

SAMPLE EVALUATION MATRIX				
Criteria/ Sub-criteria	(Examples of) ques- tions to be addressed by outcome-level evaluation	What to look for	Data sources	Data collection methods
Effectiveness	<ul style="list-style-type: none"> Did the project or programme implementation contribute towards the stated outcome? Did it at least set dynamic changes and processes that move towards the long-term outcomes? How does UNDP measure its progress towards expected results/outcomes in a context of flux? 	<ul style="list-style-type: none"> What outcomes does the project intend to achieve? What outputs has the project achieved? What percentage of the project results at the output level has been achieved? What changes can be observed as a result of these outputs? In addition to UNDP initiatives, what other factors may have affected the results? What were the unintended results (+ or -) of UNDP initiatives? 	<ul style="list-style-type: none"> Project/programme/thematic areas evaluation reports Progress reports on projects UNDP staff Development partners Government partners Beneficiaries 	<ul style="list-style-type: none"> Desk reviews of secondary data Interviews with government partners, development partners, UNDP staff, civil society partners, associations, and federations Field visits to selected projects
	<ul style="list-style-type: none"> How broad are the outcomes (e.g., local community, district, regional, national)? Are UNDP's efforts concentrated in regions/districts of greatest need? 	<ul style="list-style-type: none"> Are the results of the project intended to reach local community, district, regional or national level? 	<ul style="list-style-type: none"> Evaluation reports Progress reports on projects 	<ul style="list-style-type: none"> Desk reviews of secondary data
	<ul style="list-style-type: none"> Who are the main beneficiaries? To what extent do the poor, indigenous groups, women, Dalits, and other disadvantaged and marginalized groups benefit? 	<ul style="list-style-type: none"> Who are the target beneficiaries and to what extent have they been reached by the project? How have the particular needs of disadvantaged groups been taken into account in the design and implementation, benefit sharing, monitoring and evaluation of the project/programme? How far has social inclusion been taken into account in the project/programme? How far has the regional context (least developed region) been taken into consideration while selecting the project/programme? 	<ul style="list-style-type: none"> Programme documents Annual Work Plans Evaluation reports MDG progress reports Human Development Reports 	<ul style="list-style-type: none"> Desk reviews of secondary data

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Efficiency	<ul style="list-style-type: none"> Has the project or programme been implemented within deadline and cost estimates? Have UNDP and its partners taken prompt actions to solve implementation issues? What impact has political instability had on delivery timelines? 	<ul style="list-style-type: none"> Have there been time extensions on the project? What were the circumstances giving rise to the need for time extension? Has there been over-expenditure or under-expenditure on the project? What mechanisms does UNDP have in place to monitor implementation? Are these effective? 	<ul style="list-style-type: none"> Programme documents Annual Work Plans Evaluation reports ATLAS reports Government partners Development partners UNDP staff (Programme Implementation Support Unit) 	<ul style="list-style-type: none"> Desk reviews of secondary data Interviews with government partners and development partners
	<ul style="list-style-type: none"> Were UNDP resources focused on the set of activities that were expected to produce significant results? Was there any identified synergy between UNDP initiatives that contributed to reducing costs while supporting results? How has the existence of the Project Implementation Support Unit assisted the efficiency of programme delivery 	<ul style="list-style-type: none"> Are resources concentrated on the most important initiatives or are they scattered/spread thinly across initiatives? 	<ul style="list-style-type: none"> Programme documents Annual Work Plans Evaluation reports ATLAS reports Government partners Development partners UNDP staff (Programme Implementation Support Unit) 	<ul style="list-style-type: none"> Desk reviews of secondary data Interviews with government partners and development partners
Sustainability	<ul style="list-style-type: none"> Were initiatives designed to have sustainable results given the identifiable risks? Did they include an exit strategy? How does UNDP propose to exit from projects that have run for several years? 	<ul style="list-style-type: none"> Does/did the project have an exit strategy? To what extent does the exit strategy take into account the following: <ul style="list-style-type: none"> Political factors (support from national authorities) Financial factors (available budgets) Technical factors (skills and expertise needed) Environmental factors (environmental appraisal) 	<ul style="list-style-type: none"> Programme documents Annual Work Plans Evaluation reports 	<ul style="list-style-type: none"> Desk reviews of secondary data
	<ul style="list-style-type: none"> What issues emerged during implementation as a threat to sustainability? What corrective measures were adopted? How has UNDP addressed the challenge of building national capacity in the face of high turnover of government officials? 	<ul style="list-style-type: none"> What unanticipated sustainability threats emerged during implementation? What corrective measures did UNDP take? 	<ul style="list-style-type: none"> Evaluation reports Progress reports UNDP programme staff 	<ul style="list-style-type: none"> Desk reviews of secondary data Interview UNDP programme staff
	<ul style="list-style-type: none"> How has UNDP approached the scaling up of successful pilot initiatives and catalytic projects? Has the government taken on these initiatives? Have donors stepped in to scale up initiatives? 	<ul style="list-style-type: none"> What actions have been taken to scale up the project if it is a pilot initiative? 	<ul style="list-style-type: none"> Evaluation reports Progress reports UNDP programme staff 	<ul style="list-style-type: none"> Desk reviews of secondary data Interview UNDP programme staff

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SAMPLE QUESTIONS RELATING TO THE PROMOTION OF UN VALUES FROM A HUMAN DEVELOPMENT PERSPECTIVE				
Supporting policy dialogue on human development issues	<ul style="list-style-type: none"> ■ To what extent did the initiative support the government in monitoring achievement of MDGs? 	<ul style="list-style-type: none"> ■ What assistance has the initiative provided supported the government in promoting human development approach and monitoring MDGs? Comment on how effective this support has been. 	<ul style="list-style-type: none"> ■ Project documents ■ Evaluation reports ■ HDR reports ■ MDG reports ■ National Planning Commission ■ Ministry of Finance 	<ul style="list-style-type: none"> ■ Desk review of secondary data ■ Interviews with government partners
Contribution to gender equality	<ul style="list-style-type: none"> ■ To what extent was the UNDP initiative designed to appropriately incorporate in each outcome area contributions to attainment of gender equality? ■ To what extent did UNDP support positive changes in terms of gender equality and were there any unintended effects? 	<ul style="list-style-type: none"> ■ Provide example(s) of how the initiative contributes to gender equality. ■ Can results of the programme be disaggregated by sex? 	<ul style="list-style-type: none"> ■ Project documents ■ Evaluation reports ■ UNDP staff ■ Government partners ■ Beneficiaries 	<ul style="list-style-type: none"> ■ Desk review of secondary data ■ Interviews with UNDP staff and government partners ■ Observations from field visits
Addressing equity issues (social inclusion)	<ul style="list-style-type: none"> ■ How did the UNDP initiative take into account the plight and needs of vulnerable and disadvantaged to promote social equity, for example, women, youth, disabled persons? 	<ul style="list-style-type: none"> ■ Provide example(s) of how the initiative takes into account the needs of vulnerable and disadvantaged groups, for example, women, youth, disabled persons. ■ How has UNDP programmed social inclusion into the initiative? 	<ul style="list-style-type: none"> ■ Project documents ■ Evaluation reports ■ UNDP staff ■ Government partners ■ Beneficiaries 	<ul style="list-style-type: none"> ■ Desk review of secondary data ■ Interviews with UNDP staff and government partners ■ Observations from field visits