

INDEPENDENT EVALUATOR INDUCTION PACKAGE

The purpose of this induction document is to outline the expectations for Evaluators hired by UNDP to evaluate UNDP Projects and Programmes.

All of the information presented below can be accessed at the website of [UNDP's Independent Evaluation Office \(IEO\)](#).

UNDP Programme units should ensure this induction note is given to all Evaluators contracted.

UNDP's evaluations are undertaken by Independent Evaluators, who should expect all information to support an evaluation is freely provided to the evaluators by the evaluand and support is given in meeting stakeholders and beneficiaries of the evaluation. All should be provided in a timely manner and without interference by the programme unit under evaluation or pressure on the evaluator to provide findings and recommendations.

This does not exclude cooperation, support or direction to the evaluation team. A successful evaluation requires a good level of cooperation and support from the commissioning unit to the evaluation team, but not interference.

Outlined below are the guidelines and procedures which will support the Evaluator in undergoing a quality, credible and usable evaluation that meets all UNDP evaluations requirements. It also outlines the support which should be made available from programme units to evaluators.

Links to UNDP's Complaints and dispute settlement, and reporting wrongdoing procedures are also provided

1. UNDP Evaluation Guidelines

All evaluations in UNDP are guided by detailed evaluation guidelines that details the evaluation process and quality expectations for UNDP evaluations. The following underline the procedures and quality expectations for evaluators.

- [UNDP's Evaluation Guidelines, 2021](#)
 - [Evaluation Implementation process, Section 4](#)
 - [Quality Assessment process for UNDP Evaluations, Section 6](#)
- [GEF Terminal Evaluation and mid-term review Guidelines](#)

These guidelines are in line with the [UNEG norms and Standards](#) for evaluation and use the [OECD DAC Criteria](#) as their core principles.





2. Evaluation Terms of Reference

The evaluation terms of reference outline the objective, scope and expectations for an evaluation and an evaluation team.

The UNDP Evaluation guidelines have the content expectations for an [evaluation term of reference](#).

There is an opportunity to discuss the objectives and scope of an evaluation during preliminary team briefing meetings, desk review and discussion with the programme unit following the production of the Inception report.

3. Support from UNDP Offices

Evaluators hired by UNDP can expect the following support from UNDP programme units.

- **Briefing the evaluation team** on the purpose and scope of the evaluation and explaining the expectations of UNDP and its stakeholders in terms of the required quality standards for the evaluation process and products. [Reaching a joint understanding on the TOR and objectives of the evaluation](#).
- **Providing the evaluation team with relevant UNDP Evaluation Policy guidelines**, including the quality standards for evaluation reports, UNEG Norms and Standards for Evaluation and the quality assessment guidance. In particular, evaluators must understand the requirement to follow ethical principles set out in the [UNEG ethical guidelines for evaluators and sign the pledge of ethical conduct](#) for evaluators in the United Nations system.
- **Ensuring that all relevant information is available to the evaluators.** If they encounter any difficulty in obtaining information that is critical for the conduct of evaluation, provide necessary support.
- **Providing preliminary partner, stakeholder and beneficiary information for the evaluation team.** While the evaluation team is responsible for identifying who they wish to meet and UNDP cannot interfere with their decisions, further suggestions can be made and access to partners, stakeholders and beneficiaries facilitated.
- **Organizing a kick-off meeting** to introduce the evaluation team to the evaluation reference group and other partners and stakeholders and facilitate initial contact.
- **Supporting the arrangement of interviews, meetings and field visits.** Programme units should support contact and send interview requests as needed to ensure that meetings are held.
- **Providing comments on and assuring the quality of the workplan and inception report**, including the elaborated evaluation methodology prepared by the evaluation team.
- **Ensuring the security of consultants, stakeholders and accompanying UNDP staff**, particularly in crisis situations. The evaluation team members should have passed relevant United Nations security exams and be aware of and compliant with related security protocols, including passing the United Nations Department of Safety and Security training courses on basic security in the [field II](#)¹ and advanced security in the [field](#).²

¹ Access at: <https://training.dss.un.org/course/category/1>

² Access at: <https://training.dss.un.org/course/category/2>



4. Evaluation Deliverables

Most evaluations will require the production of [an Inception report](#) and a [Final Evaluation report](#). UNDP has a standard minimum content for each of these documents which is outlined in the UNDP Evaluation guidelines.

If additional deliverables are required these should be clearly articulated in the Terms of reference for an evaluation.

5. Evaluation Audit Trail

Once the final Evaluation report is submitted to UNDP they are responsible for producing one set of comments (collated) using the [Evaluation Audit Trail template](#).

The Evaluator or evaluation team should then make required adjustments or clarify findings both in the revised evaluation report and documented in the Audit trail.

6. Evaluation Quality Assessment process

All evaluations undertaken for programme units are quality assessed by UNDP. [The quality assessment process is outlined in Section 6](#) of the guidelines and follows the UNDP Evaluation guidelines evaluation report requirements, outlined here.

The Evaluation Resource Centre records the Quality Assessment scores for all evaluations and is available only within UNDP.

7. Ethics in Evaluation

Evaluation consultants will be held to the highest ethical standards and are required to [sign a pledge of ethical conduct](#) upon acceptance of the assignment.

This should be part of the contract with all members of the evaluation team.

UNDP evaluations are conducted in accordance with the principles outlined in the [United Nations Evaluation Group \(UNEG\) Ethical Guidelines for Evaluation](#).

8. Complaints and dispute settlement, and reporting wrongdoing

Complaints and dispute settlement

Should you or a member of the evaluation team have material concerns about the implementation of an evaluation or finalisation of an evaluation report, you are freely able to raise your concerns with the management within UNDP. You may submit your concerns anonymously at any stage of the evaluation process, including after an evaluation's completion, though UNDP encourages prompt reporting to ensure issues can be addressed in a timely manner.

For example, you may decide to alert UNDP management if:

- You feel unduly pressured to change the findings, conclusions or/and recommendations of an evaluation you have been contracted to undertake



- Payment for the evaluation is being withheld until it is adjusted to accommodate the requests of the evaluation commissioner (other than to address quality concerns in relation to the report)
- You have not been provided with information that you consider to be material to the evaluation report
- The scope or depth of the evaluation has been adversely affected because you have not been provided with adequate access to interview or make connections with stakeholders

Please raise any material concerns with the Deputy Director of the relevant Regional Bureau who will ensure a timely response, and act fairly to address your concerns and seek to settle any disputes. Please also include the Independent Evaluation Office, in your correspondence (evaluation.office@undp.org).

Reporting wrongdoing

UNDP takes all reports of alleged wrongdoing seriously. In accordance with the [UNDP Legal Framework for Addressing Non-Compliance with UN Standards of Conduct](#), the Office of Audit and Investigation (OAI) is the principal channel to receive allegations.³

Anyone with information regarding fraud, waste, abuse or other wrongdoing against UNDP programmes or involving UNDP staff is strongly encouraged to report this information through the Investigations Hotline (+1-844-595-5206).

People reporting wrongdoing to the Investigations Hotline have the option to leave relevant contact information or to remain anonymous. However, allegations of workplace harassment and abuse of authority cannot be reported anonymously.

When reporting to the Investigations Hotline, people are encouraged to be as specific as possible, including the basic details of who, what, where, when and how any of these incidents occurred. Specific information will allow OAI to properly investigate the alleged wrongdoing.

The investigations hotline, managed by an independent service provider on behalf of UNDP to protect confidentiality, can be directly accessed worldwide and free of charge in different ways:

ONLINE REFERRAL FORM *(You will be redirected to an independent third-party site.)*

PHONE - REVERSED CHARGES [Click here for worldwide numbers](#) (interpreters available 24 hours/day) ‘

Call +1-844-595-5206 in the USA

EMAIL directly to OAI at:

reportmisconduct@undp.org

REGULAR MAIL

Deputy Director (Investigations)
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United Nations Development Programme
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³ <https://www.undp.org/accountability/audit/investigations>

