders in a final evaluation report to be produced by the consultants by 20 April 2013.

## **4. Issues to be Studied**

- Relevance of interventions under this Action (How does the Action relate to the main objectives of the IDDP outputs, outcomes, and to the environment and development priorities at the local and national levels?)
- Efficiency of implementation (Assess the Actions implementation efficiency in line with international and national norms and standards)
- Opportunities, constraints/challenges and lessons learnt during implementation of the Action
- Effectiveness (To what extent have the expected outcomes and objectives of the Action been achieved?)
- Impact (Assess whether there are indications that the Action has contributed to AND/OR enabled progress towards reducing vulnerability and improving resilience of drylands communities by enabling them to identify, develop and manage sustainable livelihoods opportunities)
- Sustainability (To what extent are there financial, institutional, social-economic, and/or environmental risks to sustaining long-term project results? OR Is there an enabling environment that supports ongoing positive impacts? Can the outcomes be sustained beyond project funding?)
- Recommended actions to be taken towards the future implementation of the IDDP.

The evaluation shall also look into identifying high-potential/priority areas of interventions for possible new programme funding building on the results achieved with the current EU funding. In line with UNDP evaluation guidelines, the evaluation will also assess how the interventions sought to strengthen the application of the right-based approach and mainstream gender into project interventions.

## **5. Methodology**

The evaluation shall be carried out by two international consultants to be recruited by UNDP on the basis of these TOR.

The evaluation will be participatory and will employ a variety of data generation methods including, but not limited to, desk review/study, field visits to selected programme sites and discussions/interviews with National Implementing Partners, key beneficiaries and stakeholders, and UNDP Country Offices in Benin,

Mozambique, Tanzania and Tunisia (see Annex 5 for the rationale of selecting the countries to be visited)<sup>1</sup>. The evaluation will also meet and discuss with EU Delegations in these countries.

The Consultants will conduct the following tasks:

- Undertake a desk review of the main Action documents, including progress reports, and other relevant documents related to the Action and IDDP (see Annex 4);
- Submit an evaluation inception report detailing what is being evaluated and why, showing how each evaluation question will be answered by way of proposed methods, proposed sources of data and data collection procedures. It should also contain a proposed schedule of tasks, activities and deliverables indicating lead responsibilities for each task or product.
- Conduct individual/group discussions with UNDP Drylands Development Centre staff managing the Action;
- Undertake field visits to selected programme sites in Benin, Mozambique, Tanzania and Tunisia<sup>1</sup>; interview key beneficiaries and stakeholders, conduct individual/group interviews; meet and hold discussions with UNDP Country Offices and government implementing partners; hold discussions with EU Delegations; Hold debriefing meetings after field visits with UNDP Country offices and implementing partners;
- Hold discussions and debriefing with UNDP- DDC after field visits;
- Consult UNDP Country Offices and National Counterparts in countries not selected for the field visits, facilitated by UNDP/DDC if and as required. The Consultants may also consult other relevant reports and documentation as applicable and gather additional information as needed from relevant stakeholders who cannot be interviewed during the mission (via teleconference or skype).
- Present key evaluation findings and recommendations to UNDP/DDC;
- Prepare draft evaluation report and submit to UNDP/DDC for review and feedback (UNDP DDC will share the draft report with key stakeholders for comments and feedback and forward responses received to the Consultants accordingly);
- Make amendments to draft report based on comments and feedback received, and submit final evaluation report to UNDP/DDC.

The DDC, in support of the evaluation, will:

- Provide feedback and guidance on the evaluation inception report;
- Provide all relevant background documentation to the Consultants;
- Provide an overall briefing to the Lead Consultant on the IDDP and the Action;
- Organize field visits to programme sites in the selected countries (incl. liaison with programme countries, UNDP Country Offices and Government representatives, and provision of necessary logistics);
- Provide any additional information and support as required.

## **6. Deliverables and tentative timeframe**

This assignment will start on 21 January 2013 and end on 20 April 2013 with the submission of the final evaluation report. The evaluation will result in the following deliverables:

Deliverable 1: Presentation of evaluation inception report and discussions with UNDP/DDC for approval.

Deliverable 2: i) Field missions to Benin, Mozambique, Tanzania and Tunisia<sup>1</sup>; conduct meetings with key beneficiaries and stakeholders; debrief UNDP Country Offices and National Implementing partners prior to departure from countries; De-brief UNDP/DDC on key field mission findings.

ii) Consultations with partners in countries not being visited if required.

iii) Presentation of key evaluation findings and recommendations to UNDP/DDC.

iv) Submission of draft report to UNDP/DDC for review and feedback.

Deliverable 3: Submission of the final evaluation report.

## **7. Required Consultants Profiles**

### **The Lead Consultant**

Education:

- Masters degree in environment, development, social sciences or related fields.

Professional experience:

- Minimum 10 (ten) years of relevant post Master's working experience.
- Excellent track record of carrying out complex monitoring and evaluation exercises with international organizations including assessment of quantitative and qualitative project performance indicators.
- Previous experience in UNDP programming and results-based monitoring and evaluation approaches/tools is considered an asset.
- Familiarity and knowledge of the UN Convention to Combat Desertification and integrated approaches to dryland development, particularly in Sub-Saharan Africa.
- Familiarity with UNDP work in drylands development and/or environment, poverty and governance areas would be desirable; a good understanding of natural resources/ land use issues would be an asset.
- Knowledge of the EU-UN Framework (FAFA) and experience in EU development cooperation issues would be an asset.
- Experience in supervising a team of experts in a multicultural context

Tasks:

Specifically, the Lead Consultant will perform the following tasks:

- Coordinate consultations with DDC
- Guide the Expert in the successful implementation of this consultancy as necessary
- Undertake field visits to Mozambique and Tanzania
- Prepare and submit the agreed deliverables to DDC

Language:

- Excellent written and communications skills in English.
- Working knowledge of French would be an asset.

### **The Expert**

Education:

- Masters degree in relevant social sciences field (socio-economics, economics, development, Natural Resources Management etc.)

Professional experience:

- Minimum 7 (seven) years of relevant working experience.
- Previous involvement in carrying out monitoring and evaluation exercises with international organizations including assessment of quantitative and qualitative project performance indicators.
- Previous experience in UNDP programming and results-based monitoring and evaluation approaches/tools is considered an asset.
- Familiarity and knowledge of the UN Convention to Combat Desertification and integrated approaches to dryland development, particularly in Northern and West Africa.
- Familiarity with UNDP work in drylands development and/or environment, poverty and governance areas would be desirable; a good understanding of natural resources/ land use issues would be an asset;
- Knowledge of the EU-UN Framework (FAFA) and experience in EU development cooperation issues would be an asset.

- Ability to contribute effectively to a team project.

#### Tasks:

Specifically, the Expert will perform the following tasks:

- Support the Lead Consultant in the successful implementation of this consultancy as necessary
- Undertake field visits to Benin and Tunisia
- Provide necessary inputs to the Lead Consultant in order to produce the agreed deliverables

#### Language:

- Excellent communications skills in French and English.
- Ability to write reports in English.

### Competencies

Both consultants must have:

- Prior experience conducting monitoring and evaluation;
- In-depth knowledge and good understanding of environmental and poverty reduction issues in Africa.
- Excellent research and analytical skills and interpersonal skills with strong cultural sensitivity and adaptability.
- Excellent report writing and communication skills.
- Ability to compile information in coherent and succinct formats.
- High attention to detail and ability to work under tight deadlines.
- IT competencies at least in Word, Excel, PowerPoint and internet.

### 8. Reporting

The consultants will work under the overall supervision of the DDC Officer-in-Charge. The day-to-day reporting on work and progress made will be reviewed by the Nairobi Cluster Coordinator who will be responsible for coordination and supervision of the assignment. Consultants will be bound by the terms and conditions of UNDP Procurement rules and guidelines.

The language of the evaluation report is English. The report format should comply with UNDP and EU reporting requirements<sup>3</sup>. The draft report will be submitted by the Lead Consultant to UNDP/DDC. UNDP/DDC will share the draft report with key stakeholders for comments and feedback. Finalization of the draft evaluation report should be completed by the Consultants within 10 days after receiving comments, at latest by 20 April 2013.

The final report shall be submitted to the UNDP/DDC in digital form on CD using latest MS-Office programs. Copies of the report will be shared with partners involved in the review by UNDP/DDC.

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<sup>3</sup> See the EU-UNDP Joint Guidelines on Reporting for more guidance:

[http://ec.europa.eu/europeaid/work/procedures/financing/international\\_organisations/other\\_documents\\_related\\_united\\_nations/document/joint\\_guidelines\\_reporting\\_2011\\_en.pdf](http://ec.europa.eu/europeaid/work/procedures/financing/international_organisations/other_documents_related_united_nations/document/joint_guidelines_reporting_2011_en.pdf).

## **9. Payment Schedule**

Payment will be disbursed in three instalments based on the milestones to be met by the Consultants as outlined below:

<b>Milestones to be Achieved</b>	<b>Payment (%)</b>
Satisfactory submission of evaluation inception report.	10
Completion of field missions, presentation of key evaluation findings and recommendations to UNDP-DDC, and satisfactory submission of draft evaluation report.	30
Satisfactory submission of final evaluation report.	60
<b>Total</b>	<b>100</b>

All envisaged travel costs, including tickets, lodging and terminal expenses, are not included in the aforementioned installments, but will be agreed upon between UNDP DDC and the Individual Consultant and reimbursed prior to travel.

## **10. Mandate**

During the Review, the Consultant Team is entitled and expected to hold discussions with all persons and organisations relevant to the assignment. The consultants have no authorisation to make any commitments on behalf of UNDP or the EU.

Evaluation consultants will be held to the highest ethical standards and are required to sign a Code of Conduct upon acceptance of the assignment (See Annex 6). UNDP evaluations are conducted in accordance with the principles outlined in the UNEG 'Ethical Guidelines for Evaluations'.

## **11. Contact information**

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## **Annexes:**

- Annex 1: Area of Focus and Programme Countries
- Annex 2: Activity under implementation at country and global levels and area of focus
- Annex 3: Indicators to Monitor Results of the Action
- Annex 4: Monitoring and reporting documentation and other relevant documents to be reviewed by the Consultants
- Annex 5: Selection criteria of countries to be visited under the Final Evaluation
- Annex 6: Evaluation Consultant Code of Conduct and Agreement Form

**Annex 1: Area of Focus and Programme Countries**

<b>AREA OF FOCUS</b>	<b>SUB-REGION</b>	<b>COUNTRIES</b>
1. Support to mainstreaming drylands issues into national policies (down to local level)	<b>East and Southern Africa</b>	1) Mozambique
		2) Tanzania
	<b>West and Central Africa</b>	3) Benin
		4) Ghana
	<b>Arab States</b>	5) Tunisia
2. Building capacities to respond to natural disasters and support adaptation strategies to climate change impacts	<b>East and Southern Africa</b>	6) Mozambique
		7) Namibia
3. Support to local governance of natural resources for conflict resolution	<b>West and Central Africa</b>	8) Mali
	<b>Arab States</b>	9) Yemen
4. Develop capacity of communities to participate in entrepreneurial and other economic activities	<b>East and Southern Africa Market Access</b>	10) Kenya
		11) Tanzania
	<b>West and Central Africa - Market Access</b>	12) Ghana
		13) Mali



**Annex 2: Activity under implementation at country and global levels and area of focus**

ACTIVITY	COUNTRY	AREA OF FOCUS
1. Baseline assessment of priority intervention	Mali and Yemen	Support to local governance of natural resources
	Ghana and Mali; Kenya and Tanzania	Develop capacity of communities to participate in entrepreneurial and other economic activities
2. Capacity building and institutional strengthening	Benin, Ghana, Mozambique, Tanzania and Tunisia	Support to mainstreaming drylands issues into national policies up to local levels
	Mozambique and Namibia	Building capacities to respond to natural disasters and support adaptation strategies to climate change impacts
	Mali and Yemen	Support to local governance of natural resources for conflict resolution
	Kenya and Tanzania	Develop capacity of communities to participate in entrepreneurial and other economic activities
3. Programme Development and Implementation (activity 3 and 4)	Benin, Ghana, Mozambique, Tanzania and Tunisia	Support to mainstreaming drylands issues into national policies up to local levels
	Mozambique and Namibia	Building capacities to respond to natural disasters and support adaptation strategies to climate change impacts
	Mali and Yemen	Support to local governance of natural resources for conflict resolution
	Kenya and Tanzania; Ghana and Mali	Develop capacity of communities to participate in entrepreneurial and other economic activities
4. Knowledge Management (global and national)	All countries and global	
5. Monitoring and Evaluation (global activity)	All countries and global	
6. Coordination and Oversight (global and country level activity)	All countries and global	

### Annex 3: Indicators to Monitor Results of the Action

RESULTS	EXPECTED OUTPUTS
1. Institutional capacity at local levels enhanced and drylands issues mainstreamed into district level/local level development plans and interventions implemented at local levels	1. Technical advice provided for mainstreaming drylands issues into local development plans and for implementing livelihoods options in five countries (Benin, Ghana, Mozambique, Tanzania and Tunisia)
	2. Alternative livelihoods options in the drylands implemented in five countries (Benin, Ghana, Mozambique, Tanzania and Tunisia)
	3. Enhanced capacity of local government for mainstreaming drylands issues into local development plans and for implementation of livelihoods options in five countries (Benin, Ghana, Mozambique, Tanzania and Tunisia)
	4. Enhanced capacity of civil society organizations and media to influence decision-making processes in support of drylands development issues in five countries (Benin, Ghana, Mozambique, Tanzania and Tunisia)
2. Local capacities built to respond to natural disasters/adaptation strategies to climate change impacts in the drylands	5. Capacity built to respond to natural disaster in the drylands (drought and bush fires) in two countries (Mozambique and Namibia)
	6. Capacity Building Tools developed and applied in two countries (Mozambique and Namibia)
3. Local governance of natural resources improved for increased economic opportunities, environmental sustainability and conflicts prevention/resolution	7. Community awareness raised and enhanced among Co-op members on intra-inter community conflicts over natural resources (NRs) in one country (Mali)
	8. Intra- and inter-community coordination / dialogue framework established and operational; management and utilization of local NRs improved in Mali
	9. Communities' capacity in decentralized governance of natural resources (DGNR), conflict management/resolution increased in one country (Mali)
	10. Capacity gaps identified, needs assessed, priorities and entry points for programme intervention established in one country (Yemen)
	11. Capacity of the local institutions (i.e. Basin Committee, local councils, Water User Groups and Associations) in water conflict resolution and WRM enhanced in one country (Yemen)
	12. Consultative mechanism operational; water resource management and conflict resolution adequately integrated into local development planning cycle and implementation of one water project initiated in one country (Yemen)
4. Institutional capacities enhanced to facilitate participation in entrepreneurial and other economic activities	13. Local community needs assessed and baseline information generated for developing, implementing and monitoring livelihoods options projects through market access in two countries (Ghana and Mali)
	14. Local livelihoods economic opportunities increased in Mali and Ghana
	15. Capacity of target product and marketing groups strengthened in the production and value addition of handicrafts, ecotourism, honey, aloe products, livestock and products in Kajiado, Monduli, Iramba and Turkana Districts in two countries (Kenya and Tanzania)
	16. Capacities of target product groups and local institutions from Kajiado, Monduli, Iramba and Turkana Districts in marketing of drylands commodities strengthened in two countries (Kenya and Tanzania)
	17. Innovative financing mechanisms for drylands products and marketing for target groups developed and implemented in Kajiado, Monduli, Iramba and Turkana Districts (Kenya and Tanzania)
	18. Knowledge generated, lessons learnt and experiences gained from activities implemented in Kajiado, Monduli, Iramba and Turkana Districts documented, disseminated and awareness raised on market opportunities in the drylands

RESULTS	EXPECTED OUTPUTS
	19. Awareness raised on market opportunities in the drylands and interest generated
5. Learning promoted and knowledge shared through exchange visits/study tours, experiences, lessons learnt and best practices documented and distributed amongst countries	20. Awareness raised, communities and policy makers sensitized through exchange and study tours and lessons learnt used to improve planning and programming in five countries (Benin, Ghana, Mozambique, Tanzania and Tunisia)
	21. One publication produced on lessons learnt, experiences and best practices on mainstreaming drylands issues at local levels into local development plans by year three and disseminated
	22. Knowledge generated on drought risk management and adaptation to climate change and disseminated
	23. Lessons learnt, experiences and best practices on decentralized governance of natural resources and conflict resolution documented and disseminated within all IDDP countries by year three ( 1 document)
	24. Knowledge generated, lessons learnt and experiences gained from activities implemented in Kaijiado, Monduli, Iramba and Turkana Districts documented, disseminated and awareness raised on market opportunities in the drylands
Monitoring and Environment	25. M and E plan developed and implemented, quarterly monitoring reports, annual yearly review and planning reports, annual donor reports (financial and technical), mid-term review reports and final project evaluation report produced and disseminated to key stakeholders

**Annex 4: Monitoring and reporting documentation and other relevant documents to be reviewed by the Consultants**

**A. Agreement signed between the EC and UNDP (including all annexes)**

**B. Project/Programme Documents:**

- Integrated Drylands Development Programme, Phase I, Drylands Development Centre, United Nations Development Programme
- IDDP Concept Note
- IDDP I Evaluation Report
- Integrated Drylands Development Programme, Phase II (2010-2014), Drylands Development Centre, United Nations Development Programme
- Relevant country specific workplans for all countries

**C. Progress Reports:**

- First Progress Report (20 December 2008 - 10 December 2010), March 2011
- Second progress report (11 December 2010 - 29 February 2012), March 2012

**D. Related Evaluation Reports:**

- Promoting Sustainable Livelihoods and Resilience in the Drylands: Lessons from the UNDP Integrated Drylands Development Programme (forthcoming)
- MTR Report submitted to EU on 16 April 2012
- MTR findings from Finish support towards IDDP-AS (September 2011)
- Mali ROM findings (April/May 2011)
- Previous MAP evaluations (March 2006 and November 2008)
- Other recent evaluations of IDDP

**E. Programme website at <http://www.undp.org/drylands/>**

**F. Others**

- UNEG 2005: Standards for Evaluations in the UN System, available at [http://www.unevaluation.org/papersandpubs/documentdetail.jsp?doc\\_id=22](http://www.unevaluation.org/papersandpubs/documentdetail.jsp?doc_id=22)
- UNDP 2009: Handbook on Planning, Monitoring and Evaluating for Development Results, available at <http://web.undp.org/evaluation/handbook/documents/english/pme-handbook.pdf>
- EU-UNDP Joint Guidelines on Reporting, available at [http://ec.europa.eu/europeaid/work/procedures/financing/international\\_organisations/other\\_documents\\_related\\_united\\_nations/document/joint\\_guidelines\\_reporting\\_2011\\_en.pdf](http://ec.europa.eu/europeaid/work/procedures/financing/international_organisations/other_documents_related_united_nations/document/joint_guidelines_reporting_2011_en.pdf)

## **Annex 5: Selection criteria of countries to be visited under the Final Evaluation**

The Action was implemented in nine countries in Sub-Saharan Africa (in the regions of East and Southern Africa and West and Central Africa) as well as the Arab States<sup>4</sup> to obtain results in four distinct areas of focus:

1. Support mainstreaming drylands issues into national policies
2. Build capacities to respond to natural disasters and support adaptation strategies to climate change impacts
3. Support local governance of natural resources for conflict resolution
4. Develop capacity of communities to participate in entrepreneurial and other economic activities.

Three countries, i.e. Ghana, Kenya and Namibia, were visited during the MTR exercise in 2011. Project sites in Mali and Yemen continue to be out of reach due to prevailing security conditions.

Therefore, Benin, Mozambique, Tanzania and Tunisia<sup>1</sup> will be visited during this final evaluation exercise to generate field-based data in those countries.

Country	Geographical representation	Focus area	Comments
Benin	<b><u>West</u></b> and Central Africa	Support mainstreaming drylands issues into national policies.	Findings from the latest lessons learnt exercise to be incorporated.
Tanzania	<b><u>East</u></b> and Southern Africa	Support mainstreaming drylands issues into national policies; Build capacities to respond to natural disasters and support adaptation strategies to climate change impacts;	Lessons learnt exercise on-going; forth-coming findings to be incorporated.
Mozambique	East and <b><u>Southern</u></b> Africa	Support mainstreaming drylands issues into national policies; Develop capacity of communities to participate in entrepreneurial and other economic activities.	Findings from the latest lessons learnt exercise to be incorporated.
Tunisia	<b><u>Arab States</u></b>	Support mainstreaming drylands issues into national policies.	Findings from the latest lessons learnt exercise and Finish MTR to be incorporated here.

<sup>4</sup> DDC's mandate is to provide global support to the implementation of the UN Convention to Combat Desertification (UNCCD) with a particular focus on Africa. Practically, DDC divides Africa into 2 sub-regions, i.e. East and Southern, and West and Central Africa. While the UNCCD considers all countries in the North of the continent as 'Africa', DDC uses UNDP's corporate classification as per Regional Bureaus and hence the reason why the two countries (Tunisia and Yemen) fall under our 'Arab States' programme component.

## **Annex 6: Evaluation Consultant Code of Conduct and Agreement Form<sup>5</sup>**

### **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 imitations, findings and recommendations.
7. Should reflect sound accounting procedures and be prudent in using the resources of the evaluation.

### **Evaluation Consultant Agreement Form**

#### **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 place on date

Signature: \_\_\_\_\_

<sup>5</sup> Source: [http://www.unevaluation.org/papersandpubs/documentdetail.jsp?doc\\_id=22](http://www.unevaluation.org/papersandpubs/documentdetail.jsp?doc_id=22)