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Independent Evaluation Office Review of the Quality Assessment Of 2016 Decentralized Evaluations

August 2017

Independent Evaluation Office

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2016 Decentralized Evaluations**

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1 INTRODUCTION

High-quality evaluations are critical for results-based management, knowledge generation for wider use and for accountability to programme partners. One of the requirements of the UNDP evaluation policy is that programme units—policy, practice, regional bureaus and country offices—ensure that evaluations inform programme management and contribute to development results¹. There is increased emphasis therefore to strengthen support for decentralized evaluations (those carried out by programme units) in order to increase the number and coverage of evaluations, improve programme units' compliance with the evaluation policy, improve the quality of evaluations and increase policy makers' and stakeholders' use of evaluations.

This report provides an independent assessment of the quality of decentralized evaluation reports to the UNDP Executive Board and management and is part of a series of report commitments outlining the work IEO has undertaken to support and strengthen the decentralized evaluation function. The report also supports bureaus' oversight function by providing feedback through detailed analysis of the quality of the evaluation reports with recommendations for their improvement.

IEO has been undertaking quality assessments of UNDP country office evaluations reports since 2011. A review of the UNDP evaluation policy in 2014 raised a number of concerns about the quality and independence of decentralized evaluations and also made some recommendations to strengthen the ongoing quality assessment process. As a result a hold was put on quality assessment of evaluations in 2015 whilst a new policy and a revised strategy to support decentralized evaluations was put in place.

In 2016, UNDP implemented over 256 evaluations at a cost of more than US\$7,700,000 across all seven outcome areas of UNDP's strategic plan. IEO restarted the implementation of a quality assessment process of country office and regional evaluations in 2016/17. This report outlines the process undertaken, the tool used for the quality assessment process and the findings and implications of the quality assessment results. This report outlines the revised process and the main findings from the 2016 quality assessment. As the quality assessment tool has changed no comparisons are provided of previous years quality assessments.

¹ UNDP, 'The Evaluation Policy of UNDP', DP/2016/23, July 2016,
http://web.undp.org/evaluation/documents/policy/2016/Evaluation_policy_EN_2016.pdf

2 QUALITY ASSESSMENT; PURPOSE, PROCESS AND APPROACH

This section of the report outlines the purpose of the quality assessment process, revised quality assessment and the methodology used. The Independent Evaluation Office has the overall responsibility for evaluation report quality assessment and reporting and providing timely feedback to programme units, regions and UNDP departments.

2.1 Quality Assessment Purpose

A quality assessment of an evaluation report provides an assessment of an evaluation's design, the quality of its findings and evaluative evidence and the robustness of its conclusions and recommendations, using a set of parameters, a rating system and weightings that assess a reports quality against an ideal to be strived for when evaluating.

The UNDP Independent Evaluation Office, the Global Environment Facility IEO and the UN Evaluation Group (UNEG) have developed guidelines and quality criteria tools for designing, implementing and assessing decentralized evaluations, which also support the overall decentralized evaluation process as well as the quality assessment process. These include:

- UNDP's 'Handbook on Planning Monitoring and Evaluating for Development Results' (2009, 2011)²
- UNEG's 'Norms for Evaluation in the UN System' (2005 & 2016)³
- UNDP 'Outcome-Level Evaluation: A Companion Guide for Programme Units and Evaluators' (2011)⁴,
- GEF 'Terminal Evaluation Review Criteria and Indicators' (2011)⁵

These guidelines outline the ideal against which evaluations should be implemented and against which they are quality assessed. The steps outlined in the guidelines outline the approaches that lead to good quality support decentralized evaluations and ensure utility, clarity of objectives for all stakeholders, credibility, accuracy and reliability of the evaluability evidence, transparency of the judgements and depth and clarity of reporting.

² <http://web.undp.org/evaluation/guidance.shtml>

³ UNEG Norms and Standards for Evaluation <http://www.unevaluation.org/document/detail/1914>

⁴ http://web.undp.org/evaluation/documents/guidance/UNDP_Guidance_on_Outcome-Level%20_Evaluation_2011.pdf

⁵ <http://web.undp.org/evaluation/documents/guidance/gef/undp-gef-te-guide.pdf>

Quality Assessments should be undertaken for all evaluations conducted by Country Office programme units including project and programme evaluations, outcome and thematic evaluations, management and organizational evaluations, which in turn should be included in a Country office's evaluation plan. The scope of analysis of GEF evaluation reports is broader than other UNDP evaluation reports and includes an analysis of the validity of an evaluation's findings and conclusions.

2.2 Quality Assessment Process

The Quality Assessment process is undertaken annually and includes the following key steps:

- **Evaluation Posting:** A programme unit posts an electronic and printable copy of the evaluation report on the Evaluation Resource Centre⁶ as soon as the report is completed. Programme units are responsible for the timely posting and updating of evaluation reports.
- **Verification:** The Independent Evaluation Office verifies if a report posted on the Evaluation Resource Centre is part of the programme unit's evaluation plan.
- **Quality Assessment:** The Independent Evaluation Office sends the evaluation report to a contracted QA reviewer to conduct a quality review.
- **Feedback:** Upon receiving the quality assessment report from the QA reviewer the Independent Evaluation Office reviews the report and then makes them available to the respective programme units.

In order to ensure an evaluation report's quality and consistency, the Independent Evaluation Office has engaged a pool of evaluation and thematic experts to undertake the quality assessment. These QA reviewers are senior development professionals with a detailed knowledge of evaluation in their thematic areas, an understanding of UNDP strategic approach in general and as well as in evaluation and also have strong regional and country level knowledge and experience.

To ensure evaluation quality assessment uniformity and consistency, the pool of QA reviewers were oriented to the application of quality assessment tools and inter-rater reliability. The Independent Evaluation Office periodically verify the quality assessment process to ensure inter-rater reliability.

⁶ <http://erc.undp.org>

2.3 Quality Assessment Criteria and Parameters

Quality assessment provides detailed comments and recommendations over four sections and 39 questions⁷. GEF project quality assessments and validations have an additional section of 15 questions where the evaluation reviewer provides an evaluation of the project and compares their ratings with those of the original evaluations findings⁸.

Quality Assessment Sections

1. **Terms of Reference**, do the terms of reference appropriately and clearly outline the purpose, objectives, criteria and key questions for the evaluation?
2. **Evaluation structure, methodology and data sources**, is the evaluation structured well with a clearly set out set of objectives, criteria and methodology fully described and appropriate.
3. **Crosscutting Issues**, does the evaluation adequately review and address cross cutting issues such as gender, human rights, disabilities and vulnerable group issues?
4. **Findings, conclusions and recommendations**, were the findings appropriate and based on the evaluation criteria (e.g. relevance, effectiveness, efficiency, sustainability and impact), and did they directly respond to evaluation questions? Do the conclusions go beyond findings and identify underlying priority issues? Do the conclusions present logical judgements based on findings that are substantiated by evidence? Are the recommendations relevant to the subject and purposes of the evaluation, are they supported by evaluation evidence?

Quality Assessment Ratings and Weightings

The following quality assessment rating scale assess to what degree an evaluation has met expectations, from highly satisfactory at the upper end to highly unsatisfactory at the lower end.

CODE	Rubric for assigning rating		Value
HS	Highly Satisfactory	All parameters were fully met and there were no shortcomings in the evaluation report.	6
S	Satisfactory	All parameters were fully met with minor shortcomings in the evaluation report	5

⁷ Annex One contains each sections questions.

⁸ The previous quality assessment process had 7 sections and 55 questions. The revision of the quality assessment process removed some repetition and redundancy and also reweighted the sections to make for a more streamlined process.

MS	Mostly Satisfactory	The parameters were partially met with some shortcomings in the evaluation report.	4
MU	Mostly Unsatisfactory	More than one parameter was unmet with significant shortcomings in the evaluation report.	3
U	Unsatisfactory	Most parameters were not met and there were major shortcomings in the evaluation report.	2
HU	Highly Unsatisfactory	None of the parameters were met and there were severe shortcomings in the evaluation report.	1

Weighting

Each section has been weighted to ensure the primary areas of an evaluation are given heightened prominence. For this reason the overall report structure and data collection methods and an evaluations findings, conclusions and recommendations are given more weighting than the terms-of-reference and crosscutting issues. A quality assessment report's overall quality score is based on ratings of the key parameters of quality, weighted based on their importance as detailed below.

Quality Assessment Criteria	# of Questions	Weight
Evaluation Terms of Reference and Design	5	15
Evaluation Report Structure	16	30
Crosscutting Issues	9	15
Evaluation findings, conclusions and recommendations	9	40
	39	100

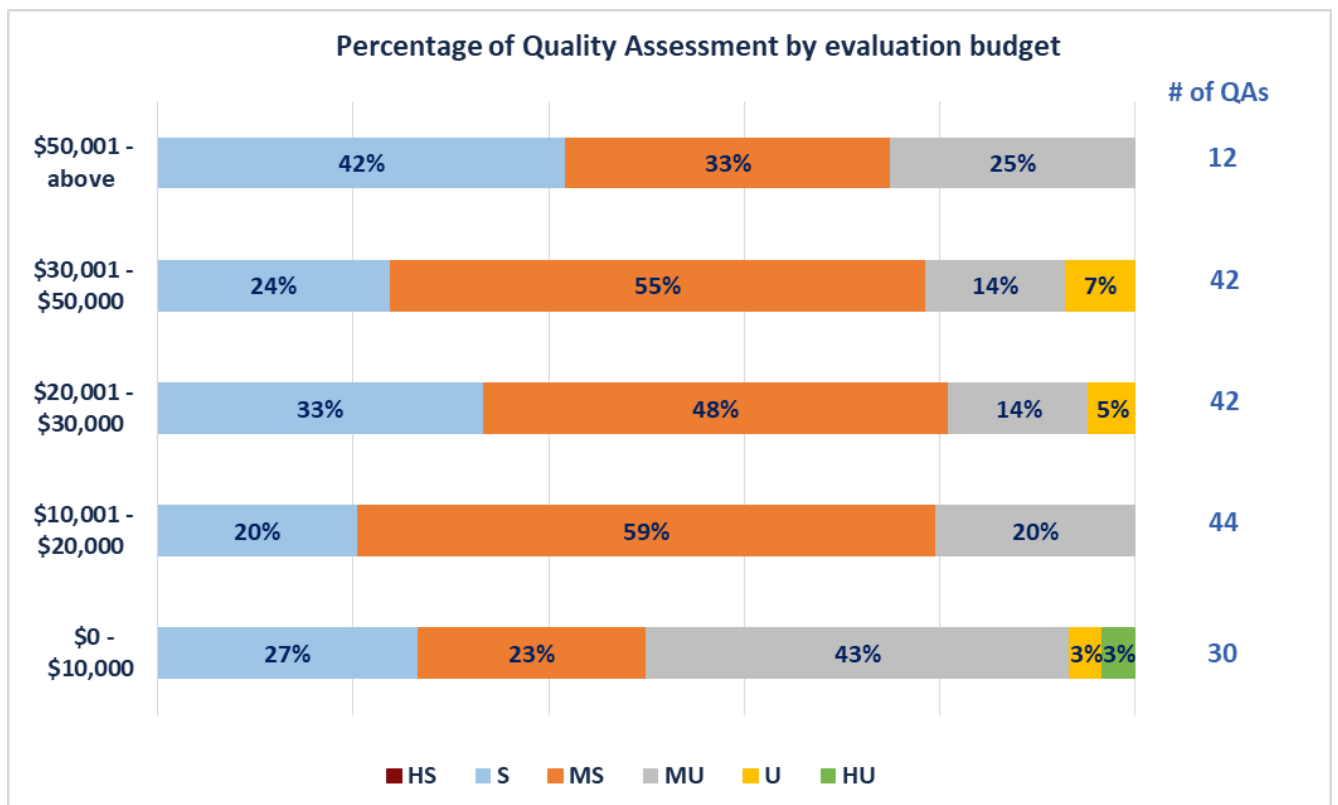
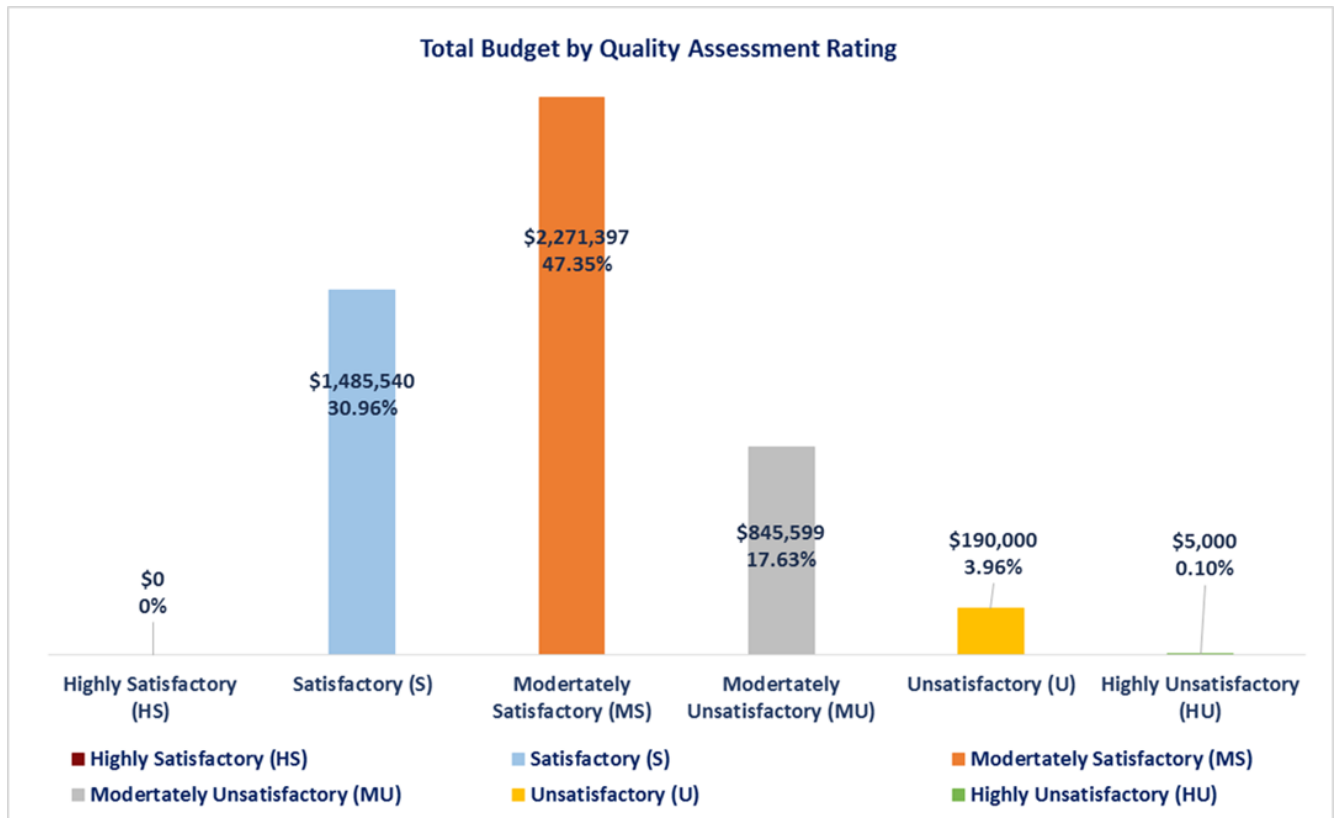
3 QUALITY ASSESSMENT FINDINGS: 2016

The 2016 quality assessment process reviewed 170 evaluations of all types, UNDP project and programme evaluations, GEF evaluations, outcome evaluations, and thematic evaluations from all country offices as well as regional bureaus and head office. GEF mid-term reviews and UNDAF evaluations were also not quality assessed.

- **UNDP Programme/ project evaluations** are evaluations of a project or programmes objectives, inputs, outputs and activities to improve implementation and advise future projects in the same area.
 - E.g. *“End of project evaluations; Enhancing justice delivery and human rights for all”*
- **Outcome evaluations** take a broad overview of the extent to which programmes and projects and other interventions contributed to the overall outcome goal of the country plan and CPD.
 - E.g. *“Social and Economic development and poverty reduction outcome evaluation”*
- **Global Environment Facility (GEF)** evaluation’s are specific evaluations of GEF financed programmes and projects. GEF mid-term reviews (MTR) and terminal evaluations (TE) are mandatory for all GEF supprotoed programmes and projects.
 - E.g. *“Terminal Evaluation; mainstreming biodiversity in Colombia’s coffee sector”*
- **Thematic evaluations** may be undertaken to evaluate for specific themaitic areas such as gender mainstreaming, human rights or democratic governance CPD evaluation in order to identify to what extent needs in these areas are being met by interventions.
- **Country programme** evaluations focuses on the level of attained intended results and contributions to national development in any given country.
 - E.g. *“Mid-term evaluation of the Kenya country programme document 2014-2018”*

3.1 Quality Assessment by Evaluation Budget

Average evaluation budgets vary considerably across country offices. Project and programme evaluations have an average budget of US\$21,500, GEF evaluations US\$26,000, Outcome evaluations US\$46,000 and UNDAF and other evaluations have an average budget of US\$50,000.

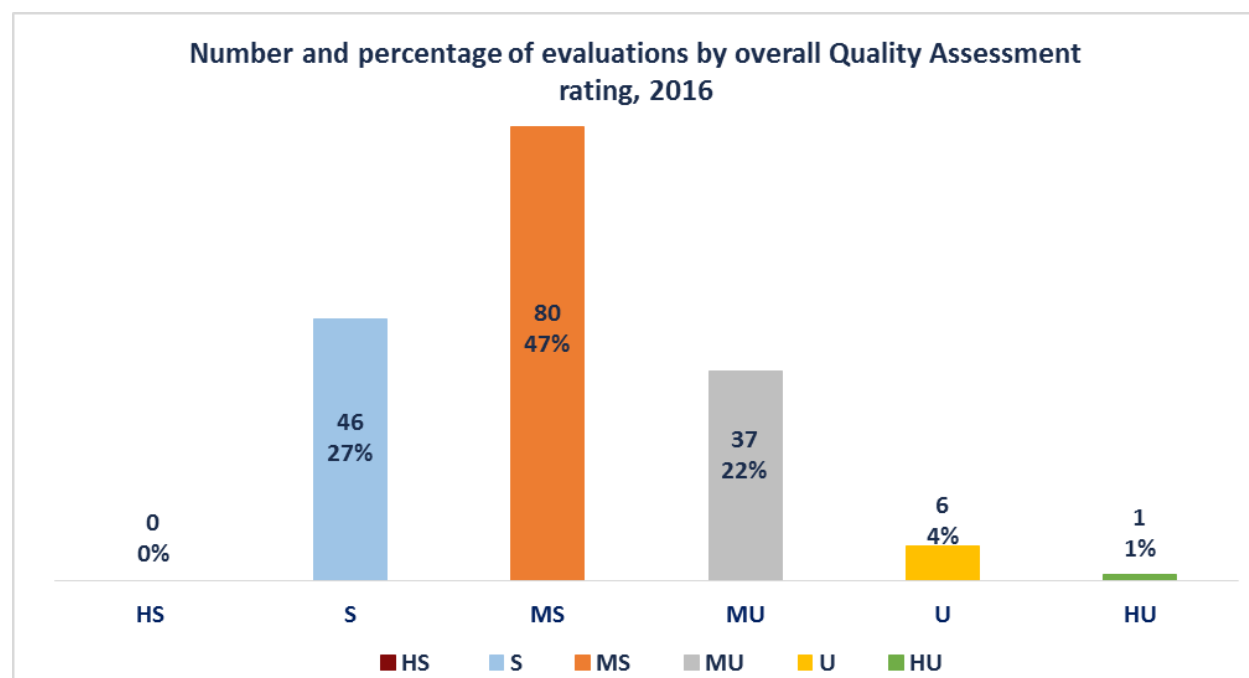


The relation between evaluation cost and evaluation quality is not clear. Those evaluations undertaken with budgets of less than US\$10,000 were found to have a lower quality, though still had a high level of satisfactory evaluations. A lower budget in general means a smaller team and less time for an evaluation, as well as less data collection and interviews, resulting in poorer findings and conclusions. The one highly unsatisfactory evaluation had a budget of just US\$5,000, however the 6 unsatisfactory evaluations had an average budget above US\$30,000.

Evaluations with budgets between US\$10,000 and US\$50,000, most evaluations (128 in total), saw similar results with the majority of evaluations found to be mostly satisfactory or above. While budgets above US\$50,000 do bring about more satisfactory evaluations it is not guaranteed as 25% of evaluations in this budget category remain below an acceptable level.

Analysis of budgets for evaluations found there is no consistency in budgeting for any specific type of evaluation with variance across all evaluation types, regions and country offices. While different programmes/ projects, countries and sectors have different evaluator requirements the variance in budgets across plans and country offices suggest that future guidance might consider more detail on evaluation planning, design and adequate financing.

3.2 Overall Quality Assessment ratings

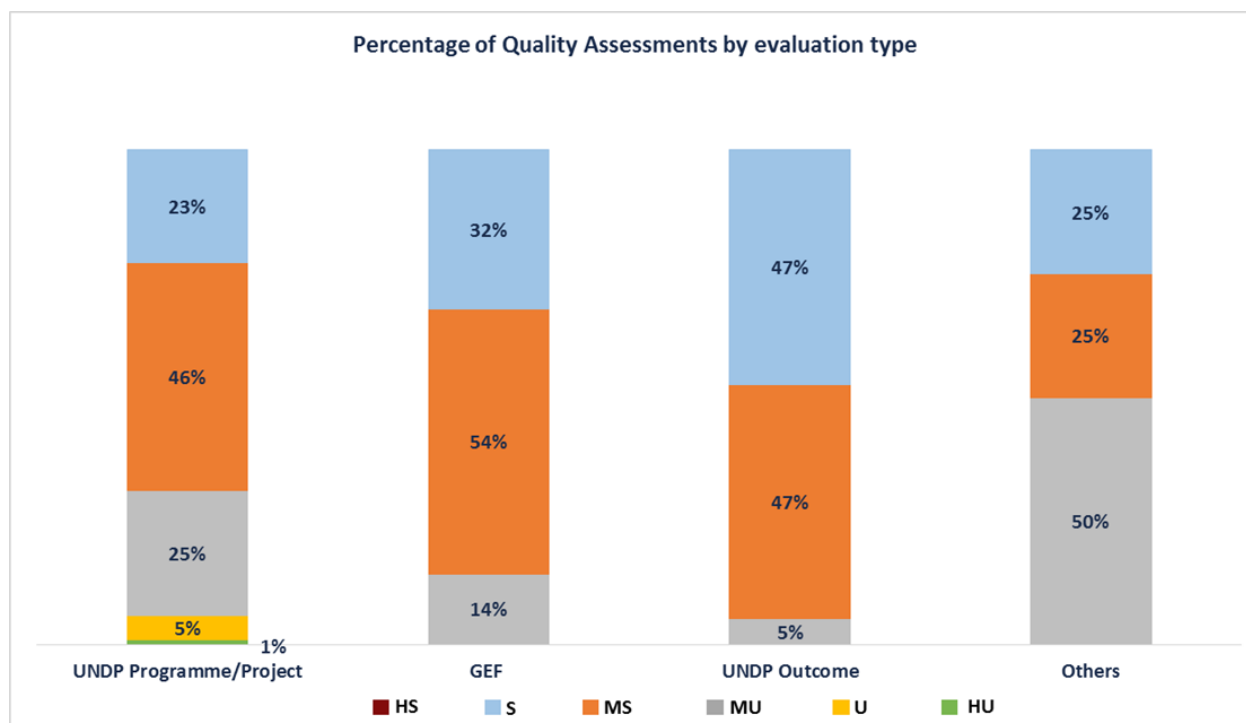


Under the newly revised quality assessment process no evaluations met the highest level of highly satisfactory. Only 27 per cent of evaluations were found to be of a satisfactory level, that is, having minimal gaps or transgressions from the guidelines for the implementation of evaluations. The majority

of decentralised evaluations were found to be mostly satisfactory or “having parametres that were partially met with some shortcomings in the evaluation report”, 80 evaluations costing US\$2,271,397. In general, decentralised evaluations were found to be of good quality but some areas still need to be focused on and strengthened. However, 44 evaluations, costing US\$1,040,599 were found to have considerable gaps in their content and had a quality assessment rating of moderately unsatisfactory or lower.

3.3 Quality Assessment by evaluation type

The table below illustrates the degree of quality variance amongst the three main evaluations types, programme and project evaluations, GEF terminal evaluations and outcome evaluations. Outcome evaluations tend to have much higher quality levels compared to programme and project evaluations, though this is a smaller pool of evaluations, just 19. Budgets for outcome evaluations also tend to be higher, averaging US\$46,000, but in some cases reaching US\$100,000. Which may in turn allow for more time and also larger teams to undertake outcome evaluations impacting and improving quality.

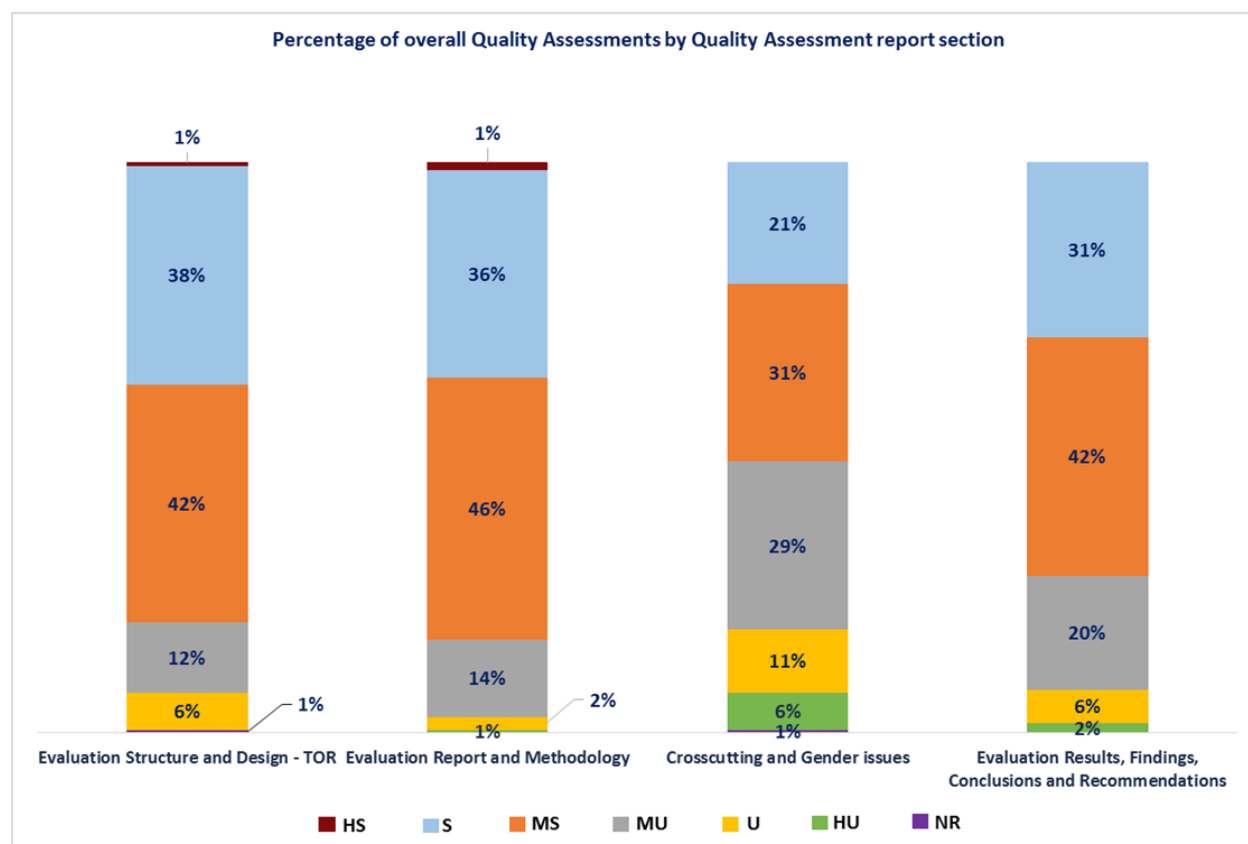


GEF terminal evaluations are consistently of higher quality than UNDP programme and project evaluations across all regional bureaus. This may be due to the detailed guidelines and fixed criteria and approaches for implementing GEF terminal evaluations and mid-term reviews. GEF also tends to use a smaller pool of evaluators regularly who are fully conversant with the GEF requirements and approaches. Average budgets for GEF terminal evaluations are also higher, US\$26,000 compared to US\$21,500 for UNDP

project and programme evaluations. “Others” only covers four evaluations and is not really reflective of any trend.

3.4 Quality Assessment section breakdown

Looking at the quality of the different sections, terms of reference developed by UNDP staff had a high level of quality with 81 per cent being considered mostly satisfactory or higher, a positive finding. Detailed guidelines are available for the development of terms of reference through the handbook on planning and evaluating for development results, 2009, which are being followed by most. However, there is still some way to go to ensure that all terms of reference meet a satisfactory level and as a result are able to give adequate guidance to evaluators and ensure quality and usable evaluations are produced.

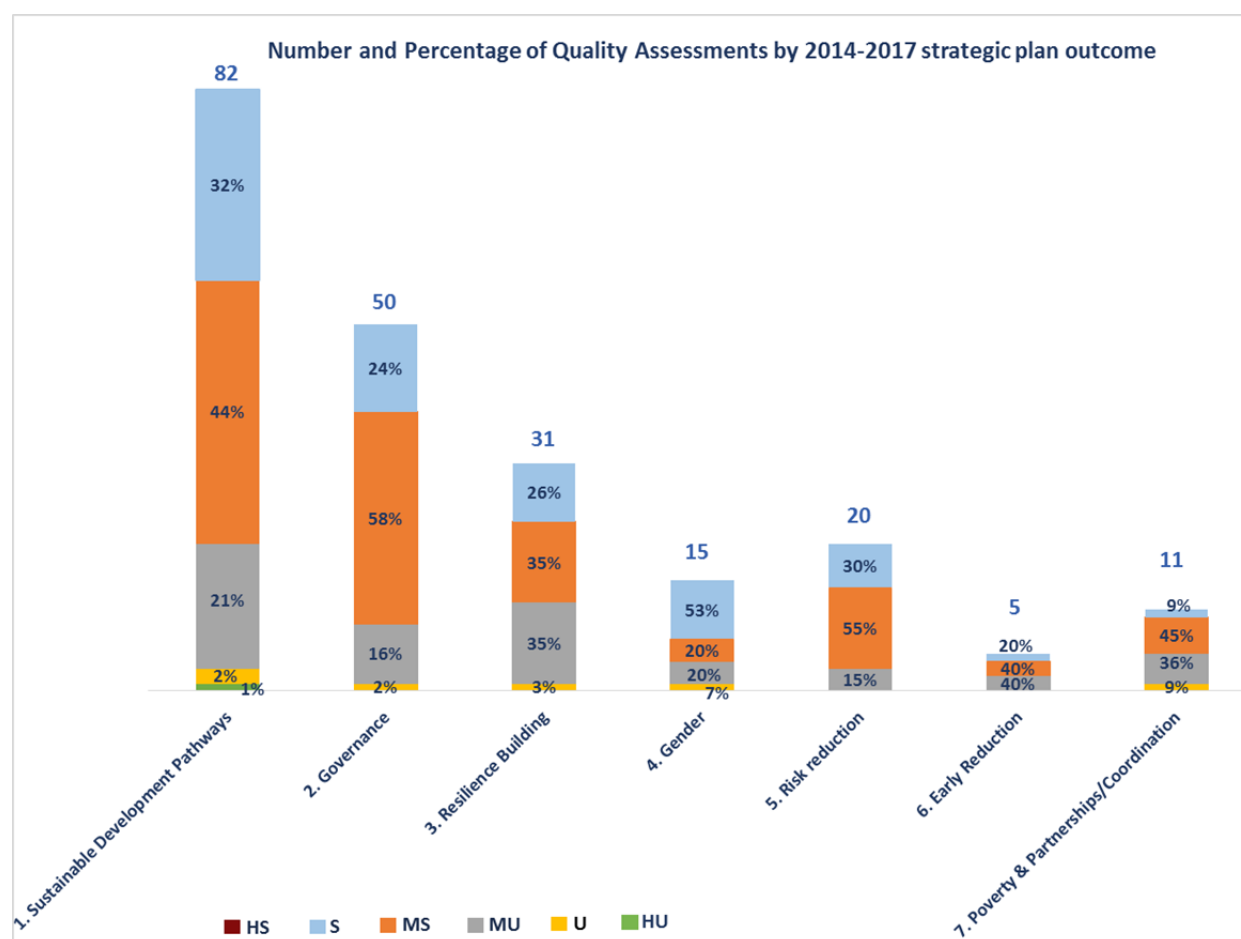


One area of concern is the weaknesses in integrating or considering crosscutting issues such as human rights, disabilities, minorities, vulnerable groups, poverty dynamics and especially gender issues within evaluation reports. Future revisions of the handbook supporting evaluation will have to give greater guidance on how to ensure these are including in terms of reference when relevant and how to ensure evaluators consider these issues within their reports.

While overall more than a third of evaluations reach a quality level of satisfactory across three of the four sections, a large majority are still below the required level and evaluators and UNDP evaluation managers need to work at improving the quality of final evaluation reports including the approach to evaluations, methodology and data collection methods as well as final findings, conclusions, recommendations and lessons learned.

3.5 Evaluation quality by strategic plan outcome area

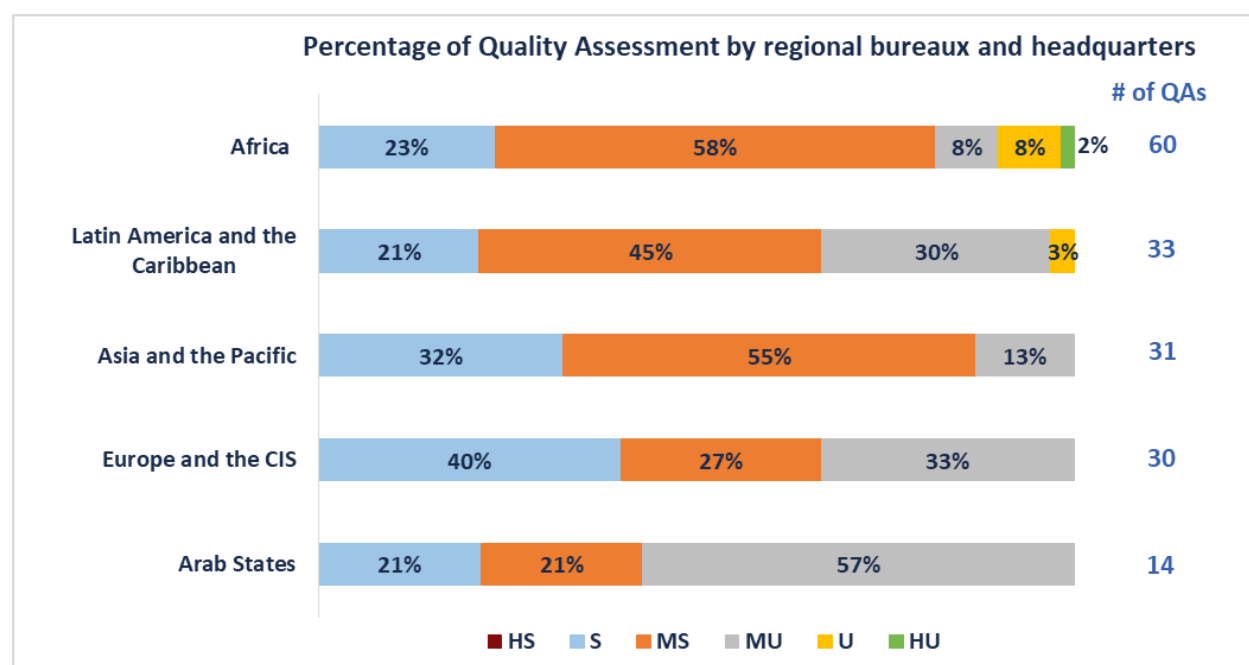
Quality Assessment findings across the seven strategic plan outcome areas show little consistency across the different areas. For early recovery and poverty and partnerships coordination especially it is a concern that so few evaluations meet a satisfactory level while so many are unsatisfactory. Evaluations here can be complicated, however more attention needs to be given to the quality of these evaluations.



The majority of evaluations undertaken in 2016 covered sustainable development pathways, 82 evaluations, which includes the many GEF terminal evaluations⁹, which had a high level of satisfactory evaluations. Outcome 1, 2 and 3 are where the main SP programme and financing focus in 2016, so it unsurprising that this is also where the majority of evaluations are found. However, Outcome 2, Governance is where the majority of UNDP programmes and financing were focused in 2016 though not evaluations.

3.6 Quality Assessment by Regional Bureau

Across regions there is high variance in quality with little consistency reflecting the differing challenges in the regions in undertaking evaluations and finding quality evaluators as well as the approach to monitoring evaluations. However, across the regions there is a clear need to improve evaluation quality to ensure it is of a satisfactory level and provide useful recommendations for country offices.



⁹ A programme, project or outcome evaluation can be connected to more than one UNDP strategic plan goal. For this reason the number of evaluations assigned to SP evaluations is higher than the number of quality assessments undertaken.

4 CONCLUSION

A third of evaluations in 2017 have reached a satisfactory rating, meeting most of UNDPs guidelines and approaches to ensure evaluations are of good quality and utility. However, the majority of evaluations continue to have gaps and could be strengthened. Investment in evaluation is high, US\$7,700,000 in 2016, and is set to increase in 2017 as more evaluations are undertaken, rising from 256 evaluations in 2016 to a planned 505 in 2017, and may rise further when funding assignment to evaluations increases in line with the 2016 Evaluation Plan.

This report provides a preliminary overview of the quality assessment of 2016 decentralised evaluations undertaken in 2016/17. The assessment process will be undertaken again in 2017 and will provide a comparison of evaluation quality and improvement through the ongoing support being undertaken by IEO and UNDP to country offices in the implementation of evaluations.

In addition to the independent quality assessment of evaluations which has now restarted IEO has recognized that a range of support to country offices is needed and is working closely with relevant departments and bureaus in UNDP to support country offices and monitoring and evaluation focal points in strengthening the evaluator function and improving the planning and management approaches for evaluation.

2017 saw the start of a range of activities to support and strengthen the evaluation function which included:-

1. **Decentralised evaluation workshops in all regions.** A series of workshops during 2017 targeting M&E focal points introducing the quality assessment approach and also regional and country level assessments whilst also introducing the new evaluation policy and receiving feedback from country offices on the support needs, discussion appropriate evaluation planning and budgeting approaches and the management and implementation of decentralised evaluations.
2. **Revision of the Evaluation Guidelines (“Yellow Handbook”).** The evaluation guidance will be revised in cooperation with relevant UNDP departments, regional bureaus and country offices to ensure there are useful and practical guidelines for country offices engaging in evaluation. This will be discussed in all regions to gain regional bureau input.
3. **Development of evaluation capacity:** based on discussions with regions and country offices and the development of the new guidelines, a group of new online trainings will be developed to ensure i) M&E focal points have the necessary skills to undertake their roles ii) general country office staff have an understanding and background in evaluation iii) evaluators are certified and shown to have a solid knowledge of evaluation and an understanding of UNDP approaches and practices.

4. **Revised ERC and evaluation consultant database:** The evaluation resource centre (ERC) will be further strengthened for use by IEO, regions and country offices. This revision will include a review and strengthening of the list of evaluators on the ERC to ensure the database is up to date.

Individual quality assessments offer country office and regional bureaus detailed assessment of the strengths and weaknesses of decentralized evaluations undertaken and offer lessons learned for the both the country office and regional bureaus. There is still some way for decentralised evaluations to go to fully meet the minimal need and guidelines outlined for evaluations. The above support will continue to ensure the process of evaluation and the final utility is strengthened to ensure accountability, transparency and ongoing corporate learning.

5 ANNEX ONE: QUALITY ASSESSMENT QUESTIONS

5.1 Section One; Terms of Reference

<i>Do the terms of reference appropriately and clearly outline the purpose, objectives, criteria and key questions for the evaluation and give adequate time and resources?</i>	
2.1	Do the Terms of Reference clearly outline the focus for the evaluation in a logical and realistic manner? <ul style="list-style-type: none"> - This includes the evaluation's purpose, scope and objectives. - Outputs and/ or outcomes to be evaluated - Evaluation context and detail
2.2	Do the Terms of Reference detail timescales and budgets for the evaluation? <ul style="list-style-type: none"> - is there a timescale for the scope and focus of the evaluation. - is there an outline for the evaluation team size which recognises the needs and scope of the evaluation. - a budget which is within the UNEG guidelines and reflects the size and scope of the project/ programme being evaluated.
2.3	Does the TOR clearly outline the evaluation's planned approach? <ul style="list-style-type: none"> - a clear role for evaluation partners is outlined - a feedback mechanism is clearly outlined
2.4	Is the proposed outline of the evaluation approach and methodology clearly detailed in the ToR? <ul style="list-style-type: none"> - General methodological approach - Data required, sources and analysis approaches - Funding analysis requirements and sources of funding data
2.5	Does the ToR detail a requirement for a gender and vulnerable groups responsive evaluation? (non GEF evaluations) <ul style="list-style-type: none"> - Does the ToR outline proposed tools, methodologies and data analysis to meet this requirement?

5.2 Section Two; Evaluation Report Structure, Methodology and Data Sources

<i>Are the evaluation report's objectives, criteria, and methodology and data sources fully described and are they appropriate given the subject being evaluated and the reasons for carrying out the evaluation?</i>	
STRUCTURE	
3.01	Is the evaluation report well-balanced and structured? - with sufficient but not excessive background information? - is the report a reasonable length? - are required annexes provided?
3.02	Does the Evaluation report clearly address the objectives of the evaluation as outlined in the ToR?
METHODOLOGY	
3.03	Is the evaluation's methodological approach clearly outlined? - Any changes from the proposed approach is detailed with reasons
3.04	Is the nature and extent of stakeholder's role and involvement explained adequately?
3.05	Does the Evaluation clearly assess the projects/ programmes level of RELEVANCE?
3.06	Does the Evaluation clearly assess the projects/ programmes level of EFFECTIVENESS?
3.07	Does the Evaluation clearly assess the projects/ programmes level of EFFICIENCY?
3.08	Does the Evaluation clearly assess the projects/ programmes level of SUSTAINABILITY?
DATA COLLECTION	
3.09	Are data collection methods and analysis clearly outlined? - are data sources clearly outlined (including triangulation methods)? - are data analysis approaches detailed? - are data collection methods and tools explained?
3.1	Is the data collection approach and analysis adequate for scope of the evaluation? - Comprehensive set of data sources (especially for triangulation) where appropriate? - Comprehensive set of quantitative and qualitative surveys, and analysis approaches where appropriate? - Clear presentation of data analysis and citation within the report? - documented meetings and surveys with stakeholders and beneficiary groups, where appropriate?
3.11	Are any changes to the evaluation approach or limitations in implementation during the evaluation mission clearly outlined and explained? - issues with access to data or verification of data sources - issues in availability of interviewees - outline how these constraints were addressed

REPORT CONTENT	
3.12	Does the evaluation draw linkages to the UNDP country programme strategy and/ or UNDAF?
3.13	Does the Evaluation draw linkages to related National government strategies and plans in the sector/ area of support? - does the evaluation discuss how capacity development or the strengthening of national capacities can be addressed?
3.14	Does the evaluation detail project funding and provide funding data (especially for GEF)? - are variances between planned and actual expenditures assessed and explained? - are observations from financial audits completed for the project considered?
3.15	Does the evaluation include an assessment of the projects M&E design, implementation and overall quality?
3.16	Are indicators in the logical framework assessed individually, with final achievements noted?

5.3 Section Three; Crosscutting issues

<i>Does the evaluation report address gender and other key cross-cutting issues?</i>	
4.01	Are human rights, disabilities, minorities and vulnerable group issues addressed where relevant?
4.02	Does the report discuss poverty/ environment nexus or sustainable livelihoods issues, as relevant?
4.03	Does the report discuss disaster risk reduction and climate change mitigation and adaptation issues where relevant?
4.04	Does the report discuss crisis prevention and recovery issues, as relevant?
4.05	Are the principles of gender equality and the empowerment of women (GEEW) integrated in the evaluation scope and indicators, as relevant?
4.06	Does the Evaluation's Criteria and Evaluation Questions specifically address how GEEW has been integrated into the design, planning, implementation of the intervention and the results achieved, as relevant?
4.07	Are gender-responsive Evaluation methodology, methods and tools, and Data Analysis Techniques selected?
4.08	Do the evaluation findings, conclusions and recommendations take GEEW aspects into consideration?
4.09	Does the evaluation draw linkages to the SDGs and relevant targets and indicators for the area being evaluated?

5.4 Global Environment Facility Validation of Terminal Evaluation Results

		UNDP IEO QA Rating		GEF Terminal Evaluation Rating		Comments and/or justification for rating/ score adjustment	Suggestions for Improvement
		Rating	Score	Rating	Score		
Assessment of Outcomes							
Project Focus:	Indicate what the TE has rated for project effectiveness, efficiency and relevance, and based on the available documentation, indicate your rating and justify. Provide your rating also in cases where the TE has not included one.						
5.1	Effectiveness						
5.2	Efficiency						
5.3	Relevance						
5.4	Overall Project Outcome						
Sustainability							
Project Focus:	Indicate what the TE has rated for sustainability, and based on the available documentation indicate your rating and justify. Provide your rating also in cases where the TE has not included one						
5.5	Financial Risks						
5.6	Socio-political risks						
5.7	Institutional framework and governance risks						
5.8	Environmental risks						
5.9	Overall Likelihood of sustainability						
Monitoring and Evaluation							
Project Focus:	Indicate what the TE has rated for the M&E Quality and based on the available documentation indicate your rating and justify. Provide your rating also in cases where the TE has not included one.						
5.1	M&E Design at Entry						
5.11	M&E plan and implementation						
5.12	Overall Quality of M&E						

Implementation and Execution							
Project Focus:	<i>Indicate what the TE has rated for the performance of UNDP as the project implementing agency and based on the available documentation indicate your rating and justify. Provide your rating also in cases where the TE has not included one.</i>						
5.13	Quality of UNDP implementation						
5.14	Quality of execution- executing agency						
5.15	Overall quality of implementation and execution						
Overall Project Performance							
	<i>Does the TE include a summary assessment and overall rating of the project results? Indicate the TE rating and then indicate whether, based on the available documentation, you think a different rating of overall project results would be more appropriate.</i>						
5.16	Provide justification for any agreement or adjustment to ratings.						

5.5 Section Four; Evaluation Results

<i>Does the report clearly and concisely outline and support its findings, conclusions and recommendations?</i>	
<i>FINDINGS AND CONCLUSIONS</i>	
6.01	Does the evaluation report contain a concise and logically articulated set of findings?
6.02	Does the evaluation report contain a concise and logically articulated set of conclusions?
6.03	Does the evaluation report contain a concise and logically articulated set of Lessons learned?
6.04	Do the findings and conclusions relate? - directly to the objectives of the project/ programme? - the objectives of the evaluation as outlined in the ToR for the evaluation?
6.05	Are the findings and conclusions supported with data and interview sources? - are constraints in access to data and interview sources detailed?
6.06	Do the conclusions build on the findings of the evaluation? - Do the conclusions go beyond the findings and present a balanced picture of the strengths and limitations of the evaluation focus?
6.07	Are risks discussed within the evaluation report?
<i>RECOMMENDATIONS</i>	
6.08	Are the recommendations clear, concise, realistic and actionable? - number of recommendations are reasonable given the size and scope of the project/ programme - recommendations link directly to findings and conclusions
6.09	Are the recommendations linked to Country Office targets and strategies and actionable by the CO? - Is guidance given for implementation of the recommendations - Do recommendations identify implementing roles? (UNDP, government, programme, stakeholder, other).