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PROCUREMENT NOTICE
NATIONAL INDIVIDUAL CONSULTANT

Ref: IC/UNDP/RWA/2022/0024

Date: 19/04/2022

Country: Rwanda

Description of the assignment: **Recruitment of a National Individual Consultant to conduct a Final Evaluation for the Recovery Project (RFF) for youth and women enterprises (SMEs)**”.

Post Title and Level: National Individual Consultant

Period of assignment: 30 days spread over 45 calendar days

UNDP Rwanda is looking to recruit National Individual Consultant to conduct a Final Evaluation for the Recovery Project (RFF) for youth and women enterprises (SMEs)”. United Nations Development Programme (UNDP) conducts programme/ projects evaluations at different stages of the Country programme to capture and demonstrate evaluative evidence of UNDP’s contributions to development results at the country level.

All interested and qualified international individual consultants may download the Individual Consultant Notice, Terms of Reference, and P11, Confirmation Letter and General Terms and conditions documents from UNDP Rwanda website at:

<http://www.rw.undp.org/content/rwanda/en/home/operations/procurement/notices/>

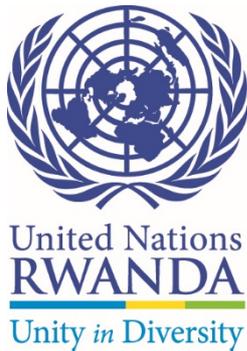
Delivery address: UNDP Rwanda, P.O. Box 445, 12 Avenue de l'Armée, Kigali, Rwanda, and Attn: Head of Procurement Unit, Or by email address at offers.rw@undp.org not later than **4 May 2022**, Time: 12h00 PM Kigali Rwanda local time.

N.B: UNDP is committed to achieving workforce diversity in terms of gender, nationality and culture. Individuals from minority groups, indigenous groups and person with disabilities are equality encouraged to apply.

Yours sincerely,

Varsha Redkar-Palepu

UNDP Deputy Resident Representative



THE UNITED NATIONS DEVELOPMENT PROGRAMME-RWANDA



TERMS OF REFERENCE

Recruitment of a National Individual Consultant to conduct a Final Evaluation for the Recovery Project (RFF) for youth and women enterprises (SMEs)

Contract Type:	National individual consultant
Location:	Kigali and other project sites in selected districts
Languages Required:	English
Duration of Assignment:	30 days spread over 45 calendar days
Expected Starting Date and Timing:	20 May 2022

1. Background and Context

Rwanda has been severely affected by COVID-19 across the entire spectrum of economic activity. Sectors that have been mostly affected include tourism, agriculture, services and especially the informal sectors.

In response to COVID-19 effects, UNDP in partnership with the Ministry of Environment mobilized \$1,500,000 to support the Government of Rwanda to implement a Recovery Project (RFF) for youth and women enterprises/SMEs as part of greening the national Recovery plan from the COVID19 pandemic.

The overall objective of RFF project is to support the Government of Rwanda to build back better from the COVID 19 impact and it is implemented through three outputs:

- (i) Women and youth entrepreneurs/SMEs empowered to expand access to finance and digital tools to adapt and respond to COVID-19 economic shocks through active participation in the tourism supply chain.

- (ii) Tourism industry recovery supported by a strategy to reorient towards greener and local/regional market orientation; and
- (iii) Rwanda's national recovery agenda guided by multi-stakeholder partnerships, dialogues and guidelines for long-term green growth and investments.

2. Purpose and objective of the Final Evaluation

United Nations Development Programme (UNDP) conducts programme/ projects evaluations at different stages of the Country programme to capture and demonstrate evaluative evidence of UNDP's contributions to development results at the country level. These are independent evaluations carried out within the overall provisions contained in the UNDP Evaluation Policy.

In line with the UNDP Rwanda Evaluation Plan, the proposed RFF final evaluation will be conducted to assess the achievements and impact of the project. The Final Evaluation is backward looking and will effectively capture lessons learnt and provide information on the nature, to the extent possible, the potential impact and sustainability of the RFF project as well as analyze the possibility of having a second phase of to scale up the current intervention. More specifically, this evaluation will be undertaken to:

- Assess the achievements of the programme against its stated outputs and its contribution to the achievement of UNDAF and UNDP Strategic Plan Results;
- Assess the relevance, efficiency, effectiveness, sustainability, and impact of the interventions;
- Assess the project's processes, including budgetary efficiency;
- Assess the extent to which planned activities and outputs have been achieved;
- Identify the main achievements and impacts of the project's activities;
- Identify the underlying causes and issues of non-achievement of some targets;
- Document lessons learnt;
- Assess the programme exit strategy;
- Inform the design of the next project phase.

The emphasis on lessons learnt will speak to the issue of understanding what has and what has not worked as a guide for future project/programme. The evaluation will assess the performance of the project against planned results. This will also assess the preliminary indications of potential impact and sustainability of results including the contribution to realization of the national recovery targets.

The findings and recommendations of the evaluation will inform the key stakeholders of this evaluation who are the Government of Rwanda – through the Ministry of Environment (MoE), the Rwanda Development Board, The City of Kigali, districts (Rulindo, Rwamagana, Bugesera, Kamonyi, Musanze, Burera, Nyabihu and Rubavu), UNDP and other development partners.

3. Scope and Objective of the Final Evaluation

The objective of the final evaluation is to assess the level of achievement of the project implementation and document lessons learnt and good practices as well as challenges. The scope of the final evaluation covers all activities undertaken in the framework of the project. This refers to:

- Planned outputs of the project compared to actual outputs and the actual results as a contribution to attaining the project objectives;
- Efficiency of project management, including the delivery of outputs and activities in terms of quality, quantity, timeliness and cost efficiency;
- Likely outcomes and impact of the project in relation to the specified goals and objectives of the project.

The evaluation comprises the following elements:

- (i) Assess whether the project design is clear, logical and commensurate with the time and resources available;
- (ii) An evaluation of the project's progress towards achievement of its overall objectives;
- (iii) An evaluation of project performance in relation to the indicators, assumptions and risks specified in the logical framework matrix and the Project Document
- (iv) An assessment of the scope, quality and significance of the project outputs produced during the implementation period in relation to expected results;
- (v) Identification of any programmatic and financial variance and/or adjustments made during the implementation of the project and an assessment of their conformity with decisions of the PSC and their appropriateness in terms of the overall objectives of the project;
- (vi) An evaluation of the project's contribution to the achievements of UNDP's outcome and outputs;
- (vii) Identification and, to the extent possible, quantification of any additional outputs and outcomes beyond those specified in the Project Document;
- (viii) An evaluation of project coordination, management and administration. This includes specific reference to:
 - a. Organizational/institutional arrangements for collaboration among the different stakeholders involved in project arrangements and execution;
 - b. The effectiveness of the monitoring and evaluation framework/mechanisms in monitoring on a day to day basis, progress in project implementation;
 - c. Administrative, operational and/or technical challenges and constraints that influenced the effective implementation of the project;
 - d. An assessment of the functionality of the institutional structure established and the role of the Programme Steering Committee (PSC);
 - e. Financial management of the project, including the balance between expenditures on administrative and overhead charges in relation to those on the achievement of substantive outputs.
- (ix) A prognosis of the degree to which the overall objectives and expected outcomes of the project are likely to be met;
- (x) Progress towards sustainability and replication of project activities;

- (xi) Assess the extent to which the design, implementation and results of the project have incorporated a gender equality perspective and human rights-based approach
- (xii) Assess of the extent to which the design, implementation and results of the programme have incorporated the environmental sustainability concerns and make recommendation accordingly
- (xiii) Lessons learned during project implementation;
- (xiv) Evaluate the project exit strategy in terms of quality and clarity.

4. Evaluation Questions

Evaluation criteria

The project will be evaluated based on the following criteria:

- **Relevance:** measures whether the project addresses an important development goal and whether its objectives are still valid.
- **Effectiveness:** measures whether the project activities achieve its goal.
- **Efficiency:** measures the cost effectiveness, i.e. the economic use of resources to achieve desired results.
- **Sustainability:** measures whether the benefits of the project are likely to continue after donor funding has been withdrawn. The project needs to be environmentally as well as financially sustainable.
- **Impacts of intervention:** measure the positive and negative changes produced by the project, directly or indirectly, intended or unintended.

Evaluation Questions

More specifically, the final evaluation aims at addressing the following questions for each evaluation criteria:

Relevance

- Where is this project being implemented? How was the project site selected? What has been the focus of the project implementation so far? Who are the main beneficiaries? How were they selected? How was the project aligned to the national development strategies or plans?
- The extent to which the project activities are suited to the priorities and policies of the target group, recipient and donor.
- To what extent are the objectives of the project still valid?
- Are the activities and outputs of the project consistent with the overall goal and the attainment of its objectives?
- Are the activities and outputs of the project consistent with the intended impacts and effects?

Effectiveness

- To what extent were the objectives achieved?

- What were the major factors influencing the achievement or non-achievement of the objectives?
- Did the activities contribute to the achievement of the planned outputs?
- Have the different outputs been achieved?
- What progress toward the outcomes has been made?
- To what extent the design, implementation and results of the project have incorporated a gender equality perspective and human rights-based approach? What should be done to improve gender and human rights mainstreaming?
- What has been the result of the capacity building/trainings interventions? Were qualified trainers available to conduct training?
- How did UNDP support the achievement of project outcome and outputs?
- How was the partnership strategy conducted by UNDP? Has UNDP partnership strategy been appropriate and effective? What factors contributed to effectiveness or ineffectiveness? What were the synergies with other projects/ programmes?

Efficiency

- Were activities cost-efficient?
- Were objectives achieved on time?
- Was the project implemented in the most efficient way compared to alternatives?
- What was the original budget for the project? How have the project funds been spent? Were the funds spent as originally budgeted?
- Are there any management challenges affecting efficient implementation of the project? What are they and how are they being addressed?

Sustainability

- To what extent the design, implementation and results of the project have incorporated environment sustainability? What should be done to improve environmental sustainability mainstreaming?
- To what extent will the benefits of the project continue after donor funding stops?
- What were the major factors which influenced the achievement or non-achievement of sustainability of the project?
- Does the project have a clear exit strategy?

Impact of interventions

- What are the stated goals of the project? To what extent are these goals shared by stakeholders? What are the primary activities of the project and expected outputs? To what extent have the activities progressed? How did the project contribute to the achievement of UNDP outcomes and outputs?
- What has happened as a result of the project?
- How many people have been affected?
- Has the project contributed or is likely to contribute to long-term social, economic, technical, environmental changes for individuals, communities, and institutions related to the project?
- What difference has the project made to beneficiaries?

5. Methodology

General guidance on evaluation methodology can be found in the UNDP Handbook on Monitoring and Evaluating for Development Results, the UNDP Guidelines for Outcome Evaluators, and UNDP Outcome-Level Evaluation: A Companion Guide to the Handbook on Monitoring and Evaluating for Development Results). UNDP's Evaluation Policy provides information about the role and use of evaluation within the M&E architecture of the organization.

The final decision on the specific design and methods for the evaluation will emerge from consultation among project staff, the evaluator and key stakeholders, based on the inception report prepared by the evaluator, about what is appropriate and feasible to meet the evaluation purpose and objectives and answer the evaluation questions, given limitations of budget, time and data.

The evaluation should use a mixed methods approach, drawing on both primary and secondary, quantitative and qualitative data to come up with an overall assessment backed by clear evidence. Data will be collected through surveys of all relevant stakeholders (national and local Government institutions, development partners, beneficiaries, etc.) and through focus group discussions. Further data on the project indicators will be used by the evaluation to assess the project progress and achievements.

The evaluation methodology will include the following:

- (i) Desk review of Project Document, monitoring reports (such as minutes of Steering Committee meetings including other relevant meetings, Project Annual Implementation Report, quarterly progress reports, and other internal documents including consultant and financial reports);
- (ii) Review of specific products produced so far, including data sets, management and action plans, publications and other material and reports;
- (iii) Interviews with the head of SPIU, Programme Manager, Technical Assistant, and Administrative Assistant in MoE
- (iv) Interviews with Head of Sustainable Growth Unit in UNDP and UNDP Project focal point
- (v) Interviews with central and local government officials and other project beneficiaries
- (vi) Focus group discussions with all stakeholders

6. Final Evaluation Products (Deliverables)

This section presents the key evaluation products the evaluator will be accountable for producing. The deliverables are the following:

- **Evaluation inception report:** An inception report should be prepared by the evaluators before going into the full-fledged data collection exercise. It should detail the evaluator's understanding of what is being evaluated and why, showing how each evaluation question will be answered by way of: proposed methods, proposed sources of data and data collection procedures. The inception report should include a

proposed schedule of tasks, activities and deliverables, the lead responsibility for each task or product. The inception report provides the project unit and the evaluator with an opportunity to verify that they share the same understanding about the evaluation and clarify any misunderstanding at the outset. The inception report will be discussed and approved by UNDP and MoE.

- **Draft evaluation report:** Submission of draft evaluation report to UNDP for comments and inputs. The programme unit and key stakeholders in the evaluation will then review the draft evaluation report to ensure that the evaluation covers the scope and meets the required quality criteria.
- **Final evaluation report:** The final report should be completed

7. Duty Station

The duty station of the work is Kigali, Rwanda. However, the consultant (s) may be required to travel to project sites outside Kigali but in Rwanda.

8. Required Competencies

The Individual consultant should have the following skills/competencies and characteristics:

- At least master's degree in Public Policy and Management, Public Administration, Project Management, Development studies, International Development, Environmental Sciences;
- At least 5 years accumulated experience in project/programme evaluation;
- At least 7 years accumulated experience in programme management support, programme/project formulation, monitoring and evaluation and RBM implementation;
- Proven expertise, knowledge and experience in the field of green growth/green economy initiatives and environment;
- At least two similar assignments accomplished;
- Good understanding of gender equality, human-right based approach and environmental sustainability concepts;
- Strong interpersonal and managerial skills, ability to work with people from different backgrounds and evidence of delivering good quality evaluation and research products in a timely manner
- Proven understanding of key elements of result-based programme management in International development cooperation
- Fluent in English
- Excellent written and verbal communication skills in English

9. Selection criteria

Submissions will be evaluated in consideration of the Evaluation Criteria as stated below:

1. The offer will be evaluated by using the Best value for money approach (combined scoring method). Technical proposal will be evaluated on 70%. Whereas the financial one will be evaluated on 30%.
2. A two-stage procedure is utilized in evaluating the proposals, with the technical evaluation being completed prior to any financial proposal being opened and compared. Only proposals that achieve above the minimum of 49 points (i.e. at least 70% of the total 70 points) on the technical proposal shall have their financial proposals reviewed.
3. Evaluation of Financial proposal (30 points)
4. If the technical proposal achieves the minimum of 49 points, the competitiveness of the financial proposal will be considered in the following manner:
5. The total amount of points for the fees component is 30. The maximum number of points shall be allotted to the lowest fees proposed that is compared among the applicants which obtain the threshold points in the evaluation of the substantive presentation. All other fees proposals shall receive points in inverse proportion to the lowest fees; e.g.
6. $[30 \text{ Points}] \times [\text{US\$ lowest}] / [\text{US\$ other}] = \text{points for other proposer's fees.}$

Below is the breakdown of technical proposal on 100% which will be brought to 70%:

Criteria	Weight	Max. point
At least master's degree in Public Policy and Management, Public Administration, Development studies, International Development, Environmental Sciences;	10%	10
At least 5 years accumulated experience in project/programme evaluation	25%	25
At least 7 years' experience in programme management support including formulation, monitoring and evaluation and RBM implementation	15%	15
Proven expertise, knowledge and experience in the field of Green Growth/Green Economy initiatives;	15%	15
Overall Methodology (clear demonstration of evaluation methodology and understanding of the ToR)	30%	30
Fluent in English (written and verbal skills)	5%	5
Total	100%	100

10. Time Frame for the Evaluation Process

Phase	Tasks and deliverables	Timeline
Inception report phase	<ul style="list-style-type: none"> • Desk review conducted • Briefings of evaluators • An inception report will be prepared by the evaluators detailing the evaluators' understanding of what is being evaluated and why, showing how each evaluation question will be answered by way of: proposed methods, proposed sources of data and data collection procedures. The inception report should include a proposed schedule of tasks, activities and deliverables, designating a team member with the lead responsibility for each task or product. 	5 days
Drafting phase report	<ul style="list-style-type: none"> • The evaluators will consult with all relevant stakeholders and conduct a series of interviews, focus group discussions, and field visits in order to collect the required data. 	20 days
	<ul style="list-style-type: none"> • Once the data is collected, the evaluators will analyse them and draft the evaluation report. 	
	<ul style="list-style-type: none"> • Once the draft final evaluation report submitted, it will be presented to all stakeholders for reviewing. The comments shared by the stakeholders will be incorporated into the final evaluation report. 	
Final Report	<ul style="list-style-type: none"> • The evaluator will revise the final evaluation report based on the comments and inputs provided by all stakeholders and submit the final report to UNDP. 	5 days
	Total number of working days	30 days

11. Implementation Arrangements

This section describes the organization and management structure for the evaluation and defines the roles, key responsibilities and lines of authority of all parties involved in the evaluation process. Implementation arrangements are intended to clarify expectations, eliminate ambiguities, and facilitate an efficient and effective evaluation process.

UNDP

UNDP is responsible for the management of the final evaluation and will contract an independent consultant to conduct the evaluation on behalf of the Government of Rwanda. UNDP will be the focal point for the evaluation and will facilitate the logistical requirements and provide technical assistance during all phases of the evaluation process, including facilitating interview set up, field visits, and payments for the consultant.

UNDP Project focal point

Day-to-day management of the Evaluator will be provided by UNDP focal point overseeing the project. She or he will ensure that all issues pertaining to the contract with the Evaluator, including payments are completed on schedule and will be responsible for facilitating the work of the Evaluator. She or he will provide all documentation to the Evaluator for the desk

review, facilitate the set-up of interview appointments and field visits and convene focus group meetings.

Steering Committee

The Project Steering Committee will oversee the conduct of the final evaluation and will be responsible for providing guidance and direction for the evaluation process and inputs and comments on the draft evaluation report as well as for approving the final document.

Evaluation Management Team

An Evaluation Management Team led by UNDP composed of representatives of Ministry of Environment, UNDP Head of Sustainable Growth Unit and Project focal point will oversee the conduct of the evaluation at the technical level. The team will provide quality assurance and guidance to the evaluation to ensure that it meets the UNEG evaluation quality criteria. The technical committee will oversee the implementation of the agreed schedule of consultation activities, ensure wide stakeholder consultations, will be in charge of verifying all facts in the report and oversee the production of the final report and the drafting and implementation of follow up actions.

12. Financial Proposal and Schedule of Payments

The consultancy fee will be paid as a Lump Sum (inclusive of all expenses related to the consultancy) and will be fixed regardless of changes in the cost components of the consultancy. The consultancy fee will be paid upon completion of the following milestones:

- 20% after presentation and adoption of the inception report
- 40% after presentation and approval of the draft report
- 40% after the approval of the final report

13. How to apply

Candidates should apply by presenting the following documents:

- (i) **Letter of Confirmation of Interest and Availability** using the template provided by UNDP;
- (ii) **Personal CV or P11**, indicating all past experience from similar projects as well as the contact details (e-mail and telephone number) of the candidate and at least three (3) professional references;
- (iii) **Brief description** of why the individual considers him/herself as the most suitable for the assignment and a methodology, if applicable, on how he/she will approach and complete the assignment
- (iv) **Financial Proposal** that indicates the all-inclusive fixed total contract price supported by a breakdown of costs, as per template provided

Technical enquiries can be directed Immaculee Uwimana at Immaculee.uwimana@undp.org, and enquiries about the procurement process to Mbasu Rugigana at mbasa.rugigana@undp.org

UNDP is committed to achieving workforce diversity in terms of gender, nationality and culture. Individuals from minority groups, indigenous groups and person with disabilities are equality encouraged to apply. All applicants will be treated with the strictest confidence.

14. Evaluation Ethics

The evaluation in UNDP will be conducted in accordance with the principles outlined in the UNEG 'Ethical Guidelines for Evaluation'¹. The critical issues evaluators must address in the design and implementation of the evaluation include evaluation ethics and procedures to safeguard the rights and confidentiality of information providers, (for example: measures to ensure compliance with legal codes governing areas such as provisions to collect and report data, particularly permissions needed to interview or obtain information about children and young people; provisions to store and maintain security of collected information; and protocols to ensure anonymity and confidentiality

Prepared by:

Signature _____

Name and Designation: Immaculee UWIMANA, NDC Programme Coordinator

Date of Signing _____

Reviewed and Cleared by:

Signature _____

Name and Designation: Bernardin UZAYISABA, Head of Unit, Sustainable Growth Unit

Date of Signing _____

Approved by:

Signature _____

Name and Designation : Varsha Redkar-Palepu, Deputy Resident Representative

Date of Signing _____

¹UNEG, 'Ethical Guidelines for Evaluation'. Available at www.uneval.org/ethicalguidelines

ANNEXES

Annex 1: Documents to be consulted

The list below details the important documents that the evaluators should read at the outset of the evaluation and before finalizing the evaluation design and the inception report. The list might include other relevant documents identified during the inception phase and the consultation process.

Document
Project document
Quarterly narrative reports
Quarterly financial reports
Annual reports
UNDAP 2018-2023
National Economic Recovery Plan
Vision 2050
NDC
Green Growth and Climate Resilient Strategy (GGCRS)
PSTAIV
Tourism Strategies

Annex 2: Evaluation matrix

The evaluation matrix is a tool that the evaluator creates as a 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.

The draft sample evaluation Matrix to be used by the evaluators is presented below.

Sample evaluation matrix						
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 format

The final report must include, but not necessarily be limited to, the following elements outlined in the quality criteria for evaluation reports:

- I. **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
 - Countries of the evaluation intervention
 - Names and organizations of evaluators
 - Name of the organization commissioning the evaluation
 - Acknowledgements

- II. **Table of contents** - Should always include boxes, figures, tables and annexes with page references.

- III. **List of acronyms and abbreviations**

- IV. **Executive summary** - A stand-alone section of two to three pages that should:
 - Briefly describe the intervention (the project(s), programme(s), policies or other interventions) that was evaluated.
 - 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.

- V. **Introduction**
 - Explain why the evaluation was conducted (the purpose), why the intervention is being evaluated at this point in time, 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 (the project(s) programme(s), policies or other interventions) that was evaluated—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.

- VI. **Description of the intervention**—Provides the basis for report users to understand the logic and assess the merits of the evaluation methodology and understand the applicability of the evaluation results. The description needs to provide sufficient detail for the report user to derive meaning from the evaluation. The description should:
 - Describe **what is being evaluated, who seeks to benefit**, and the **problem or issue** it seeks to address.
 - Explain the **expected results map or results framework, implementation strategies**, and the key **assumptions** underlying the strategy.

- Link the intervention to **national priorities**, UNDAF priorities, corporate multiyear funding frameworks or strategic plan goals, or other **programme or country specific plans and goals**.
- 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.
- 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).

VII. Evaluation scope and objectives—The report should provide a clear explanation of the evaluation’s scope, primary objectives and main questions.

- **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 particular criteria used in the evaluation.
- **Evaluation questions:** 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.

VIII. Evaluation approach and methods—The evaluation report should describe in detail the selected methodological approaches, methods and analysis; the rationale for their selection; and how, within the constraints of time and money, the approaches and methods employed yielded data that helped answer the evaluation questions and achieved the evaluation purposes. The description should help the report users judge the merits of the methods used in the evaluation and the credibility of the findings, conclusions and recommendations. The description on methodology should include discussion of each of the following:

- Data sources—The sources of information (documents reviewed and stakeholders), the rationale for their selection and how the information obtained addressed the evaluation questions.
 - Sample and sampling frame—If a sample was used: the sample size and characteristics; the sample selection criteria (e.g., single women, under 45); the process for selecting the sample (e.g., random, purposive); if applicable, how comparison and treatment groups were assigned; and the extent to which the sample is representative of the entire target population, including discussion of the limitations of the sample for generalizing results.
 - Data collection procedures and instruments—Methods or procedures used to collect data, including discussion of data collection instruments (e.g., interview protocols), their appropriateness for the data source and evidence of their reliability and validity.
 - Performance standards—The standard or measure that will be used to evaluate performance relative to the evaluation questions (e.g., national or regional indicators, rating scales).
 - Stakeholder engagement—Stakeholders’ engagement in the evaluation and how the level of involvement contributed to the credibility of the evaluation and the results.
 - Ethical considerations—The measures taken to protect the rights and confidentiality of informants (see UNEG ‘Ethical Guidelines for Evaluators’ for more information).
 - Background information on evaluators—The composition of the evaluation team, the background and skills of team members and the appropriateness of the technical skill mix, gender balance and geographical representation for the evaluation.
 - Major limitations of the methodology—Major limitations of the methodology should be identified and openly discussed as to their implications for evaluation, as well as steps taken to mitigate those limitations.
- IX. Data analysis**—The report should describe the procedures used to analyse the data collected to answer the evaluation questions. It should detail the various steps and stages of analysis that were carried out, including the steps to confirm the accuracy of data and the results. The report also should discuss the appropriateness of the analysis to 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.
- X. Findings and conclusions**—The report should present the evaluation findings based on the analysis and conclusions drawn from the findings.
- Findings—Should be presented as statements of fact that are based on analysis of the data. They should be structured around the evaluation criteria and 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 design that subsequently affected implementation should be discussed.

- **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.

XI. Recommendations—The report should provide practical, feasible recommendations directed to the intended users of the report about what actions to take or 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. They should address sustainability of the initiative and comment on the adequacy of the project exit strategy, if applicable.

XII. Lessons learned—As appropriate, the report should include discussion of lessons learned from the evaluation, that is, new knowledge gained from the particular 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.

XIII. Report annexes—Suggested annexes should include the following to provide the report user with supplemental background and methodological details that enhance the credibility of the report:

- 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
- List of supporting documents reviewed
- Project results map 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 evaluator

Annex 5: Code of conduct

[Code of Conduct for Evaluators in the UN System](#)

**OFFEROR'S LETTER TO UNDP
CONFIRMING INTEREST AND AVAILABILITY
FOR THE INDIVIDUAL CONTRACTOR (IC) ASSIGNMENT**

Date _____

(Name of Resident Representative/Bureau Director)
United Nations Development Programme
(Specify complete office address)

Dear Sir/Madam :

I hereby declare that :

- a) I have read, understood and hereby accept the Terms of Reference describing the duties and responsibilities of [*indicate title of assignment*] under the [*state project title*];
- b) I have also read, understood and hereby accept UNDP's General Conditions of Contract for the Services of the Individual Contractors;
- c) I hereby propose my services and I confirm my interest in performing the assignment through the submission of my CV or Personal History Form (P11) which I have duly signed and attached hereto as Annex 1;
- d) In compliance with the requirements of the Terms of Reference, I hereby confirm that I am available for the entire duration of the assignment, and I shall perform the services in the manner described in my proposed approach/methodology which I have attached hereto as Annex 3 *[delete this item if the TOR does not require submission of this document]*;
- e) I hereby propose to complete the services based on the following payment rate : *[pls. check the box corresponding to the preferred option]*:

 An all-inclusive daily fee of *[state amount in words and in numbers indicating currency]*
 A total lump sum of *[state amount in words and in numbers, indicating exact currency]*, payable in the manner described in the Terms of Reference.
- f) For your evaluation, the breakdown of the abovementioned all-inclusive amount is attached hereto as Annex 2;
- g) I recognize that the payment of the abovementioned amounts due to me shall be based on my delivery of outputs within the timeframe specified in the TOR, which shall be subject to UNDP's review, acceptance and payment certification procedures;
- h) This offer shall remain valid for a total period of _____ days *[minimum of 90 days]* after the submission deadline;

i) I confirm that I have no first degree relative (mother, father, son, daughter, spouse/partner, brother or sister) currently employed with any UN agency or office *[disclose the name of the relative, the UN office employing the relative, and the relationship if, any such relationship exists];*

j) If I am selected for this assignment, I shall *[pls. check the appropriate box]:*

- Sign an Individual Contract with UNDP;
- Request my employer *[state name of company/organization/institution]* to sign with UNDP a Reimbursable Loan Agreement (RLA), for and on my behalf. The contact person and details of my employer for this purpose are as follows:

k) I hereby confirm that *[check all that applies]:*

- At the time of this submission, I have no active Individual Contract or any form of engagement with any Business Unit of UNDP;
- I am currently engaged with UNDP and/or other entities for the following work :

Assignment	Contract Type	UNDP Business Unit / Name of Institution/Company	Contract Duration	Contract Amount

- I am also anticipating conclusion of the following work from UNDP and/or other entities for which I have submitted a proposal :

Assignment	Contract Type	Name of Institution/ Company	Contract Duration	Contract Amount

l) I fully understand and recognize that UNDP is not bound to accept this proposal, and I also understand and accept that I shall bear all costs associated with its preparation and submission and that UNDP will in no case be responsible or liable for those costs, regardless of the conduct or outcome of the selection process.

m) **If you are a former staff member of the United Nations recently separated, pls. add this section to your letter:** I hereby confirm that I have complied with the minimum break in service required before I can be eligible for an Individual Contract.

n) I also fully understand that, if I am engaged as an Individual Contractor, I have no expectations nor entitlements whatsoever to be re-instated or re-employed as a staff member.

Full Name and Signature:

Date Signed :

Annexes *[pls. check all that applies]:*

- CV or Duly signed P11 Form
- Breakdown of Costs Supporting the Final All-Inclusive Price as per Template
- Brief Description of Approach to Work (if required by the TOR)

BREAKDOWN OF COSTS SUPPORTING THE ALL-INCLUSIVE FINANCIAL PROPOSAL

A. **Breakdown of Cost by Components:**

Cost Components	Unit Cost (RWF)	Quantity	Total Rate for the Contract Duration (RWF)
Personnel Costs			
Professional Fees			
Life Insurance			
Medical Insurance			
Communications			
Land Transportation			
Others (pls. specify)			
Travel Expenses to Join duty station			
Round Trip Airfares to and from duty station			
Living Allowance			
Travel Insurance			
Terminal Expenses			
Others (pls. specify)			
Duty Travel			
Round Trip Airfares			
Living Allowance			
Travel Insurance			
Terminal Expenses			
Others (pls. specify)			

B. Breakdown of Cost by Deliverables*

Deliverables <i>[list them as referred to in the TOR]</i>	Percentage of Total Price (Weight for payment)	Amount
Deliverable 1		
Deliverable 2		
....		
Total	100%	RWF.....

**Basis for payment tranches*