**Terms of Reference for the Mid-Term Evaluation of CPD Outcome One: By 2021, Accelerated Inclusive and Sustainable Economic Growth to Reduce Poverty and Inequality for the Vulnerable Groups**

# 1.0 Background

The Country Programme Document (CPD) for The Gambia (2017-2021) was formally adopted by the Executive Board in September 2016, signalling the formal start of a new programme cycle. The CPD was anchored on three major programme pillars, namely: i) Poverty and Inclusive Growth, ii) Governance and Human Rights and Environment and sustainable Development.

Within the Poverty and Inclusive Growth, UNDP support has focused on three inter related and elements that reinforce the basic foundations of inclusive growth and poverty reduction while targeting to reach the un-reach and addressing inequality. UNDP support address the poverty, inequality and exclusion nexus, providing both upstream and downstream support and building on current programme cycle achievements: evidence-based planning, livelihoods and employment promotion; inclusive growth; and social protection. By strengthening inclusive processes in policy-making, planning and budgeting through the use of evidence will spur broad-based growth and economic diversification resulting to employment intensive programmes that will benefit all and reduce poverty and inequality. It addresses United Nations Development Assistance Framework (UNDAF) outcomes 1 and 3.2. By 2021, accelerated inclusive and sustainable economic growth to reduce poverty and inequality for the vulnerable groups and related to UNDP strategic plan outcome 1. Growth and development are inclusive and sustainable, incorporating productive capacities that create employment and livelihoods for the poor and excluded

These three elements include (a) National and subnational institutions enabled to achieve structural transformation of productive capacities that are sustainable and employment-and livelihoods-intensive. (b) Capacity of national and subnational-level institutions strengthened to deliver improved basic services, formulate pro-poor and gender-sensitive strategies and plans. (c) Options enabled and facilitated for inclusive and sustainable social protection.The later has not yet developed as a project but the earlier two became projects in September 2017.

UNDP’s poverty and inclusive growth programmes support national government priorities as defined under the National Development Plan (NDP 2017-2021) and the Gambia Vision 2020. UNDP partners with the Government of the Gambia, with other development partners and civil society, to support the implementation of the poverty and inclusive growth and institutional capacity priorities. The UNDP Poverty and Inclusive Growth Unit provides programme and project support to various institutions and line ministries. UNDP acts as the lead agency in the UNDAF result area one which is Strengthening of national capacities economic management and governance.

# 2.1 Evaluation Purpose

# 2019 marks midway into the CPD (2017-2021) and therefore this is Mid-term Evaluation of the Outcome one of the Country Programme. UNDP commissions outcome evaluations to capture and demonstrate evaluative evidence of its contributions to development results at the country level as articulated in both the UN Development Assistance Framework (UNDAF) and UNDP Country Programme Document (CPD). These are evaluations carried out within the overall provisions contained in the UNDP Evaluation Policy. In line with the Evaluation Plan of UNDP The Gambia, this outcome evaluation was planned for this year 2019 to assess the impact of UNDP’s development assistance across the major thematic and cross cutting areas of economic management and governance outcomes. The UNDP Office in Gambia is commissioning this evaluation on economic management to capture evaluative evidence of the relevance, effectiveness, efficiency and sustainability of current programming, which can be used to strengthen existing programmes and to set the stage for new initiatives. The evaluation serves an important accountability function, providing national stakeholders and partners in Liberia with an impartial assessment of the results of UNDP governance support. The evaluation will also provide perspective on the changing post-dictatorial regime landscape and priorities. Coming close on the mid- term of the UNDAF and the UNDP CPD, it will also provide the Country Office with insights as relates for needs for strategic re-alignments and prioritization with a specific focus within its economic management sphere of work.

# 2.2 Evaluation Scope

The outcome evaluation will be conducted during the months of April to June 2019, with a view to enhancing programmes while providing strategic direction and inputs to the mid- term evaluation of the UNDP country programme and the UNDAF, both scheduled to start in 2019 also.

Specifically, the outcome evaluation will assess:

1. The relevance and strategic positioning of UNDP support to Gambia on economic management; entrepreneurship and private sector development.
2. The frameworks and strategies that UNDP has devised for its support on economic management and evidence-based planning and budgeting; entrepreneurship, private sector development including partnership strategies, and whether they are well conceived for achieving planned objectives.
3. The progress made towards achieving an accelerated Inclusive and sustainable economic growth to reduce poverty and inequality for the vulnerable groups outcome, through specific projects and advisory services, and including contributing factors and constraints.
4. The progress to date under these outcomes and what can be derived in terms of lessons learned for future UNDP inclusive and sustainable economic growth support to Gambia.

|  |
| --- |
| The evaluation will consider the pertinent country programme outcomes and outputs focused towards strong ececonomic management/ private sector development and entrepreneurship development for inclusive growth, as stated in the UNDAF and the 2017-2021 country programme document (CPD) for Gambia. The specific outcome under the UNDP CPD is to be assessed relates to UNDAF and country programme # 1 and 3.2. Gambia: accelerated inclusive and sustainable economic growth to reduce poverty and inequality for the vulnerable groups Annex 1 |

As described earlier the UNDP Gambia country office is implementing two projects (annex 2) that reside within this outcome. An analysis of achievements across all 2 projects is expected.

# 2.3 Evaluation Questions

The outcome evaluation seeks to answer the following questions, focused around the evaluation criteria of relevance, effectiveness, efficiency and sustainability:

### Relevance:

* To what extent is UNDP’s engagement in sustainable and inclusive growth support a reflection of strategic considerations, including UNDP’s role in the development context in Gambia and its comparative advantage vis-a-vis other partners?
* To what extent has UNDP’s selected method of delivery been appropriate to the development context?
* Has UNDP been influential in national debates on economic management and inclusive growth to addressing poverty and inequality for vulnerable groups?
* To what extent have UN reforms influenced the relevance of UNDP support to Gambia in the economic management and inclusive growth sector?

### Effectiveness

* What evidence is there that UNDP support has contributed towards an improvement in national government capacity for economic management and private sector led growth for employment generation and poverty reduction? i
* Has UNDP been effective in helping improve economic management and inclusive growth at the local level in Liberia? Do these local results aggregate into nationally significant results?
* Has UNDP worked effectively with other UN Agencies and other international and national delivery partners to deliver economic growth, private sector development strategies?
* How effective has UNDP been in partnering with civil society and the private sector to promote good economic management in Gambia?
* Has UNDP utilised innovative techniques and best practices in its economic management and inclusive growth programming?
* Is UNDP perceived by stakeholders as a strong advocate for improving government effectiveness and integrity in in economic management in Gambia?
* Considering the technical capacity and institutional arrangements of the UNDP country office, is UNDP well suited to providing economic management/private sector development support to national and local governments in Gambia?
* What contributing factors and impediments enhance or impede UNDP performance in this area?

### Efficiency

* Are UNDP approaches, resources, models, conceptual framework relevant to achieve the planned outcome? Are they sufficiently sensitive to the political and development constraints of the country (political stability, post crisis situations, etc)?
* Has UNDP’s governance strategy and execution been efficient and cost effective?
* Has there been an economical use of financial and human resources?
* Are the monitoring and evaluation systems that UNDP has in place helping to ensure that programmes are managed efficiently and effectively?
* Were alternative approaches considered in designing the Projects?

### Sustainability

* What is the likelihood that UNDP Economic management and inclusive growth interventions are sustainable?
* What mechanisms have been set in place by UNDP to support the government of the Gambia to sustain improvements made through these inclusive growth interventions?
* How should the Economic management and inclusive growth portfolio be enhanced to support central authorities, local communities and civil society in improving service delivery over the long term?
* What changes should be made in the current set of partnerships to promote long term sustainability?

*Partnership strategy*

* + Has the partnership strategy in the economic management and inclusive growth sector been appropriate and effective?
	+ Are there current or potential complementarities or overlaps with existing national partners’ programmes?
	+ How have partnerships affected the progress towards achieving the outputs
	+ Has UNDP worked effectively with other international delivery partners to deliver on good economic management initiatives?
	+ How effective has UNDP been in partnering with civil society (where applicable) and the private sector to promote good and sound economic management?

The evaluation should also include an assessment of the extent to which programme design, implementation and monitoring have taken the following cross cutting issues into consideration:

### Human rights

* To what extent have poor, indigenous and tribal peoples, youth, persons with disabilities, women and other disadvantaged and marginalized groups benefitted from UNDPs work in support of economic management and inclusive growth?

### Gender Equality

The assignment will require the consulltant/s to do a gender assessment of the outcome and show how gender sensitive in planning implementation and sharing of benefits specifically investigate the following:

* To what extent has gender been addressed in the design, implementation and monitoring of economic management and inclusive growth projects? Is gender marker data assigned to projects representative of reality (focus should be placed on gender marker 2 and 3 projects)?

To what extent has UNDP economic management and inclusive growth support promoted positive changes in gender equality? Were there any unintended effects? Information collected should be checked again data from the UNDP country office’ Results-oriented Annual Reports (ROAR) during the period 2017 - 2018.

Based on the above analysis, the evaluators are expected to provide overarching conclusions on UNDP results in this area of support, as well as recommendations on how the UNDP Gambia Country Office could adjust its programming, partnership arrangements, resource mobilization strategies, and capacities to ensure that the economic management and inclusive growth portfolio fully achieves current planned outcomes and is positioned for sustainable results in the future. The evaluation is additionally expected to offer wider lessons for UNDP support in the Gambia and elsewhere based on this analysis.

# 3.0 Methodology

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

The outcome evaluation is expected to take a “theory of change’’ (TOC) approach to determining causal links between the interventions that UNDP has supported and observe progress in economic management and inclusive growth at national and local levels in the Gambia. The evaluators will develop a logic model of how UNDP economic management and inclusive growth interventions are expected to lead to improved national and local government management and service delivery the evaluators are expected to construct a theory of change for the outcome, based against stated objectives and anticipated results, and more generally from UNDPs economic management and inclusive growth to address poverty, inequalities and capacity development strategies and techniques.

Evidence obtained and used to assess the results of UNDP support should be triangulated from a variety of sources, including verifiable data on indicator achievement, existing reports, evaluations and technical papers, stakeholder interviews, focus groups, surveys and site visits.

The following steps in data collection are anticipated:

## **3.1 Desk Review**

A desk review should be carried out of the key strategies and documents underpinning the economic management and inclusive growth work of UNDP in the Gambia. This includes reviewing the UNDAF and pertinent country programme documents, the annual reviews of the UNDAF and UNDP CPD as well as a wide array of monitoring and evaluation documents of the economic management and inclusive growth projects, to be provided by the UNDP country office. Annex 3

The evaluators are expected to review pertinent strategies and reports developed by the Government of the Gambia that are relevant to UNDP’s economic management and inclusive growth support. This includes the government’s National Development Plan (NDP 2018-2021), the Gambia Vision 2020, and other national reports, to be made available by the UNDP Country Office.

The evaluators will examine all relevant documentation concerning the 2 main projects implemented within the economic management and inclusive growth area, including project TORs, annual and technical assessment reports.

## **3.2 Field Data Collection**

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

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

# 4.0 Deliverables

The following reports and deliverables are required for the evaluation:

* Inception report
* Draft Sustainable and Inclusive Economic Growth Outcome Evaluation Report
* Presentation at the validation workshop with key stakeholders, (partners and beneficiaries)
* Final Sustainable and Inclusive Economic Growth Outcome Evaluation report

One week after contract signing, the evaluation manager will produce an **inception report** containing the proposed theory of change for UNDPs work on economic management in the Gambia. The inception report should include an evaluation matrix presenting the evaluation questions, data sources, data collection, analysis tools and methods to be used. The inception report should detail the specific timing for evaluation activities and deliverables and propose specific site visits and stakeholders to be interviewed. Protocols for different stakeholders should be developed. The inception report will be discussed and agreed with the UNDP country office before the evaluators proceed with site visits.

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

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

Title

Table of contents

Acronyms and abbreviations

Executive Summary

Introduction

Background and context

Evaluation scope and objectives

Evaluation approach and methods

Data analysis

Findings and conclusions

Lessons learned

Recommendations

Annexes

# 5.0 Evaluation Team Composition and Required Competencies

The outcome evaluation will be undertaken by a firm or a team of two consultants one must be external. The external consultant will be the Evaluation Manager and a local Associate Evaluator. Both international and national consultants can be considered for these positions, however one must a strong gender expert.

## **5.1 Required Qualifications of the Evaluation Manager**

* Minimum Master’s degree in economics, development management, public administration, regional development/planning, or other social science;
* Minimum 10-15 years of professional experience in economic sector development, including in the areas of economic management, planning, regional development, gender equality and social services.
* At least seven {7} years' experience in conducting external project evaluations using different approaches and these will include non- traditional and innovative evaluation methods
* At least 5 years of experience in conducting evaluations of government and international aid organisations, preferably with direct experience with civil service capacity building;
* Strong working knowledge of the UN and its mandate in the Gambia, and more specifically the work of UNDP in support of government, private sector and civil society in the Gambia;
* Sound knowledge of results-based management systems, and monitoring and evaluation methodologies; including experience in applying SMART (S Specific; M Measurable; A Achievable; R Relevant; T Time-bound) indicators;
* Excellent reporting, good interpersonal and communication skills, an ability to communicate with various stakeholders, and an ability to express ideas and concepts concisely and clearly;
* Strong team leadership and management track record.

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

* Lead and manage the evaluation mission;
* Develop the inception report, detailing the evaluation scope, methodology and approach;
* Conduct the project evaluation in accordance with the proposed objective and scope of the evaluation and UNDP evaluation guidelines;
* Manage the team during the evaluation mission, and liaise with UNDP on travel and interview schedules’
* Draft and present the draft and final evaluation reports;
* Lead the presentation of draft findings in the stakeholder workshop;
* Finalize the evaluation report and submit it to UNDP.

## **5.3 Required qualification of the Associate Evaluator**

* Gambian citizen or persons with extensive experience working in the Gambia during the last 5 years;
* Minimum master’s degree in the economics and or development planning;
* Minimum 5 years’ experience carrying out development evaluations for government, private sector and civil society;
* Experience working in or closely with UN agencies, especially UNDP, is preferred;
* A deep understanding of the development context in the Gambia and preferably an understanding of economic management and development planning issues within the Gambian context;
* A strong knowledge and understanding of gender issues as it relates to development programming and management
* Strong communication skills;
* Excellent reading and writing skills in English, and preferably also two or more local languages.

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

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

# 6.0 Evaluation Ethics

The evaluation must be carried out in accordance with the principles outlined in the UNEG ‘Ethical Guidelines for Evaluation’ and sign the Ethical Code of Conduct for UNDP Evaluations Annex 5. Evaluators must be free and clear of perceived conflicts of interest. To this end, interested consultants will not be considered if they were directly and substantively involved, as an employee or consultant, in the formulation of UNDP strategies and programming relating to the outcomes and programmes under review. The code of conduct and an agreement form to be signed by each consultant are included in Annex.

# 7.0 Implementation Arrangements

The UNDP CO in collaboration with Government will select the evaluation team through an open process and will be responsible for the management of the evaluators. The DRR will designate a focal point for the evaluation that will work with the UNDP programme cluster, project teams at implementing partners’ level to assist in facilitating the process (e.g., providing relevant documentation, arranging visits/interviews with key informants, etc.). The CO Management will take responsibility for the approval of the final evaluation report. The Cluster Programme Specialist or designate will arrange introductory meetings within the CO and the DRR or her designate will establish initial contacts with partners and project staff. The consultants will take responsibility for setting up meetings and conducting the evaluation, subject to advanced approval of the methodology submitted in the inception report. The CO management will develop a management response to the evaluation within two weeks of report finalization.

The Task Manager of the Project will convene an Advisory Panel comprising of technical experts to enhance the quality of the evaluation. This Panel will review the inception report and the draft evaluation report to provide detail comments related to the quality of methodology, evidence collected, analysis and reporting. The Panel will also advise on the conformity of evaluation processes to the UNEG standards. The evaluation team is required to address all comments of the Panel completely and comprehensively. The Evaluation Team Leader will provide a detail rationale to the advisory panel for any comment that remain unaddressed.

The evaluation will use a system of ratings standardising assessments proposed by the evaluators in the inception report. The evaluation acknowledges that rating cannot be a standalone assessment, and it will not be feasible to entirely quantify judgements. Performance rating will be carried out for the four evaluation criteria: relevance, effectiveness, efficiency and sustainability.

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

# 8.0 Time-Frame for the Evaluation Process

The evaluation is expected to take 22 working days for each of the two consultants, over a period of six weeks starting 15th May 2019. A tentative date for the stakeholder workshop is 21st June, and the final draft evaluation report is due the 30th June 2019. The following table provides an indicative breakout for activities and delivery:

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

# 9.0 Fees and payments

Interested consultants should provide their requested fee rates when they submit their expressions of interest, in USD. The UNDP Country Office will then negotiate and finalise contracts. Travel costs and daily allowances will be paid against invoice, and subject to the UN payment schedules for The Gambia. Fee payments will be made upon acceptance and approval by the UNDP Country Office of planned deliverables, based on the following payment schedule:

|  |  |
| --- | --- |
| Inception report  | 10% |
| Draft Evaluation Report  | 70% |
| Final Evaluation Report  | 20% |

**Send application marked “Mid-Term Evaluation of CPD” to:** bid.gm@undp.org

**Submit Technical and Financial proposals separately. Applicants who do not meet this requirement will not be considered.**

**Closing date for application is 24th April 2019**

# ANNEXES

## **ANNEX 1 - LIST OF Programme/Projects to be evaluated**

|  |
| --- |
| **National priority or goal: 1 and 3. Accelerating and sustaining economic growth, agriculture and natural resources for food security**  |
| **United Nations Development Assistance Framework (UNDAF) outcomes 1 and 3.2.** **By 2021, accelerated inclusive and sustainable economic growth to reduce poverty and inequality for the vulnerable groups**  |
| **Related strategic plan outcome 1. Growth and development are inclusive and sustainable, incorporating productive capacities that create employment and livelihoods for the poor and excluded**  |
| **UNDAF outcome indicators, baselines, and targets**  | **Data source, frequency of data collection, and responsibilities**  | **Indicative country Programme outputs** ***(including indicators, baselines, and targets)***  | **Major partners, partnerships and frameworks**  | **Indicative resources by outcome (in thousands of $)**  |
| **Indicator 1.1.1.** Real gross domestic product (GDP) growth, 2017-2021 ***Baseline:*** 4.2% (2016) ***Target:* 7%** 2. **Indicator 1.1.2.** Percentage of population below $1.75 per day (‘poverty headcount’) ***Baseline:*** 48.4% (2010) ***Target: 20%*** **Indicator 1.1.3**: Real GDP per capita ***Baseline:* $271 (2014)** ***Target:* $1,250 (Vision 2020)** **Indicator 1.1.4**: Unemployment rate, ages 18-65 ***Baseline:*** National, 29.2%; rural, 31.1, urban, 28.4% Male: 20.9%, Female: 38.3%, 2012 ***Target:*** 10%  | **Data source:** National accounts Annual project reports Integrated Household Survey National accounts Labour force surveys  | **Output 1.1. National and subnational institutions enabled to achieve structural transformation of productive capacities that are sustainable and employment-and livelihoods-**intensive. **Indicator 1.1.1.** Number of gender-sensitive strategies, in place at the national and sub-national levels to generate and strengthen employment and livelihoods. ***Baseline:*** 3 sectoral; 0 regional strategies47 ***Target****:* 6 sectoral; 4 regional strategies **Indicator 1.1.2.** Number of schemes that expand and diversify the productive base. ***Baseline:*** 0 central; 2 urban; 0 rural48 ***Target:*** 2 central; 3 urban; 6 rural **Indicator 1.1.3.** Number of new jobs and other livelihoods generated, disaggregated by sex and age. ***Baseline:*** 700 men; 600 women; 600 youth; Total: 1,100 ***Target:*** 2,000 men; 2,000 women; 1,000 youth; Total: 4,000 **Output 1.2. Options enabled and facilitated for inclusive and** **sustainable social protection.** **Indicator 1.2.2.** Proportion of vulnerable children, women and youth receiving social protection support, disaggregated by sex. ***Baseline:*** 50,000 (29, 000 women, 10,000 youth). 49 ***Target:*** 220,000 (100,000 women, 120,000 youth)50 **Output 1.3. Capacity of national and subnational-level institutions strengthened to deliver improved basic**

|  |  |
| --- | --- |
| **services formulate pro-poor and gender-sensitive strategies and plans.** **Indicator 1.3.1.** Number of national and subnational governments with functioning planning, budgeting and monitoring systems. ***Baseline: 2 51*** ***Target: 652*** **Indicator 1.3.2.** Number of national statistical surveys that produced informed, gender-sensitive policies and plans. ***Baseline: 253*** ***Target: 5***  |   |

 | Ministry of Youth and Sports Ministry of Trade, Industry and Employment (MOTIE) Ministry of Finance and Economic Affairs (MOFEA) Department of Social Welfare Ministry of Energy (MOE) Gambia Bureau of Statistics Ministry of Planning and Policy MOFEAGambia Bureau of Statistics Ministry of Planning and Policy MOFEA | **Regular** **$8,000** **Other** **$6,000**  |

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|  |   |

**Annex 2- List projects**

1. **Project Title**: Support to strengthened capacities of national institutions responsible for economic management and evidence-based policy, planning and budgeting to achieve inclusive growth and poverty reduction in the Gambia (2017-2021)
2. **Project Title**: Support to Entrepreneurship and Private Sector Development for Inclusive Growth, Employment Generation and Poverty Reduction (2017-2021)

## **ANNEX 3 - DOCUMENTS TO BE CONSULTED**

* United Nations Development Assistance Framework 2017 – 20121
* UNDP Country Programme Document 2017 – 2021
* UNDAF Action Plan 2017 – 2021
* CO ROAR 2017 &2018
* UNDP PME Handbook
* UNDP Evaluation Guide and addendum
* UNDG RBM Handbook
* UNDG Ethical Code of Conduct of Evaluators
* Project Documents, reports and project evaluation reports
* UNDP Handbook on Planning Monitoring and Evaluation for development Results
* UNDP Guidelines for Outcome Evaluators
* Ethical Code of Conduct for Evaluation in UNDP
* UNDG Result-Based Management Handbook
* Annual project reports
* Annual SDG report 2017
* GoTG Project documentations
* UNDP Strategic Plan (2014-2017, 2018-2021)
* UNDP Gender Equality Strategy (2014-2017
* UNDP Evaluation Policy

## **Annex 4: EVALUATION MATRIX**

Evaluation matrices are useful tools for planning and conducting evaluations; helping to summarize and visually present an evaluation design and methodology for discussions with stakeholders. In an evaluation matrix, the evaluation questions, data sources, data collection, analysis tools and methods appropriate for each data source are presented, and the standard or measure by which each question will be evaluated is shown.

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| Relevantevaluationcriteria | KeyQuestions | Specific Sub-Questions | DataSources | Data collectionMethods/Tools | Indicators/SuccessStandard | Methods for DataAnalysis |
|  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |

## **Annex 5: Ethical Code of Conduct for UNDP Evaluations**

Evaluators:

1. Must present information that is complete and fair in its assessment of strengths and weaknesses so that decisions or actions taken are well founded
2. Must disclose the full set of evaluation findings along with information on their limitations and have this accessible to all affected by the evaluation with expressed legal rights to receive results.
3. Should protect the anonymity and confidentiality of individual informants. They should provide maximum notice, minimize demands on time, and: respect people’s right not to engage. Evaluators must respect people’s right to provide information in confidence and must ensure that sensitive information cannot be traced to its source. Evaluators are not expected to evaluate individuals and must balance an evaluation of management functions with this general principle.
4. Sometimes uncover evidence of wrongdoing while conducting evaluations. Such cases must be reported discreetly to the appropriate investigative body. Evaluators should consult with other relevant oversight entities when there is any doubt about if and how issues should be reported.
5. Should be sensitive to beliefs, manners and customs and act with integrity and honesty in their relations with all stakeholders. In line with the UN Universal Declaration of Human Rights, evaluators must be sensitive to and address issues of discrimination and gender equality. They should avoid offending the dignity and self-respect of those persons with whom they come in contact during the evaluation. Knowing that evaluation might negatively affect the interests of some stakeholders, evaluators should conduct the evaluation and communicate its purpose and results in a way that clearly respects the stakeholders’ dignity and self-worth.
6. Are responsible for their performance and their product(s). They are responsible for the clear, accurate and fair written and/or oral presentation of study limitations, findings and recommendations.
7. Should reflect sound accounting procedures and be prudent in using the resources of the evaluation.