

## Terms of Reference (TOR)-Terminal Evaluation (TE): RESPAC Project

Ref: PN/FJ/113/20

Location	Suva, Fiji
Application Deadline	October 19 <sup>th</sup> 2020
Category	National Consultant -Fiji Based
Type of Contract	Individual Contractor (National Consultant)
Assignment Type	Terminal Evaluation
Languages required:	English
Starting Date	October 26 <sup>th</sup> 2020
Duration of Initial Contract:	15 working days
Expected Duration of Assignment:	3 Weeks ( Oct – Nov 2020)

Consultancy Proposal (CV & Financial proposal Template) should be uploaded on UNDP Jobshop website([https://jobs.undp.org/cj\\_view\\_jobs.cfm?cur\\_rgn\\_id\\_c=RAS](https://jobs.undp.org/cj_view_jobs.cfm?cur_rgn_id_c=RAS)) no later than 21<sup>st</sup> October 2020 (Fiji Time) clearly stating the title of consultancy applied for. Any proposals received after this date/time will not be accepted. Any request for clarification must be sent in writing, or by standard electronic communication to [procurement.fj@undp.org](mailto:procurement.fj@undp.org). UNDP will respond in writing or by standard electronic mail and will send written copies of the response, including an explanation of the query without identifying the source of inquiry, to all consultants. Incomplete, late and joint proposals will not be considered and only offers for which there is further interest will be contacted. Failure to submit your application as stated as per the application submission guide (Procurement Notice) on the above link will be considered incomplete and therefore application will not be considered.

### **NOTE:**

**Proposals must be sent through UNDP job shop web page. Candidates need to upload their CV and financial proposal -using UNDP template**

- 1. Daily rate to be inclusive of Medical insurance cost for the duration of the contract*
- 2. Selected Candidate will be required to submit a proof of medical insurance prior to issuance of contract*
- 3. If the selected/successful Candidate is over 65 years of age and required to travel outside his home country; He/She will be required provide a full medical report at their expense prior to issuance to contract. Contract will only be issued when Proposed candidate is deemed medically fit to undertake the assignment.*

## BACKGROUND

The Disaster Resilience in the Pacific SIDS (RESPAC) is funded by the Russian Federation, that aims to build the overall resilience of Pacific Island countries (PICs) to address the negative impacts of climate change. RESPAC has 3 main components as outlined below, which are in addition to the Project Management component:

- Strengthened early warning systems and climate monitoring capacity in selected PICs;
- Preparedness and planning mechanisms and tools to manage disaster recovery processes strengthened at regional, national and local level; and
- Increased use of financial instruments to manage and share disaster related risk and fund post disaster recovery efforts.

The initiation phase of the project started in June 2016 and the project was intended to complete its activities by December 2019, however a no-cost extension was subsequently approved in mid-2019 for closure in December 2020. Fourteen countries and one territory in the Pacific Islands region are eligible for support from this project: Cook Islands, Federated States of Micronesia (FSM), Fiji, Niue, Republic of the Marshall Islands (RMI), Samoa, Tonga, Tuvalu, Vanuatu, Palau, Kiribati, Papua New Guinea (PNG), Nauru and Solomon Islands and Tokelau. The Project Board is responsible for project oversight and decides on the quantum of funding and associated technical support based on need in the respective PICs. Some of the allocation funding and in-kind support will be available to all PICs (i.e. technical assistance in recovery); other activities such as Climate Early Warning Systems (CLEWS) and national recovery planning anticipate targeting selected countries in each respective output area, according to exposure and incidence of disasters, project criteria and where the project would add maximum value. The target countries have been identified during the inception phase based on hazard and vulnerability criteria.

RESPAC intervention is modelled on two prongs: *a) regional* and *b) national* levels and has built on the existing institutional strengths and at the same time complementing the interface of resilient development, effective early warning systems continuity vis-à-vis national development. Using UNDP's presence at the global, regional, and national levels, RESPAC provides strong working relationships with key stakeholders across the Pacific. Through RESPAC, UNDP has forged stronger partnerships at the national level as well as with regional and international agencies such as International Federation of the Red Cross, the Pacific Community (SPC), the Secretariat of the Pacific Regional Environment Programme (SPC), the World Meteorological Organization (WMO), Global Facility for Disaster Reduction and Recovery, United Nations International Strategy for Disaster Reduction and the United Nations Office for the Coordination of Humanitarian Affairs to enable project implementation that builds on respective regional strengths and initiatives.

The outbreak of coronavirus (COVID-19) in Wuhan, China in December 2019 has rapidly morphed into an unprecedented health, economic and geopolitical crisis. With over 22 million confirmed COVID-19 cases and more than 792,000 deaths worldwide, the global pandemic is wreaking havoc on the global economy; triggering severe economic downturns, sending shockwaves through stock markets, and leaving millions across the globe without jobs. The World Bank estimates that the impacts of COVID-19 could push 500 million people further into poverty, and the pandemic threatens to reverse many of the development gains achieved over recent decades.

As of 24 August 2020, 1,239 confirmed cases of COVID-19 including 10 deaths have been reported across five PICs including Fiji, French Polynesia, Guam, New Caledonia and the Commonwealth of the Northern Mariana Islands. Although PICs have recorded a smaller number of COVID-19 cases, national governments have rapidly implemented public health emergency measures including lockdowns, curfews, physical distancing, travel restrictions, and international border closures to prevent imported cases of COVID-19.

COVID-19 new normal has brought about an interface which has become increasingly complex, uncertain and interconnected. It has affected the modus operandi of project design, development, formulation and implementation across the PICs who often lack reliable and fast connectivity or even mobile phone access.

The advent of COVID-19 has restricted mobility and altered human interaction with our stakeholders across PICs. For RESPAC, Low Value Grant (LVG) Agreements, Letter of Agreements have been signed with Tonga, Vanuatu, Solomon Islands, Kiribati and Tuvalu without in-country verification by our experts. Whilst it is deemed cost-effective on the surface, it has repercussions to sustaining the high standards and maintaining sustained partnerships with Governments, development partners and communities contextualizing the modus operandi in PICs. The consolation however is the established close partnerships and networks in all countries in the areas of Climate Science, Disaster Management Offices and the Ministry of Finance & Planning that makes continued remote implementation and support possible.

## **OBJECTIVES.**

The primary objective of a Terminal Evaluation report is to assess the following:

- achievement of project results against what was expected to be achieved and draws lessons that can both improve the sustainability of benefits from this project and aid overall enhancement of UNDP programming;
- the contribution and alignment of the project to relevant national development plan and contribution of project results towards the Sub Regional Programme Document (SRPD) and the United Nation Pacific Strategy (UNPS/UNDAF);
- Assess any cross cutting and gender issues; and
- Examine the use of funds and value for money.

The TE report promotes accountability and transparency and assess the extent of project accomplishment including performance, visibility and viability of the project as per the DAC criteria on relevance, effectiveness, efficiency and sustainability.

## **SCOPE**

The TE will assess project performance against expectations set out in the project's Logical Framework/Results Framework. The TE will assess results according to the criteria outlined in the Guidance for TEs of UNDP. The Findings<sup>1</sup> section of the TE report will cover the topics listed below. A full outline of the TE report's content is provided in ToR Annex 1. The TE will cover the programme countries listed earlier in Page 1<sup>2</sup>.

### **Aspects of Intervention**

#### **i. Project Design/Formulation**

- National priorities and country driven processes;
- Theory of Change;
- Gender equality and women's empowerment;
- Social and Environmental Safeguards;
- Analysis of Results Framework: project logic and strategy, indicators;
- Assumptions and Risks;
- Lessons from other relevant projects (e.g. same focal area) incorporated into project design;
- Planned stakeholder participation;

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<sup>2</sup> Cook Islands, Fiji, Federated States of Micronesia (FSM), Kiribati, Samoa, Papua New Guinea, Solomon Islands, Tuvalu, Vanuatu, RMI, Palau

- Linkages between project and other interventions within the sector; and
- Management arrangements or governance structure

ii. Project Implementation

- Adaptive management (changes to the project design and project outputs during implementation);
- Actual stakeholder participation and partnership arrangements;
- Project Finance and Co-finance;
- Monitoring & Evaluation: design at entry, implementation, and overall assessment of M&E;
- Implementing Agency (UNDP), overall project oversight/implementation; and
- Risk Management, including Social and Environmental Standards.

iii. Project Results

- Assess the achievement of outputs against indicators by reporting on the level of progress for each objective and output indicator at the time of the TE and noting final achievements;
- Relevance, Effectiveness, Efficiency and overall project outcome;
- Sustainability: financial, socio-political, institutional framework and governance, environmental, overall likelihood of sustainability;
- Country ownership;
- Gender equality and women's empowerment;
- Cross-cutting issues (poverty alleviation, improved governance, climate change mitigation and adaptation, disaster prevention and recovery, human rights, capacity development, South-South cooperation, knowledge management, volunteerism, etc., as relevant);
- Catalytic Role / Replication Effect; and
- Progress to impact.

iv. Main Findings, Conclusions, Recommendations and Lessons Learned

- The TE will include a summary of the main findings of the TE report. Findings should be presented as statements of fact that are based on analysis of the data.
- The section on conclusions will be written in light of the findings. Conclusions should be comprehensive and balanced statements that are well substantiated by evidence and logically connected to the TE findings. They should highlight the strengths, weaknesses and results of the project, respond to key evaluation questions and provide insights into the identification of and/or solutions to important problems or issues pertinent to project beneficiaries, UNDP including issues in relation to gender equality and women's empowerment.
- Recommendations should provide concrete, practical, feasible and targeted recommendations directed to the intended users of the evaluation about what actions to take and decisions to make. The recommendations should be specifically supported by the evidence and linked to the findings and conclusions around key questions addressed by the evaluation.
- The TE report should also include lessons that can be taken from the evaluation, including best and worst practices in addressing issues relating to relevance, performance and success that can provide knowledge gained from the particular circumstance (programmatic and evaluation methods used, partnerships, financial leveraging, etc.) that are applicable to other UNDP interventions. When possible, the TE team should include examples of good practices in project design and implementation.
- It is important for the conclusions, recommendations and lessons learned of the TE report to include results related to gender equality and empowerment of women.

## KEY QUESTIONS

Specific project evaluation questions based on the DAC criteria is enlisted in **Annex 2**.

## METHODOLOGY

Noting that the eventual candidate selected to carry out the Terminal Evaluation of the RESPAC Project will need to, as part of the selection criteria, define an acceptable approach and methodology, the objective of this paragraph is simply to define some of the fundamental tenets that needs to be adhered to in good faith:

- a) **E-consultation:** Given the advent of COVID-19 and travel restrictions affecting mobility, e-consultation will have to be undertaken across the Pacific and the 15 participating countries. the consultant should be able to consult with stakeholders concerned and provide evidence-based information that is credible, reliable and useful. The Fiji consultation can be facilitated in-person with NDMO, Fiji MET, SPC and other relevant stakeholders. This will be facilitated by the National consultant(s). The National Consultant will be responsible for co-ordinating this line of work.
- b) **Desk Research:** The Consultant should review all relevant sources of information including documents prepared during the project preparation phase and its 4 years of implementation.
- c) **Participatory Approach:** The Consultant is expected to follow a collaborative and participatory approach<sup>1</sup> ensuring close engagement with the Project Team, government counterparts (the RESPAC Operational Focal Points), relevant UNDP Offices and other key stakeholders.
- d) **Data Review and Analysis:** Data collected will be analysed and presented based on the evaluation criteria and ratings. It can be presented in the form of graphs, tables and figures to best represent the findings and key recommendations;
- e) **Final Report:** The final project evaluation report should include descriptions of the approach and methodologies and the rationales for such including making explicit the underlying assumptions, challenges, strengths and weaknesses.

## KEY DELIVERABLES AND TIMELINES:

Deliverable	Description	Timeline
<b>Inception Report including a workplan and evaluation schedule</b>	Consultant clarifies objectives and methods of Final Project Evaluation	No later than 1 week before the commencement of evaluation
<b>Audit trail</b>	Audit trail detailing how comments, questions and clarification have been addressed	
<b>PowerPoint Presentation &amp; other knowledge products</b>	Initial Findings	End of Project Evaluation
<b>Draft Final Project Evaluation report</b>	Full draft report (using guidelines on content outlined in Annex B) with annexes	Within 2 weeks of the TE mission
<b>Final Project Evaluation report</b>	Revised final Project Evaluation report taking on board comments received and providing key recommendations for consideration of the UNDP Russia Trust Fund Development Unit and UNDP Pacific Office.	Within 1 week of receiving UNDP comments on draft final Project Evaluation report.

## EVALUATION TEAM COMPOSITION AND REQUIRED COMPETENCIES

### REQUIRED SKILLS AND EXPERIENCE<sup>3</sup>

#### Educational Qualifications:

Minimum Advanced degree (Masters) in Environmental or Climate Science, Development Studies, Project Management or related disciplines.

#### Experience:

- 10 years in Climate Early Warning, climate change Adaptation, DRM, Data Analysis and/or Information Management.
- Substantial, relevant and practical working experience with the design and implementation of international development projects and/or programs. Working experience with multi-country/regional projects and projects supported by UNDP would be an asset.
- Substantial, relevant and practical working experience undertaking external reviews/evaluations of international development projects and/or programs.
- Substantial, relevant and practical working experience in Small Island Developing States (SIDS). Working experience in Pacific Island Countries would be an asset.

#### Language requirements

Strong verbal and written skills in English.

### COMPETENCIES

- Strong interpersonal and communication skills for varied cultural contexts.
- Ability to work independently with minimal supervision.
- Displays gender, religion, race, nationality and age sensitivity and adaptability.
- Computer literacy (e.g. Microsoft Word, Excel, PowerPoint) is a prerequisite.
- Additional skills and knowledge of prototyping tools and technology will be useful.

### MANAGEMENT AND IMPLEMENTATION ARRANGEMENTS

The M&E Analyst will act as the primary supervisor for the TE and will be the first point of contact for the assignment<sup>4</sup>. The UNDP DRM Advisor and RESPAC will ensure the evaluability of the RESPAC Project, provide inputs/advice on the detail and scope of the terms of reference for the evaluation and ensure and safeguard the independence of evaluations. The Associate Project Managers and the Programme Support IC will provide other ancillary support to the TE exercise.

### Price Proposal and Schedule of Payments

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<sup>3</sup> Assuming that the educational qualifications will be used both for International Consultant (IC) as Team Leader and the National Consultant (NC).

<sup>4</sup> UNDP will be supporting the implementation of remote/ virtual meetings. An updated stakeholder list with contact details (phone and email) will be provided by the RESPAC team.

**Daily Fee.** Consultant shall quote an all-inclusive Daily Fee for the contract period. The term “all- inclusive” implies that all costs (professional fees, communications, consumables, etc.) that could be incurred by the IC in completing the assignment are already factored into the daily fee submitted in the proposal. If applicable, travel or daily allowance cost (if any work is to be done outside the IC’s duty station) should be identified separately. Payments shall be done based on actual days worked, upon verification of completion of deliverables and approval by the IC’s supervisor of a Time Sheet indicating the days worked in the period.

In general, UNDP shall not accept travel costs exceeding those of an economy class ticket. Should the IC wish to travel on a higher class he/she should do so using their own resources. In the event of unforeseeable travel not anticipated in this TOR, payment of travel costs including tickets, lodging and terminal expenses should be agreed upon, between the respective business unit and the Individual Consultant, prior to travel and will be reimbursed.

### **Evaluation Method and Criteria**

Individual consultants will be evaluated based on the following methodology.

#### **Cumulative analysis**

The award of the contract shall be made to the individual consultant whose offer has been evaluated and determined as a) responsive/compliant/acceptable; and b) having received the highest score out of set of **weighted technical criteria (70%)**. and **financial criteria (30%)**. Financial score shall be computed as a ratio of the proposal being evaluated and the lowest priced proposal received by UNDP for the assignment.

#### **Criteria for Evaluation for evaluation of technical proposal (Maximum 70 points)**

- Criteria 1 - Relevance of Education – (Max 5 points).
- Criteria 2 - Substantial, relevant and practical working experience with the design and implementation of international development projects and/or programs. (Max 15 points).
- Criteria 3 - Substantial, relevant and practical working experience undertaking external reviews/evaluations of international development projects and/or programs (Max 15 points).
- Criteria 4 - Relevance of proposed approach and methodology – (Max 25 points).
- Criteria 5 - Substantial, relevant and practical working experience in Small Island Developing States (SIDS). (Max 10 points)
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Only candidates obtaining a minimum technical score of 49 points (70% of the total technical points) would be considered further for the Financial Evaluation.

### **Documentation required**

Interested individual consultants must submit the following documents/information to demonstrate their qualifications.

#### **Technical Proposal**

- **CV** indicating all experience from similar projects, as well as the contact details (email and telephone number) of the bidder and at least three (3) professional references.
- **Proposed Methodology** which includes a brief description methodology (this should not be more than 3 pages) outlining how he/she intends to consult all stakeholders and complete the review within the allocated time.

#### **Financial Proposal**

- **Letter of Confirmation of Interest and Availability** as per template provided in Annex II
- **Financial proposal**, as per template provided in Annex II





Note: Successful individual will be required to provide proof of medical insurance coverage before commencement of contract for the duration of the assignment.

Incomplete and joint proposals may not be considered. Consultants with whom there is further interest will be contacted.

Individuals applying for this consultancy will be reviewed based on their own individual capacity. The successful individual may sign an Individual Contract with UNDP or request his/her employer to sign a Reimbursable Loan Agreement (RLA) on their behalf by indicating this in the Offerors letter to Confirming Interest and Availability.

Consultant must send a financial proposal based on **a Lump Sum Amount**. The total amount quoted shall be all-inclusive and include all costs components required to perform the deliverables identified in the TOR, including professional fee(Daily fees to include IC's medical insurance costs), travel costs, living allowance (if any work is to be done outside the IC's duty station) and any other applicable cost to be incurred by the IC in completing the assignment. The contract price will be fixed output-based price regardless of extension of the herein specified duration. Payments will be done upon completion of the deliverables/outputs.

In general, UNDP shall not accept travel costs exceeding those of an economy class ticket. Should the IC wish to travel on a higher class he/she should do so using their own resources

In the event of unforeseeable travel not anticipated in this TOR, payment of travel costs including tickets, lodging and terminal expenses should be agreed upon, between the respective business unit and the Individual Consultant, prior to travel and will be reimbursed.

For any clarification regarding this assignment please write to [procurement.fj@undp.org](mailto:procurement.fj@undp.org).

Women candidates are encouraged to apply.

*The Fiji Office covers Fiji, Kiribati, Marshall Islands, Micronesia, Nauru, Palau, Solomon Islands, Tonga, Tuvalu and Vanuatu*



## **ANNEX 1: STANDARD OUTLINE FOR AN EVALUATION REPORT.**

Annex 1 provides further information on the standard outline of the evaluation report. In brief the minimum contents of an evaluation report include:

- Title and opening pages with details of the project/programme/outcome and of the evaluation team;
- Project and evaluation Information details: project title, Atlas number, budgets and project dates and other key information;
- Table of contents;
- List of acronyms and abbreviations;
- Executive summary: a stand-alone section of maximum four pages including the quality standards and assurance ratings;
- Introduction and overview. What is being evaluated and why;
- Description of the intervention being evaluated. Provides the basis for report users to understand the logic and evaluability analysis result, assess the merits of the evaluation methodology and understand the applicability of the evaluation results
- Evaluation scope and objectives. The report should provide a clear explanation of the evaluation's scope, primary objectives and main questions;
- Evaluation approach and methods. The evaluation report should describe in detail the selected methodological approaches, methods and analysis;
- Data analysis. The report should describe the procedures used to analyse the data collected to answer the evaluation question;
- Findings and conclusions. Evaluation findings should be based on an analysis of the data collected and conclusions should be drawn from these findings;
- Recommendations. The report should provide a reasonable number of practical, feasible recommendations directed to the intended users of the report about what actions to take or decisions to make;
- Lessons learned. As appropriate and as requested in the TOR, the report should include discussion of lessons learned from the evaluation of the intervention; and
- Annexes.

## ANNEX 2: PROJECT EVALUATION SAMPLE QUESTIONS

### Relevance:

To what extent was the project in line with the national development priorities, the country programme's outputs and outcomes, the UNDP Strategic Plan and the SDGs?

To what extent does the project contribute to the theory of change for the relevant country programme outcome?

To what extent were lessons learned from other relevant projects considered in the project's design?

To what extent were perspectives of those who could affect the outcomes, and those who could contribute information or other resources to the attainment of stated results, taken into account during the project design processes?

To what extent does the project contribute to gender equality, the empowerment of women and the human rights-based approach?

To what extent has the project been appropriately responsive to political, legal, economic, institutional, etc., changes in the country?

### Effectiveness:

To what extent did the project contribute to the country programme outcomes and outputs, the SDGs, the UNDP Strategic Plan and national development priorities?

To what extent were the project outputs achieved?

What factors have contributed to achieving or not achieving intended country programme outputs and outcomes?

To what extent has the UNDP partnership strategy been appropriate and effective?

What factors contributed to effectiveness or ineffectiveness?

In which areas does the project have the greatest achievements? Why and what have been the supporting factors? How can the project build on or expand these achievements?

In which areas does the project have the fewest achievements? What have been the constraining factors and why? How can or could they be overcome?

What, if any, alternative strategies would have been more effective in achieving the project's objectives?

Are the project's objectives and outputs clear, practical and feasible within its frame?

To what extent have stakeholders been involved in project implementation?

To what extent are project management and implementation participatory and is this participation contributing towards achievement of the project objectives?

To what extent has the project been appropriately responsive to the needs of the national constituents and changing partner priorities?

To what extent has the project contributed to gender equality, the empowerment of women and the realization of human rights?

### Efficiency:

To what extent was the project management structure as outlined in the project document efficient in generating the expected results?

To what extent have the UNDP project implementation strategy and execution been efficient and cost-effective?

To what extent has there been an economical use of financial and human resources? Have resources (funds, human resources, time, expertise, etc.) been allocated strategically to achieve outcomes?

To what extent have resources been used efficiently? Have activities supporting the strategy been cost-effective?

To what extent have project funds and activities been delivered in a timely manner?

To what extent do the M&E systems utilized by UNDP ensure effective and efficient project management?

#### **Sustainability:**

Are there any financial risks that may jeopardize the sustainability of project outputs?

To what extent will financial and economic resources be available to sustain the benefits achieved by the project?

Are there any social or political risks that may jeopardize sustainability of project outputs and the project's contributions to country programme outputs and outcomes?

Do the legal frameworks, policies and governance structures and processes within which the project operates pose risks that may jeopardize sustainability of project benefits?

To what extent did UNDP actions pose an environmental threat to the sustainability of project outputs?

What is the risk that the level of stakeholders' ownership will be sufficient to allow for the project benefits to be sustained?

To what extent do mechanisms, procedures and policies exist to allow primary stakeholders to carry forward the results attained on gender equality, empowerment of women, human rights and human development?

To what extent do stakeholders support the project's long-term objectives?

To what extent are lessons learned being documented by the project team on a continual basis and shared with appropriate parties who could learn from the project?

To what extent do UNDP interventions have well-designed and well-planned exit strategies?

What could be done to strengthen exit strategies and sustain?

#### **Evaluation cross-cutting issues sample questions**

##### **Human rights:**

To what extent have poor, indigenous and physically challenged, women and other disadvantaged and marginalized groups benefited from the work of UNDP in the country?

##### **Gender equality:**

To what extent have gender equality and the empowerment of women been addressed in the design, implementation and monitoring of the project?

Is the gender marker data assigned to this project representative of reality?

To what extent has the project promoted positive changes in gender equality and the empowerment of women? Were there any unintended effects?

**Annex 3:** Project documents including Theory of Change and Results Resource Framework

**Annex 4:** Key stakeholders and partners list

**Annex 5:** Documents to be consulted

- A list of important documents and web pages that the evaluators should read at the outset of the evaluation and before finalizing the evaluation design and the inception report. This should be limited to the critical information that the evaluation team needs. Data sources and documents may include:
  - Relevant national strategy documents,
  - Strategic and other planning documents (e.g., programme and project documents).
  - Monitoring plans and indicators.
  - Partnership arrangements (e.g., agreements of cooperation with Governments or partners).
  - Previous evaluations and assessments.

UNDP evaluation policy, UNEG norms and standards and other policy document

**Annex 6: Evaluation matrix** (suggested as a deliverable to be included in the inception report). The evaluation matrix is a tool that evaluators create as map and reference in planning and conducting an evaluation. It also serves as a useful tool for summarizing and visually presenting the evaluation design and methodology for discussions with stakeholders. It details evaluation questions that the evaluation will answer, 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.

**Table 1. Sample evaluation matrix**

Relevant evaluation criteria	Key questions	Specific sub questions	Data sources	Data-collection methods/tools	Indicators/success standard	Methods for data analysis



*Empowered lives.  
Resilient nations.*