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TERMS OF REFERENCE

ENDTERM EVALUATION OF THE LEGISLATIVE SUPPORT PROJECT II UNDP TANZANIA

Job title: Consultants for the Endterm Evaluation of the Legislative Support Project
Contract type: Individual Contract (IC)
Contract duration: July – August 2021
Starting date: July 2021

1. Background

The goal of the second phase of UNDP's Legislative Support Project (LSP II) is to build the capacity of the National Assembly of Tanzania to be an effective institution for the passing of quality legislation, approval of the annual national budget in a comprehensive manner, monitoring of the activities and expenditures of the Government of Tanzania, and to do all these things based on the inputs of all the citizens of Tanzania. The project also seeks to ensure that in undertaking the above, the National Assembly does so in an inclusive, participatory and collaborative manner through establishing tools and mechanisms for the engagement of civil society, professional associations and the public. Further, the project seeks to ensure the mainstreaming of gender in the functions and structures of the National Assembly, and the empowerment of women parliamentarians. The LSP II commenced in January 2017 and is financed by the embassies of Denmark, Ireland, United Kingdom (DFID), and Sweden, and UNDP Tanzania. The project is expected to run until December 2021 and has a projected budget of US\$12,765,600. It is implemented directly by the National Assembly under the National Implementation Modality (NIM), with the technical support of UNDP.

Specifically, the LSP II project seeks to achieve the following:

- Output 1: Increase the capacity of National Assembly to effectively scrutinise legislation and its implementation and to monitor government performance in a participatory manner
- Output 2: More effective parliamentary scrutiny of government budget and expenditure, including monitoring of the Sustainable Development Goals (SDGs)
- Output 3: Enhance the capacity of the National Assembly to engage citizens and represent their interests in the work of the parliament
- Output 4: The National Assembly is more effectively engaged in strategic leadership, transparency and external engagement
- Output 5: Gender is mainstreamed in all functions of the National Assembly

The LSP II was designed in response to the priorities outlined in the Country Programme Document for United Republic of Tanzania (2016-2021), the United Nations Development Assistance Plan for Tanzania II 2016-2021 (UNDAP II) and the National Five-Year Development Plan 2016/2017-2020/2021. The project

contributes to the achievement of Outcome 2 of the Country Programme Document: Citizen expectations for voice, development, the rule of law and accountability are met by stronger systems of democratic governance.

2. Objectives

The overall purpose of the Endterm evaluation of project is to assess the programmatic progress towards the stated outcome by measuring to what extent has the project interventions achieved the intended outputs as well as capturing lessons learned, challenges and best practices obtained during implementation period.

The evaluation will effectively capture lessons learnt and provide information on the nature, extent and where possible, the potential impact and sustainability of the LSP II project. The evaluation will assess the project design, scope, implementation status and the capacity to achieve the project objectives. It will collate and analyze lessons learnt, challenges faced, and best practices obtained during implementation which will inform the programming strategy in the next programming phase.

The emphasis on learning lessons speaks to the issue of understanding what has and what has not worked as a guide for future planning by assessing the performance of the project against planned results. In addition, the evaluation will assess the impact and sustainability of results including the contribution to capacity development and achievement of sustainable development goals. It is expected that the results of the evaluation will draw lessons that will inform the key stakeholders of this evaluation who are the Government of Tanzania – National Assembly and UNDP by generating knowledge from the implementation of the LSPII and reflect on challenges; lessons learnt and propose actionable recommendations for future programming.

Endterm

The specific objectives of the end-term evaluation are to:

1. Assess performance in relation to the original work programme as stated in the project document and assess to what extent that has evolved in view of demand from the beneficiaries and environment.
2. Assess the relevance of the project with regards to consistency, ownership, quality of the technical assistance, and complementarity of the project with other initiatives
3. Determine the effectiveness of the project in achievement of results, highlighting reasons for achievement and non-achievement of results and factors contributing/hindering achievement of the results.
4. Assess the sustainability of the project including the participation of partners and other stakeholders in planning and implementation of interventions, as well as assessing the measures taken to ensure that activities initiated by the project will be completed and continued after the project's closure.

5. Assess risk management and mitigation measures taken by project staff to ensure progress on the work programme.
6. Derive lessons learned and areas for improvement for the remaining project activities, and
7. Provide recommendations and identify best practices that may be used in the future programming.

The evaluation including its recommendations will be used by UNDP to inform future programming and direction.

3. Scope of Work and Expected Output

The expected output for the consultant's assignment is to provide a holistic, impartial and credible review of the achievements of the project outputs as a result of implementation of project activities from January 2017 to December 2021. To achieve the stated objective, the consultant(s) will have the following responsibilities:

Inception Phase

1. Conduct a comprehensive desk review of the project documentation after an initial briefing by the LSP team.
2. Draft an Inception Report, including evaluation questionnaire, proposed methodology, and work plan with agreed deliverables and timeframes.
3. Provide a Final Inception Report, which incorporates feedback received from UNDP and the National Assembly.

Data Collection and Analysis

1. Carry out interviews with UNDP and UN Women management and relevant staff, donors, beneficiaries and other relevant organizations.
2. Conduct an analysis that is gender-sensitive, covering the following topics:
 - a) Assess the project's progress towards attaining its objectives, envisaged outcomes and recommend measures for improvement, if needed.
 - b) Assess the targeting of project activities, including equal participation by men and women, as well as various categories of staff.
 - c) Determine the effectiveness of the project in achievement of results, highlighting reasons for achievement and non-achievement of results and factors contributing/hindering achievement of the results.
 - d) Evaluate the overall impact of the project and its contribution to the development of the National Assembly.
 - e) Evaluate the efficiency of project implementation for which the consultant(s) shall assess amongst others the following aspects: performance of the project in terms of timeliness, quantity and cost effectiveness of the activities undertaken including procurement of experts/facilitators, equipment, training programmes, etc.;

- f) Review the responsibilities of project stakeholders, clarity of the roles and the level of coordination between the project team and stakeholders.
- g) Identify and analyze the challenges and constraints, which confronted the project during the reviewed implementation period.
- h) Evaluate the project's risk management and any mitigation measures taken by the project team.
- i) Assess the prospects of the sustainability of the project outcomes with a specific focus on national and institutional capacity and ownership and recommend measures for its further improvement.
- j) Review the Results and Resources Framework for assessment of the project's monitoring and evaluation of project performance.
- k) Derive lessons learned across the focus areas for the analysis and identify areas for improvement for the remaining project activities; and
- l) Provide recommendations and identify best practices that may be used in the future programming.

Report writing

- Develop and present the first draft End term Evaluation Report with concrete findings and recommendations.
- Convene a debriefing meeting with UNDP on the preliminary findings, main recommendations and lessons learned; and
- Finalize the End Term Evaluation Report based on the feedback received at the debriefing meeting and, if needed, present the final report at a project Board meeting.

4. Evaluation questions

The questions should cover the following key areas of evaluation criteria:

Relevance:

- To what extent was the project in line with the national development priorities, the country programmes 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?
- How relevant has the projects been with regards to context, consistency, ownership, quality of the technical assistance, and complementarity of the project with other initiatives.

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 cold they be overcome?
- What, if any, alternative strategies would have been more effective in achieving the project's objectives?
- Are the projects 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 projects' 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 sustainability?

Cross-cutting issues

Human rights

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

Gender equality

- To what extent have gender equality and the empowerment of women parliamentarians 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?

5. Methodology

The evaluation is expected to take several methodological approaches a “theory of change” (TOC) approach to determine causal links between the development challenges, the interventions that UNDP has supported and observe progress in accordance with the project outcome. The evaluation will be based on the findings and factual statements identified from the review of relevant documents including the project document, quarterly and annual progress reports, bi/annual project reports, project’s mid-term evaluation report annual workplans results oriented monitoring reports, minutes of project board meetings in addition to the technical reports produced by the project and different publications. These will be shared with the consultant(s) at the beginning of the assignment.

Semi structured interviews

The consultant is also expected to use semi-structured interviews with key stakeholders including key government counterparts, donor community members, the leadership and management of the National Assembly, relevant UNDP officials and project donors, to collect relevant data for the evaluation report.

- Development of evaluation questions around relevance, effectiveness, efficiency and sustainability and designed for different stakeholders to be interviewed.
Key informant and focus group discussions with men and women, beneficiaries and stakeholders.
- All interviews should be undertaken in full confidence and anonymity. The final Evaluation report should not assign specific comments to individuals.

Semi-structured interviews with key stakeholders including key government counterparts, donors, representatives of key civil society organizations, United Nations Country Team (UNCT) members and implementing partners. All interviews should be undertaken in full confidence and anonymity. The final evaluation report should not assign specific comments to individuals. The evaluator is expected to follow a participatory and consultative approach that ensures close engagement with the evaluation managers, implementing partners and direct beneficiaries.

Data review and analysis of monitoring and other data sources and methods.

- Ensure maximum validity, reliability of data (quality) the evaluation team will ensure triangulation of the various data sources.

- The final methodological approach including interview schedule, field visits and data to be used in the evaluation should be clearly outlined in the inception report and be fully discussed and agreed between UNDP, stakeholders and the evaluators

Evaluation products (deliverables)

- Evaluation inception report (10-15 pages). The inception report should be carried out following and based on preliminary discussions with UNDP after the desk review and should be produced before the evaluation starts (before any formal evaluation interviews or field visits) and prior to the country visit in the case of international evaluators.
- Evaluation debriefings. Immediately following an evaluation, UNDP may ask for a preliminary debriefing and findings.
- Draft evaluation report
- Evaluation report audit trail. Comments and changes by the evaluator in response to the draft report should be retained by the evaluator to show how they have addressed comments.
- Final evaluation report.
- Presentations to stakeholders and/or the evaluation reference group
- Evaluation brief and other knowledge products or participation in knowledge-sharing events, if relevant.

6. Evaluation Team - Required Skills and Experience

The End term evaluation will be undertaken by two (2) external evaluators comprising of an Evaluation Team Leader and an Evaluator. The Evaluation Team Leader will be hired as an international consultant, while the Evaluator will be hired as a national consultant.

6.1 International Consultant – The Team Leader

Required Competencies

- Demonstrates integrity by modeling the UN's values and ethical standards
- Displays cultural, gender, religion, race nationality and age sensitivity and adaptability
- Ability to conduct strategic planning, results-based management and reporting
- Ability to actively seek to improve programmes/services, offer new and different options to solve problems.
- Excellent oral and written communication skills
- Ability to establish and maintain good working relationships in a multi-ethnic, multi-cultural and multi-disciplinary environment.

Education

- At least a master's degree in Law, Political Science, Development Studies or other Social Sciences

Experience

- Minimum 10 years work experience in or with parliamentary and inter-parliamentary institutions as a researcher, member of Parliament or senior government or parliamentary official
- Minimum 5 years' experience in evaluating parliamentary strengthening and other capacity building programmes involving governmental and inter-governmental institutions
- Experience in designing, developing and implementing monitoring and evaluation frameworks
- Demonstrable track record of producing high quality and analytical reports and publications
- Experience in conducting evaluations for UN agencies, particularly UNDP, is desirable.

Language Skills

- Excellent written and oral communication skills in English (required)
- Working knowledge of Kiswahili (desirable)

6.2 National Consultant – The Evaluator

Required Competencies

- Demonstrates integrity by modeling the UN's values and ethical standards
- Displays cultural, gender, religion, race nationality and age sensitivity and adaptability.
- Ability to conduct strategic planning, results-based management and reporting.
- Ability to actively seek to improve programmes/services, offer new and different options to solve problems.
- Excellent oral and written communication skills.
- Ability to establish and maintain good working relationships in a multi-ethnic, multi-cultural and multi-disciplinary environment.

Education

- At least a master's degree in Law, Political Science, Development Studies or other Social Sciences

Experience

- Minimum 5 years programme management work experience in governmental, parliamentary institutions or civil society organisations.
- Minimum 3 years' experience in evaluating capacity building programmes involving governmental and inter-governmental institutions.
- Demonstrable knowledge of Tanzania's constitutional and legal framework, and system of governance.
- Experience in undertaking programme and project monitoring and evaluation
- Demonstrable track record of producing high quality and analytical reports

- Experience in conducting evaluations for UN agencies, is an added advantage.

Language Skills

- Written and oral communication skills in English (required)
- Excellent written and oral communication skills in English (required)

7. Evaluation Ethics

The evaluation must be carried out in accordance with the principles outlined in the UNEG 'Ethical Guidelines for Evaluation' and they must sign the Ethical Code of Conduct for UNDP Evaluations. 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 4.

8. Deliverables and Timeframe

The expected duration of the assignment is 22 working days starting July 2021.

Deliverables	Estimated Number of Days
Desk review of project's documents and the preparation of the Inception report (Deliverable 1)	5
Submitting the Evaluation Inception Report and meetings with the UNDP to receive feedback on the inception report (Deliverable 2)	2
Interviews with the project team, stakeholders (Board members, MPs, parliamentary staff, donors, government officials, CSOs, including field visit to Dodoma); and preparation and submission of the draft Endterm evaluation report (Deliverable 3)	10
Preparation and submission of the final End term evaluation report following the written feedback of UNDP on the draft report (Deliverable 4)	5

While UNDP will provide some logistical support during the evaluation, for instance assisting in setting up 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. Contact details will be provided by UNDP staff upon request. Planned travels and associated costs should be included in the financial proposal and included in the Inception Report and agreed with UNDP.

9. Fees and Payments

Interested consultants should provide their requested fee rates when they submit their expression of interest in USD for the Evaluation Team Leader and TZS for the National Consultant. Financial proposals should include all expected local and national travel costs within Tanzania, including DSA. Fee payments will be made upon acceptance and approval by the UNDP Country Office of planned deliverables, based on the following:

- Payment 1: 15% upon confirmation by UNDP of satisfactory delivery of Deliverable 1 and 2
- Payment 2: 35% upon confirmation by UNDP of satisfactory delivery of Deliverable 3
- Payment 3: 50% upon confirmation by UNDP of satisfactory delivery of Deliverable 4

10. Evaluation Criteria

Criteria	Weight
Technical Proposal	70
Extensive practical experience in or with parliamentary and inter-parliamentary institutions as a researcher, member of Parliament or senior government or parliamentary official.	30
Soundtrack records in managing successful impact evaluations preferably within the technical area of the TOR (projects related to parliamentary processes, legislative support or other relevant governance areas)	25
The technical proposal should demonstrate a sound understanding of the TORs and must adequately describe the mentioned approach, methodology and timeline of the assignment.	15
Financial Proposal	30

11. Approval

This TOR is approved by:

Name: Sergio Valdini

Designation: Deputy Resident Representative

Signature: Sergio Valdini Date: 11-Jun-2021

12. Annexes

ANNEX 1 - DOCUMENTS TO BE CONSULTED

- United Nations Development Assistance Plan 2016 – 2021
- UNDP Country Programme Document 2016 – 2021
- UNDP PME Handbook
- UNDP Evaluation Guide and addendum
- UNDG RBM Handbook
- UNDG Ethical Code of Conduct of Evaluators
- Legislative Support project (LSP) II project document
- LSP II reports (financial and narrative), activity concept notes, implementation reports, newsletter, various knowledge products, Results Progress Reports, 2019 MTR report, etc.
- UNDP Annual reporting (ROAR) 2017 and 2019
- National Policies and Development Plans of Tanzania

NB; While the mentioned documents must be reviewed and consulted, it should not limit consultants from reviewing and consulting other documents which will be considered of help to ensure adequate and reliable information for the purpose of this assignment.

ANNEX 2: 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 as shown.

Relevant evaluation criteria	Key Questions	Specific Sub-Questions	Data Sources	Data collection Methods/Tools	Indicators/ Success Standard	Methods for Data Analysis

ANNEX 3: EVALUATION REPORT TEMPLATE

The length of the report should not exceed 40 pages (Calibri 1,5 spacing) excluding annexes)

- Title and opening pages should provide the following basic information:
 - Name of the evaluation intervention.
 - Time frame of the evaluation and date of the report.
 - Country of the evaluation intervention.
 - Names and organizations (as applicable) of evaluators.
 - Name of the organization commissioning the evaluation.
 - Acknowledgements.
- Project information details to be included in all final versions of evaluation reports on second page as per the table below:

PROJECT INFORMATION		
Project title	Legislative Support Project (LSP) II	
Atlas ID	Award 00095419, Project 0009425	
Corporate Outcome	Citizen Expectations for voice, development, the rule of law and accountability are met by stringer systems of democratic governance	
Corporate Outputs	Output 1: Increase the capacity of National Assembly to effectively scrutinise legislation and its implementation and to monitor government performance in a participatory manner Output 2: More effective parliamentary scrutiny of government budget and expenditure, including monitoring of the Sustainable Development Goals (SDGs) Output 3: Enhance the capacity of the National Assembly to engage citizens and represent their interests in the work of the parliament Output 4: The National Assembly is more effectively engaged in strategic leadership, transparency and external engagement Output 5: Gender is mainstreamed in all functions of the National Assembly	
Country	Tanzania	
Project dates	Start	Planned end
	01 January 2017	30 June 2021
Project budget	USD 12,765,600	
Funding source	DFiD, Royal Danish Embassy, One Fund, Embassy of Ireland, TRAC	
Implementing party	National Assembly Tanzania	

- Table of contents;
 - Including boxes, figures, tables and annexes with page references.

- List of acronyms and abbreviations
- Executive summary (four-page maximum). A stand-alone section of two to three pages that should:
 - Explain the purpose and objectives of the evaluation, including the audience for the evaluation and the intended uses.
 - Describe key aspect of the evaluation approach and methods.
 - Summarize principle findings, conclusions and recommendations.
 - Include the evaluators' quality standards and assurance ratings.
- Introduction
 - Explain why the evaluation was conducted (the purpose), why the intervention is being evaluated, and why it addressed the questions it did.
 - Identify the primary audience or users of the evaluation, what they wanted to learn from the evaluation and why, and how they are expected to use the evaluation results.
 - Identify the intervention of the evaluation (the project(s) programme(s) policies or other intervention—see upcoming section on intervention).
 - Acquaint the reader with the structure and contents of the report and how the information contained in the report will meet the purposes of the evaluation and satisfy the information needs of the report's intended users.
- Description of the intervention, which will:
 - Describe what is being evaluated, who seeks to benefit and the problem or issue it seeks to address.
 - Explain the expected results model or results framework, implementation strategies and the key assumptions underlying the strategy.
 - Link the intervention to national priorities, UNDAP priorities, corporate multi-year funding frameworks or Strategic Plan goals, or other programme or country-specific plans and goals. Evaluation scope and objectives
 - Identify the phase in the implementation of the intervention and any significant changes (e.g., plans, strategies, logical frameworks) that have occurred over time, and explain the implications of those changes for the evaluation.
 - Identify and describe the key partners involved in the implementation and their roles.
 - Identify relevant cross-cutting issues addressed through the intervention, i.e., gender equality, human rights, marginalized groups and leaving no one behind.
 - Describe the scale of the intervention, such as the number of components (e.g., phases of a project) and the size of the target population for each component.
 - Indicate the total resources, including human resources and budgets.
 - Describe the context of the social, political, economic and institutional factors, and the geographical landscape within which the intervention operates and explain the effects (challenges and opportunities) those factors present for its implementation and outcomes.
 - Point out design weaknesses (e.g., intervention logic) or other implementation constraints (e.g., resource limitations).
- Evaluation scope and objectives.

- Evaluation scope. The report should define the parameters of the evaluation, for example, the time period, the segments of the target population included, the geographic area included, and which components, outputs or outcomes were and were not assessed.
 - Evaluation objectives. The report should spell out the types of decisions evaluation users will make, the issues they will need to consider in making those decisions and what the evaluation will need to achieve to contribute to those decisions.
 - Evaluation criteria. The report should define the evaluation criteria or performance standards used. The report should explain the rationale for selecting the criteria used in the evaluation.
 - Evaluation questions define the information that the evaluation will generate. The report should detail the main evaluation questions addressed by the evaluation and explain how the answers to these questions address the information needs of users.
- Evaluation approach and methods
 - Data sources
 - Sample and sampling frame (if applicable)
 - Data collection procedures and instruments
 - Performance standards
 - Stakeholder engagement
 - Ethical considerations
 - Background information on evaluators
 - Major limitations of the methodology
 - Data analysis
 - Describe the procedures used to analyze the data collected to answer the evaluation questions.
 - Potential weaknesses in the data analysis and gaps or limitations of the data should be discussed, including their possible influence on the way findings may be interpreted and conclusions drawn.
 - Findings
 - Findings should be presented as statements of fact that are based on analysis of the data. They should be structured around the evaluation questions so that report users can readily make the connection between what was asked and what was found. Variances between planned and actual results should be explained, as well as factors affecting the achievement of intended results. Assumptions or risks in the project or programme design that subsequently affected implementation should be discussed. Findings should reflect a gender analysis and cross-cutting issue questions.
 - Conclusions
 - Conclusions should be comprehensive and balanced and highlight the strengths, weaknesses and outcomes of the intervention. They should be well substantiated by the evidence and logically connected to evaluation findings. They should respond to key evaluation questions and provide insights into the identification of and/or solutions to important problems or issues pertinent to the decision-making of intended users, including issues in relation to gender equality and women's empowerment.

- Recommendations
 - The report should provide practical, actionable and feasible recommendations directed to the intended users of the report about what actions to take or decisions to make. Recommendations should be reasonable in number. The recommendations should be specifically supported by the evidence and linked to the findings and conclusions around key questions addressed by the evaluation. They should address sustainability of the initiative and comment on the adequacy of the project exit strategy, if applicable. Recommendations should also provide specific advice for future or similar projects or programming. Recommendations should also address any gender equality and women's empowerment issues and priorities for action to improve these aspects.
- Lessons learned
 - The report should include discussion of lessons learned from the evaluation, that is, new knowledge gained from the circumstance (intervention, context outcomes, even about evaluation methods) that are applicable to a similar context. Lessons should be concise and based on specific evidence presented in the report.
- Report annexes:
 - TOR for the evaluation.
 - Additional methodology-related documentation, such as the evaluation matrix and data-collection instruments (questionnaires, interview guides, observation protocols, etc.) as appropriate.
 - List of individuals or groups interviewed or consulted, and sites visited. This can be omitted in the interest of confidentiality if agreed by the evaluation team and UNDP.
 - List of supporting documents reviewed.
 - Project or programme results model or results framework
 - Summary tables of findings, such as tables displaying progress towards outputs, targets and goals relative to established indicators.
 - Code of conduct signed by evaluators.
 - Other relevant information

ANNEX 4: 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.

Evaluation Consultant Agreement Form¹

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 ___ on _____

Signature: _____

¹www.unevaluation.org/unegcodeofconduct