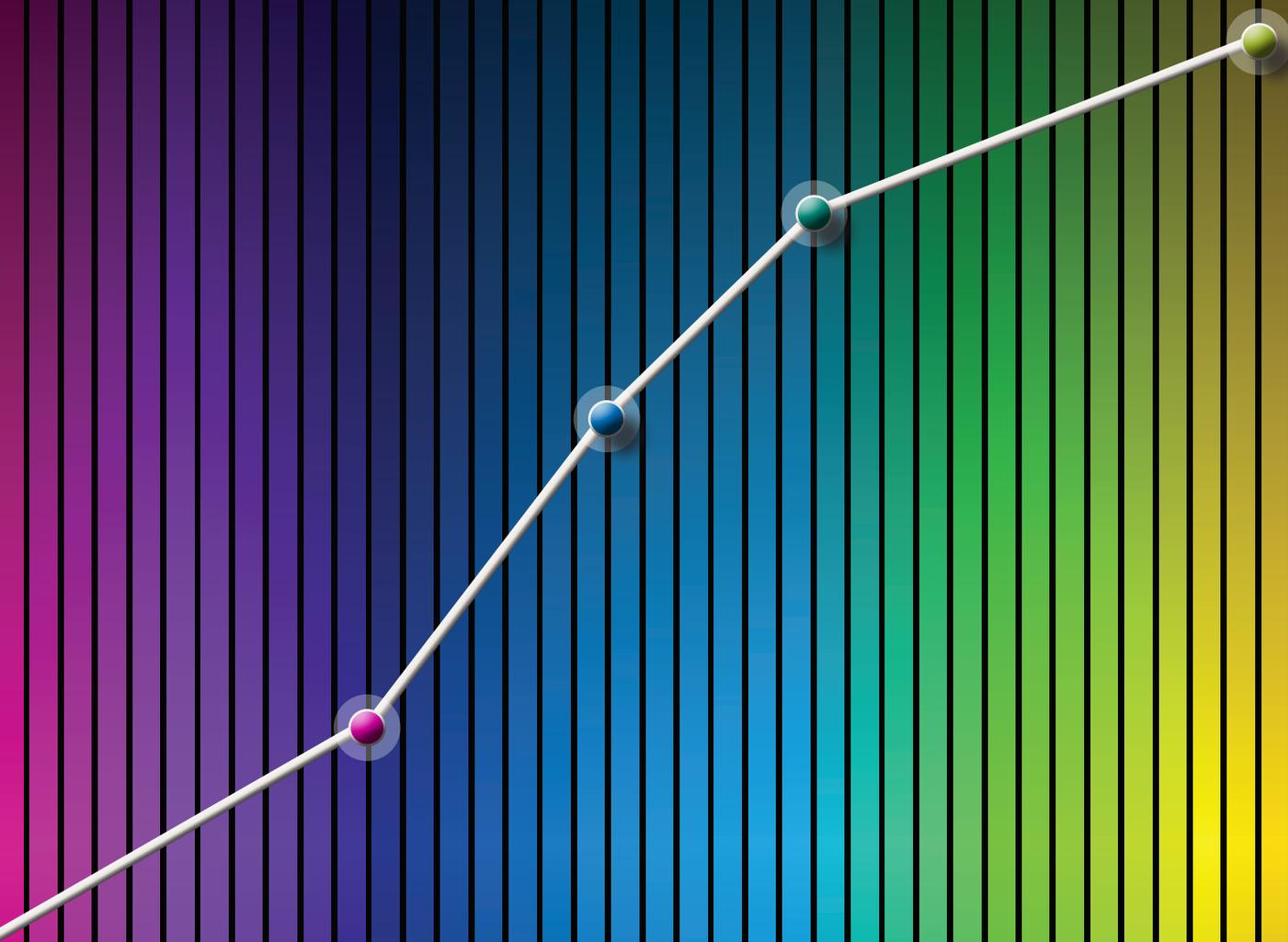




Independent  
Evaluation  
Office

United Nations Development Programme

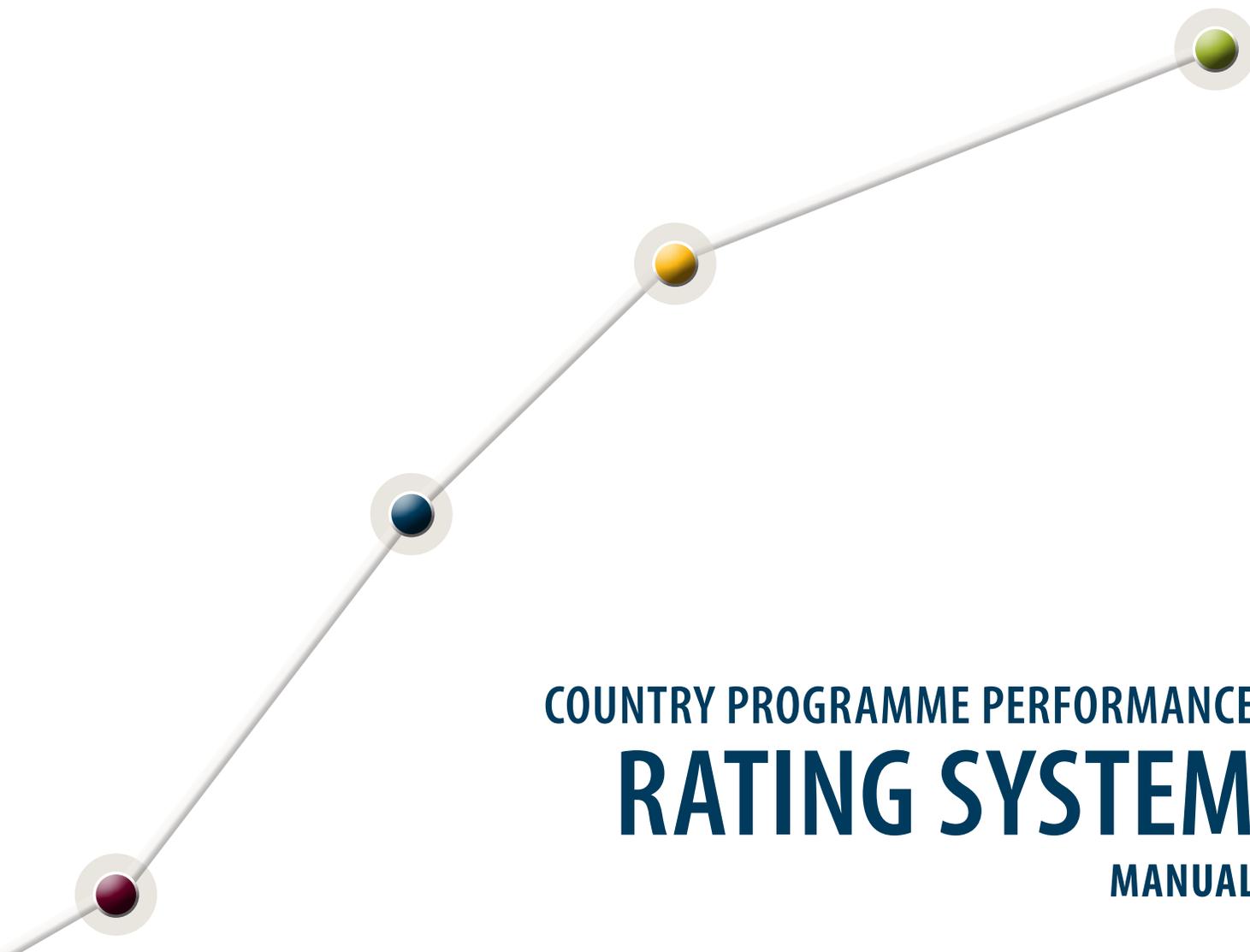


COUNTRY PROGRAMME PERFORMANCE  
**RATING SYSTEM**  
MANUAL



Independent  
Evaluation  
Office

United Nations Development Programme

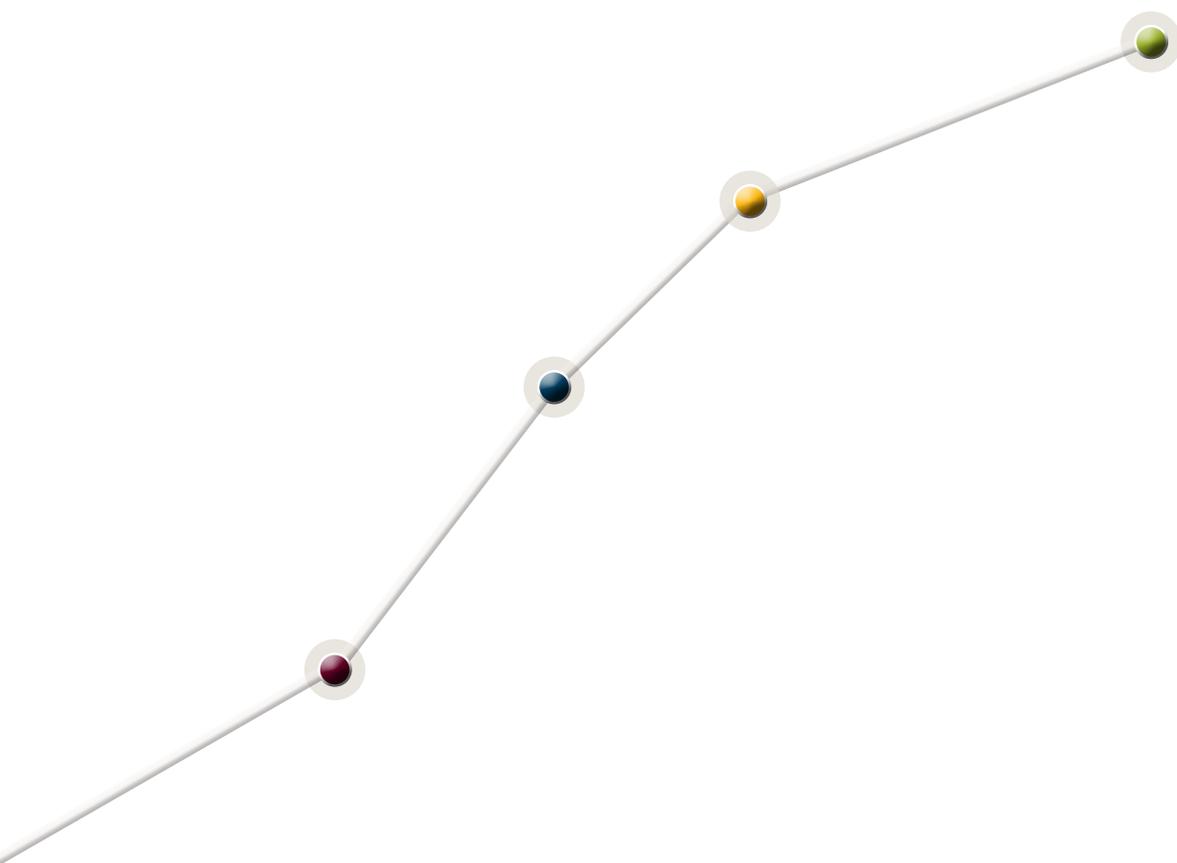


COUNTRY PROGRAMME PERFORMANCE  
**RATING SYSTEM**  
MANUAL

March 2022

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# ACRONYMS AND ABBREVIATIONS

<b>AIDA</b>	Artificial Intelligence for Development Analysis
<b>AWP</b>	Annual work plan
<b>CPD</b>	Country Programme Document
<b>CSO</b>	Civil society organization
<b>GEWE</b>	Gender equality and women's empowerment
<b>GDI</b>	Gender Development Index
<b>ICPE</b>	Independent Country Programme Evaluation
<b>IEO</b>	Independent Evaluation Office
<b>IFI</b>	International financial institution
<b>IWP</b>	Integrated Work Plan
<b>LDC</b>	Least-developed country
<b>LLDC</b>	Land-locked developing country
<b>LNOB</b>	Leave No One Behind
<b>OECD</b>	Organization for Economic Cooperation and Development
<b>POPPs</b>	Programme and Operations Policies and Procedures
<b>ROAR</b>	Results-Oriented Annual Report
<b>RRF</b>	Results and Resources Framework
<b>SDG</b>	Sustainable Development Goal
<b>SIDS</b>	Small-Island Developing State
<b>UNDP</b>	United Nations Development Programme
<b>UNSDCF</b>	United Nations Sustainable Development Cooperation Framework

# I. WHY A PERFORMANCE RATING SYSTEM?

● The UNDP evaluation function has experienced significant growth over the years, increasing the need for evaluation knowledge management strategies to support users to make sense of the increasing wealth of evaluative data on UNDP performance. The Independent Evaluation Office (IEO) has taken various steps to streamline the evaluation process, improve quality, and expand the use of its evaluative work. Such efforts have included the introduction of specific methodology tools, ongoing efforts to leverage machine-learning to support evaluation synthesis, and new lessons products such as evaluation synthesis reports. The introduction of a programme performance rating system (hereafter 'rating system') for use in UNDP Independent Country Programme Evaluations (ICPEs) to determine the contribution of UNDP country programmes is another effort to consolidate the IEO resources and data architecture to support organizational learning.

The rating system will enable evaluation performance to be summarized and quantified, as well as facilitating the codification of performance across internationally recognized evaluation criteria for comparison, analysis and synthesis. Rating systems have been widely used by multilateral development banks and international financial institutions (IFIs) in their corporate evaluation practices. In UNDP, rating systems have been unevenly applied across some global thematic evaluations, and at country level in the context of decentralized Global Environment Facility evaluations.

The rating system was developed in 2021 and piloted in 12 ICPEs. An IEO Evaluation Advisory Panel meeting in late 2021 featured a session on the rating system, where issues observed during the pilot phase were discussed. This was followed by an internal workshop of the lead evaluators of the ICPEs to identify areas requiring further clarification and revision. Based on this, the rating system has been improved, ready to be rolled out in all ICPEs in 2022. IEO also plans to develop a similar system for decentralized evaluations.

This version of the rating system is based on the 2021 pilot. Quality assurance measures have been introduced, and accountability and learning for evaluands clarified. This rating system does not use a weighted score, continuing instead with the four-point scale until this is revisited.

The rating system has been developed to consistently quantify evaluative programme performance and data on the contribution of UNDP at country level, across ICPEs. These quantitative assessments will bring to light differences in the levels of UNDP contribution and enable the aggregation and comparison of UNDP programme performance across countries.

The rating system builds on UNDP strategic priorities and results management. Briefly, the corporate Strategic Plan outlines the direction of UNDP programme support at global and country levels. It is accompanied by the Integrated Results and Resources Framework, which summarizes the development and organizational results expected to be achieved by UNDP together with its partners. The Framework was developed based on programme analysis and lessons learned, in consultation with programme partners. It captures UNDP support to expand people's choices for a fairer, sustainable future, to build the world envisioned by Agenda 2030 through three interrelated outcome areas: structural transformation; leaving no one behind (LNOB); and resilience-building. Outcome statements are drawn from the country programme document (CPD), showing the UNDP direction of change, and representing the medium-term changes in development conditions to which UNDP expects to contribute through its work with governments and other partners. Output-level results reflect changes resulting from completed activities within a development intervention, and are expected to contribute to outcome-level results.

UNDP works through six Signature Solutions: poverty and inequality; governance; resilience; environment; energy; and gender equality. UNDP positioning within the United Nations Development System provides it with a comparative advantage to address those issues. UNDP applies three enablers to enhance development impact and delivery: strategic innovation; digitalization; and development financing. For UNDP to accelerate development results requires agility and an anticipation of the evolving context, with continued improvement to its internal capacity, systems and processes that strengthen the organizational ability to support transformative change.

The rating system seeks to complement, rather than replace, the rich qualitative evaluative evidence available in an ICPE. It does not add an additional layer of complexity to the data collection or analysis undertaken in an ICPE, but simply expresses the analysis undertaken in a quantitative format. The rating system is aligned with the revised Organisation for Economic Cooperation and Development (OECD) criteria for evaluation, with the exclusion of the 'Impact' criteria as the scope of the ICPE covers a timeframe which does not allow for observation of programme impacts. The rating system will generate an additional set of standardized and comparable evaluative data, which, in due course, will be an important IEO contribution to the organization's knowledge and data architecture.

The use of rating, a quantitative approach to performance assessment, will help to further improve transparency in the way that evaluative judgment is rendered, and provide a basis for constructive dialogue over country programme performance in UNDP, thus contributing to organizational learning.<sup>1</sup> It is expected that such transparency will enable greater understanding and ownership of evaluation results, and support internal decision-making by UNDP management at country, regional and global levels. The rating system provides a simple visual presentation of the key evaluation findings. The use of a standardized approach to scoring UNDP performance will also help to strengthen the coherence and consistency of the various data instruments used, and their application by evaluation teams. A standard set of criteria, sub-criteria, indicators, and guiding questions is used for a more standardized approach. This, in turn, is expected to support greater efficiency in the mapping of country cases for the conduct of thematic evaluations and evaluation syntheses.

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<sup>1</sup> See UNDP (2019) Evaluation Policy. <http://web.undp.org/evaluation/policy.shtml>.

## II. WHAT DOES THE RATING SYSTEM ENTAIL?

● The country programme performance rating uses five internationally agreed evaluation criteria, established by OECD to support consistent, high-quality evaluation, namely: relevance, coherence, effectiveness, efficiency and sustainability. These criteria provide a normative framework to determine the merit or value of a programme intervention (policy, strategy, programme, project or activity). They serve as the basis upon which evaluative judgements are made. Coherence is a new criterion that was introduced by the OECD Development Assistance Committee in the revised set of criteria, to enable evaluations to understand the role of an intervention within a particular system (organisation, sector, thematic area, country), as opposed to taking an exclusive, intervention- or institution-centric perspective. The rating system gives special consideration to internal and external coherence. See section VI for an elaboration of the evaluation criteria.

For each of the criteria, a set of sub-criteria, corresponding indicators (with variables for data coding), and sources of data are defined (See Annex 1 Tables A and B). The metric used to quantify the programme performance variables is a four-point scale. Four points are used to force an evaluative measurement and discourage the choice of a safe, neutral metric. The rating system parameters and indicators are used in conjunction with the ICPE evaluation matrix, which details additional questions for assessing UNDP contributions to development results. The precision of metric judgements will be continuously monitored and strengthened.

A set of guiding questions is provided for each indicator, to promote uniformity across evaluations. While the indicators remain constant, the guiding questions can be adapted to customize wordings and reflect programme specificities and context.

The four-point rating scale is used as follows:

-  **4 = Fully Achieved/ Exceeds Expectations.** A rating of this level means that programme outputs and outcomes have been fully achieved (or are likely to be achieved), or even exceed expectations. This score indicates high performance.
-  **3 = Mostly Achieved.** A rating of this level is used when the overall assessment is substantially positive, and problems are small relative to the positive findings. There are some limitations in the contribution of UNDP programmes that have prevented the achievement of stated outputs and outcomes, but no major shortfalls. Many of the planned programme outputs/ outcomes have been delivered. This score indicates moderate, but good, performance.
-  **2 = Partially Achieved.** A rating of this level is used when significant shortfalls are identified. The intended outputs and outcomes have only been partially achieved. Overall, the assessment is moderate, but less positive.
-  **1 = Not Achieved.** A rating of this level means that the contribution of the UNDP programme faced severe constraints and the negative assessment outweighs any positive achievements. There has been limited or no achievement of planned programme outputs/ outcomes. This score indicates poor performance.

The following cut-off points will be used to define the range of performance variable descriptors. For a country programme output/ outcome to receive a 'Fully Achieved' rating, most of the criteria used for that dimension of evaluation would have to be scored as a 4, or above 3.5. Similarly, to receive a 'Not Achieved' rating, most of the criteria would need to be rated as a 1, or under 1.5. In the literal application of the rating system, it is likely that most ratings will cluster in the range of 2-3, with few ratings of 1 and 4. While the cut-off points are intended to facilitate the calculation of the rating, the analysis should strive to provide unambiguous or full ratings.

-  **Fully Achieved  $\geq 3.5$**
-   **$2.5 \leq$  Mostly Achieved  $< 3.5$**
-   **$1.5 \leq$  Partially Achieved  $< 2.5$**
-  **Not Achieved  $< 1.5$**

The metric data can be used to develop a Z score table, a standard normal distribution table, and a Z value chart, to find a Z score. The Z score, also called the Standard Score, is the measurement of how many standard deviations are below or above the mean performance score. Meaning, in simple terms, the Z score gives us an idea of the relationship of a performance value to the mean, and how far any data point is from the mean.

### III. AT WHAT LEVEL WILL THE RATING SYSTEM BE APPLIED?

The overall rating of UNDP country programme performance for the five evaluation criteria will be computed iteratively (See Figure 1). First, the rating will be computed for each output (or group of similar outputs). The ratings for each output will be aggregated to arrive at the outcome-level performance score. The overall UNDP country programme performance rating score will be calculated by aggregating the outcome-level scores.

When faced with an outdated and poorly organized country programme results framework, the evaluation team can consider reorganizing existing outputs and outcomes for a structured performance assessment and rating. In doing so, evaluation teams may consider applying the rating at project level, to facilitate aggregation to output and later outcome levels.

FIGURE 1. Levels of performance rating

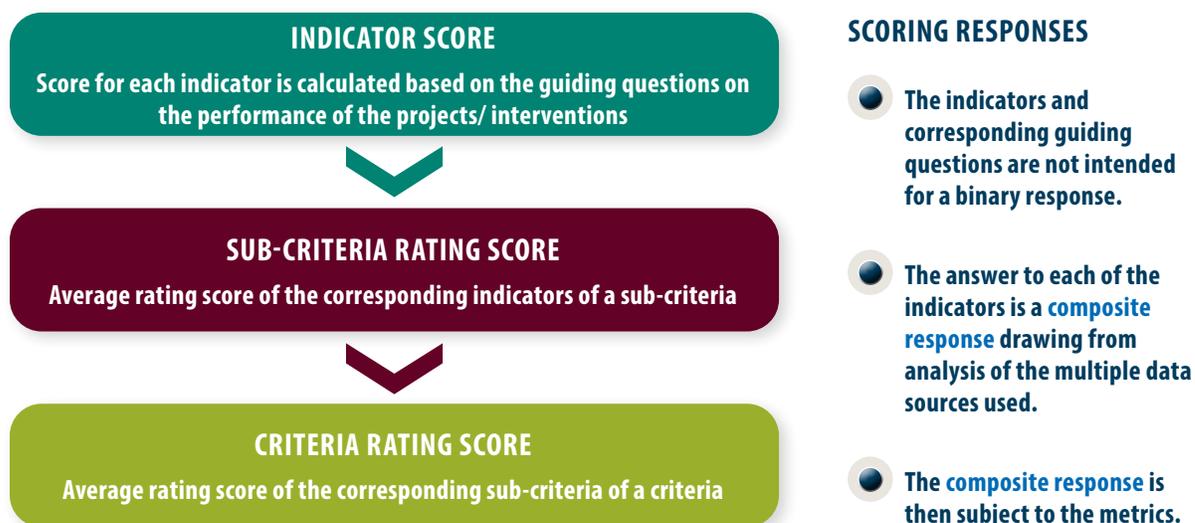


# IV. HOW TO ARRIVE AT THE RATING FOR EVALUATION CRITERIA?

The guiding questions (and variables used for computing on the spreadsheet) provided in the rating table will be the starting point for calculating the performance rating.

While the core questions will remain the same across evaluations, they are meant to guide the rating of indicators, and therefore the language of the questions can be adjusted to reflect the specificities of the country programme, or additional questions can be added to include evidence of a specific indicator. Figure 2 shows the iterative steps to calculate the rating score for an evaluation criterion. It must be noted that the questions and variables are not intended for binary responses. The evidence of the indicators is a composite response, drawing from the analysis of a set of questions and multiple data sources, which is then subject to the metrics. The score for each indicator is the aggregate of ratings from different data sources (such as interviews, surveys, evaluations, monitoring data or literature reviews).

FIGURE 2. Steps in computing performance rating



The rating score for each indicator (and corresponding variable) is arrived at by analysis of the guiding questions and multiple data sources, and the average rating score of the indicators is the rating score of the corresponding key sub-criteria. Similarly, the average rating score of the sub-criteria is the criteria score. These steps will be followed for each output (or combination of similar outputs), to arrive at the outcome score. The indicator variables are used for coding the questions on the spreadsheet. An example of a rating application is presented in Annex III.

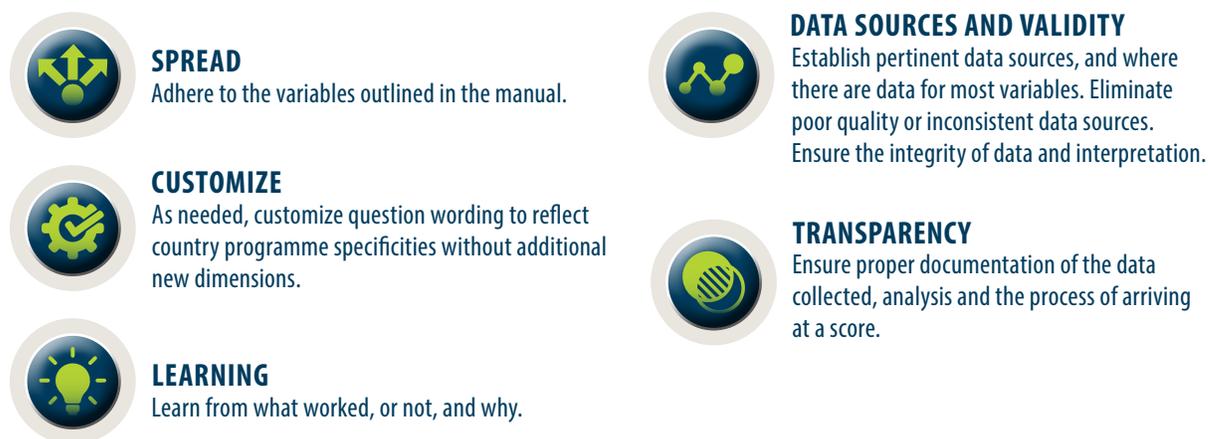
# V. WHAT ARE KEY POINTS TO FOCUS ON WHILE APPLYING THE RATING SYSTEM?

Figure 3 presents the key elements to be followed when using the rating system. The variables for each of the questions presented in Table B (Annex I) will be mandatory for all ICPEs. However, the wording of the questions can be customized to reflect the specific programme and development nuances of each ICPE. The variables will be used for coding data.

Based on a preliminary assessment, it is fundamental to establish the most suitable data sources for the ICPE. For example, some country programmes may have a good number of outcome evaluations, whereas in others the evaluations may be sparse, in which case more interviews, in-depth reviews and surveys will be required.

Transparency should be ensured in the collection and interpretation of data, to enable more accurate and defensible ratings. As such, primary data should be documented in its original and usable form. For raw data, the use of string variables (variables where values are treated as text) will be more appropriate for calculating rating scores at a later stage. Excel or any other spreadsheet can be used for documenting, storing and analysing the data collected.

**FIGURE 3.** Key elements of rating system application



IEO is developing AIDA (Artificial Intelligence for Development Analysis) and the ICPE data architecture. The rating spreadsheet will be linked to both AIDA and the ICPE data-mart (macro and other standardized data) for easy analysis.

A strong culture of evaluation is a prerequisite for a learning organization. The rating system will contribute to organizational learning by systematically identifying factors leading to good performance. Context-specific lessons from initiatives that were successful, as well as those that were less or not successful, are critical for strengthening the UNDP programme response. The rating system will enable analysis of programme factors and patterns in programme responses.

# VI. RATING THE PERFORMANCE OF PROGRAMMES AND PROJECTS

● At any given point in time, only a section of UNDP programmes, projects, outcomes or outputs will be appropriate for assessment.

For example, projects which commenced close to the assessment period, or the fiduciary and procurement roles of UNDP, may not be suitable for rating. Projects and programmes that have had a midterm review are subject to the full set of criteria and ratings. The evaluation should identify, at the outset, the programmes, projects or outputs that can be rated on all criteria.

Evaluation teams must exercise some level of judgment in applying the rating system, to reflect the varied positioning of UNDP in different types of countries. For instance, in high- and middle-income countries, UNDP provides considerable development service support (such as the implementation of government programmes). Such projects should be appropriately dealt with when rating their contribution to development outcomes in the country.

# VII. RATING THE EVALUATION CRITERIA

The use of the five evaluation criteria is mandatory and will be assessed in all ICPEs. Box 1 below provides the main thrust of each of the evaluation criteria; what is assessed and how it will enable the assessment of programme performance. Performance parameters are interconnected across criteria and approached from a systems perspective.

Annex I explains how each of the evaluation criteria are assessed.

## BOX 1. How to assess each evaluation criterion

### RELEVANCE

The assessment of the relevance of UNDP programme support is intended to understand the extent to which the interventions have responded to the country's development needs and priorities (as required beyond national development strategies) and United Nations and UNDP programme mandates and filled critical gaps in the country's progress towards the Sustainable Development Goals (SDGs).

Relevance is an important consideration across the programme cycle from design to implementation.

Relevance does not merely indicate the general importance of an intervention, but assesses whether the intervention reflects the comparative advantage of UNDP in responding to the country context and needs. It includes the pertinence of the programme strategies used, their responsiveness to the evolving context, and significance to different stakeholder groups.

### COHERENCE

Coherence is assessed in two parts: internal and external. Both are crucial to understand the UNDP contribution, and the factors that impact it.

**Internal coherence** assesses the synergies and interlinkages between UNDP interventions, projects, outputs and outcomes; and how synergies are used to enhance the UNDP contribution.

**External coherence** considers the consistency of UNDP interventions with those of other actors in the country. It explores whether UNDP interventions are complementary, coordinated with similar interventions of other actors, and the extent to which they add value while avoiding duplication of effort. The larger objective of external coherence is that efforts are coordinated for a more comprehensive response which cannot be achieved by UNDP alone.

**EFFECTIVENESS**

Effectiveness assesses the extent to which UNDP interventions have achieved, or are expected to achieve, their stated objectives and outcomes as outlined in the CPD across different programme areas. The assessment also identifies the unintended consequences of UNDP support, whether positive or negative. In assessing effectiveness, evaluations also analyse the most significant factors in the context where the programme is implemented and how adaptive UNDP programmes have been to the evolving context (for example, conflict dynamics).

The effectiveness assessment gives due consideration to the programming principles of UNDP, including gender equality and women's empowerment (GEWE), youth empowerment, resilient institutions and communities, development innovation, and private sector engagement.

Under this criterion, due consideration is given to the UNDP contribution to development results for different social groups.

**EFFICIENCY**

Efficiency assesses whether the UNDP interventions and resources justify the outputs and outcomes achieved. It is important to note that the evaluation does not carry out a cost-efficiency assessment, as it is not the primary focus.

The assessment focuses on the timeliness of UNDP interventions, management and operational efficiency, and these dimensions of efficiency are not mutually exclusive.

Efficiency assesses whether the UNDP timeframe was realistic or appropriate, and reasonably adjusted during the intervention, given that for many interventions external factors and changes to the programme are likely. The evaluation assesses whether efforts have been made by UNDP to overcome obstacles and mitigate delays in the intervention management as the situation evolved.

Managerial and operational efficiency assesses how resources and incentives have been used to ensure that programmes are well conducted, holding managers to account for how they have taken decisions and managed risks.

**SUSTAINABILITY**

The assessment of sustainability provides insights into the continuation or likely continuation of the net benefits of UNDP interventions in the medium to longer term. Sustainability is assessed to determine whether the outcomes of UNDP interventions will endure financially, economically, socially and environmentally. The resilience of institutions and communities underpins this assessment.

While the underlying concept of continuing benefits remains, there is a focus on whether the programme process and approach facilitate the continuity of benefits achieved. The assessment focuses on measures such as policy linkages, programmatic partnerships, enabling development financing and private sector linkages that can enhance the sustainability of the outcomes achieved.

# VIII. REVIEW AND QUALITY ASSURANCE OF THE RATING SYSTEM

● The rating system will be reviewed regularly by IEO to ensure its applicability to the intended objective – the appropriate assessment of country programmes – as well as its consistent use among lead evaluators.

The process involves:

**A. A peer working group**, comprising the lead evaluators and those engaged in conducting ICPEs each year, will convene to facilitate the sharing of lessons and practices.

**B. Internal and external review of ICPE draft reports:** The rating appraisal will be part of existing IEO internal and external quality assurance reviews of all ICPE draft reports. Attention will be paid to ensure internal consistency between report narratives and the ratings awarded. Specific comments and requests for clarification on the rating summary, submitted by the country offices and Regional Bureaux, will be carefully documented to inform potential refinements of the rating system and its presentation.

As part of the internal and external reviews, each ICPE team will present the results of output-level rating analysis, together with the spreadsheet, to enable review of the application of the rating before the evaluation is finalized.

**C. An external review mechanism** will be constituted to annually review the quality of ICPEs as well as the rating process. The external review will assess the application of the rating system and check inter-evaluator variability. The quality of ICPEs will be assessed using an established set of parameters. Consultants will be hired for this purpose.

Once the rating system is fully internalized, an external review will be carried out on a biennial basis (every two years).

# IX. ENABLING ACCOUNTABILITY AND LEARNING

● The country programme performance rating marks a new milestone in the UNDP journey towards establishing itself as a learning organization, with accountability as its robust foundation. Accountability and learning are critical foundations for UNDP to dynamically adapt and demonstrate its support and contribution to advancing and delivering on the SDGs at country level. In this regard, IEO recognizes that, in a development landscape that demands sophisticated interventions and constant adaptation, learning from programme performance is as critical as being accountable. The evaluation criteria and metrics used in the rating scale strengthen knowledge management by facilitating both context-specific feedback and synthesis, and comparability across countries.

The rating system provides a practical and flexible framework for quantifying the qualitative analysis rendered by IEO evaluations. It will advance the dynamic engagement between IEO and UNDP on programme performance, going beyond accountability to engage in learning from evaluation. The programme performance rating will enable evidence-based discussion on: (i) what UNDP programme performance entails; (ii) how the different dimensions of performance are manifested in country programmes; (iii) areas that performed well and those that did not; (iv) learning from key dimensions of well-performing programmes; and (v) dimensions that reduced programme performance and informed change processes.

It is important that country offices are fully engaged at an early phase of an evaluation to ensure that the purpose, process and use of the rating system is fully understood by management and programme units. The rating system will be aligned with other IEO initiatives in the area of knowledge and data management.

## Annex I. Country programme performance rating system – Tables

**TABLE A. Summary - Consolidated Rating**

Criteria and sub-criteria	Overall rating
<b>1. Relevance</b>	
1.A. Adherence to national development priorities	
1.B. Alignment with United Nations/ UNDP goals	
1.C. Relevance of programme priorities	
<b>2. Coherence</b>	
2.A. Internal programme coherence	
2.B. External programme coherence	
<b>3. Efficiency</b>	
3.A. Timeliness	
3.B. Management and operational efficiency	
<b>4. Effectiveness</b>	
4.A. Achievement/ eventual achievement of stated outputs and outcomes	
4.B. Programme inclusiveness (especially those at risk of being left behind)	
4.C. Prioritization of gender equality and women's empowerment	
4.D. Prioritization of development innovation	
<b>5. Sustainability</b>	
5.A. Sustainable capacity	
5.B. Financing for development	

**Table B. Detailed criteria, sub-criteria, indicators, guiding questions and data sources for performance assessment**

Criteria and sub-criteria	Indicators (coding variable in parenthesis)  The evidence for the indicator is a composite response, drawing from the analysis of multiple data sources, which are subject to metrics.	Guiding questions  The questions are not meant for rating or binary response but should be used to arrive at the evidence for rating the indicators. Therefore, adjust/ add/ remove questions as the context demands.	Data sources
<p><b>1. RELEVANCE</b></p> <p>The extent to which the programme objectives and design respond to country/ beneficiary needs and continue to do so if circumstances change; the degree of alignment with human development needs, UNDP mandate, existing country strategies and policies, adequacy of financial/human resources, and according to standards and recognized good practices.</p>			
<p><b>1. A.</b> <b>Adherence to national development priorities</b></p>	<p>1. Country programme responded to major development priorities in the country as defined in the country's development plan, SDGs, or sector policies</p> <p><b>(Responsiveness to national priorities)</b></p>	<p>a. Does the programming context pose significant challenges for achieving the proposed outputs and outcomes?</p> <p>b. Did UNDP respond to significant gaps in the government and international response in the area of assessment (in terms of already existing policies and institutional mechanisms)?</p> <p>c. Did UNDP respond to key gaps that needed an immediate programme response?</p> <p>d. Did UNDP respond to SDG priorities that needed a longer-term programme response?</p>	<ul style="list-style-type: none"> <li>• <b>Document review</b> –CPD/ Results and Resources Framework (RRF), National Development Plan, SDG framework, sector strategies, UNDP programme-related documents, theory of change, stakeholder mapping</li> <li>• <b>IEO Survey (on Relevance)</b></li> <li>• <b>Interviews</b> with country office, government and other development partners on UNDP programme prioritization</li> </ul>
<p><b>1. B.</b> <b>Alignment with United Nations/ UNDP goals</b></p>	<p>2. Country programme responded to UNDP Signature Solutions</p> <p><b>(Responsiveness to UNDP Signature Solutions)</b></p>	<p>a. Did the UNDP choice of areas in the United Nations Sustainable Development Cooperation Framework (UNSDCF) reflect its comparative advantage?</p> <p>b. Did UNDP programmes align with Signature Solutions covered by the country programme?</p> <p>c. Is UNDP support critical for achieving national development outcomes?</p> <p>d. Did UNDP programme outcomes enable the advancement of the SDGs?</p>	<ul style="list-style-type: none"> <li>• <b>Document review</b> – CPD, UNSDCF, UNDP Strategic Plan; mapping of UNDP programmatic partnerships</li> <li>• <b>IEO Survey (on Relevance)</b></li> <li>• <b>Interviews</b> with United Nations country team, country office, government and other development partners</li> </ul>

<p><b>1. C.</b> <b>Relevance of programme priorities</b></p> <p>UNDP programme priorities add value to national policy and programme processes</p>	<p>3. Programme adds value to ongoing efforts at the country level <b>(Value addition)</b></p>	<p>a. Does UNDP support add value to ongoing efforts at the country level?</p> <p>b. Do UNDP interventions reflect its organizational comparative advantage to support medium- to longer-term development/ peace efforts?</p> <p>c. To what extent does UNDP prioritize innovative approaches through the transfer of technology, South-South cooperation, or co-creation with local innovation ecosystems?</p>	<ul style="list-style-type: none"> <li>• <b>Document review</b> – National development priorities and sector-specific stakeholder mapping, including the work of United Nations agencies, UNSDCF, CPD, UNDP programme and project-related documents</li> <li>• <b>IEO Survey (on Relevance)</b></li> <li>• <b>Interviews</b> on UNDP value-added, ability to uniquely address gaps in existing development efforts</li> </ul>
	<p>4. Programme is responsive to changing development needs/ priorities/ challenges, demonstrating flexibility and adaptability <b>(Responsiveness to evolving development needs)</b></p>	<p>a. Did UNDP respond to the evolving country situation by adapting its role and approaches in each of the areas of support?</p> <p>b. Did the programme respond to changing national priorities where strengthening of national capacities and policy processes were needed?</p> <p>c. Are UNDP programme tools appropriate for responding to evolving development priorities?</p>	<ul style="list-style-type: none"> <li>• <b>Document review</b> – United Nations country team/ UNDP meeting minutes, briefs and reports, government communication, UNDP programme and project documents, Integrated/ Annual Work Plans (IWP/AWPs), financial expenditure data</li> <li>• <b>IEO Survey (on Relevance)</b></li> <li>• <b>Interviews</b> on UNDP timeliness and scope in responding to evolving development challenges</li> </ul>
	<p>5. UNDP programme is responsive to gender-specific development concerns <b>(Responsiveness to gender concerns)</b></p>	<p>a. Did UNDP respond to immediate gender-specific development/ peace concerns?</p> <p>b. Did UNDP prioritize gender-specific development/ peace concerns that require longer-term solutions?</p>	<ul style="list-style-type: none"> <li>• <b>Document review</b> – National and United Nations reports on challenges in GEWE; UNDP CPD, gender strategy, Gender Seal results, Gender Marker ratings and financial expenditure data</li> <li>• <b>IEO Survey (on Relevance)</b></li> <li>• <b>Interviews</b> on the extent to which UNDP programme/ project design and implementation strategies reflected gender considerations</li> <li>• <b>Evidence from decentralized evaluations</b></li> </ul>
	<p>6. Programme is responsive to groups at risk of being left behind <b>(Responsiveness to groups at risk of being left behind)</b></p>	<p>a. Did UNDP prioritize LNOB concerns and assign resources accordingly?</p> <p>b. Did UNDP assess who is experiencing multiple and intersecting forms of discrimination and inequalities, as well as how and why?</p> <p>c. Did UNDP prioritize policy/ advocacy support in the select areas of LNOB?</p> <p>d. To what extent did UNDP programme design and implementation favour the participation and empowerment of identified left-behind groups?</p>	<ul style="list-style-type: none"> <li>• <b>Document review</b> – National development/ SDG/ sector reports identifying the types of vulnerable and marginalized groups in the society, UNSDCF, CPD, programme and project documents and financial expenditure data</li> <li>• <b>IEO survey (on Relevance)</b></li> <li>• <b>Interviews</b> on the extent that programme design/ implementation reflected the needs of vulnerable, marginalized populations, and upheld LNOB principles in programming</li> <li>• <b>Evidence from decentralized evaluations</b></li> </ul>

<h2 style="margin: 0;">2. COHERENCE</h2> <p style="margin: 0;">The compatibility of the programme within and with other programmes in a country internal and external coherence.</p>			
<p><b>2. A.</b> <b>Internal programme coherence</b></p> <p>UNDP programme strategy demonstrates an internally coordinated approach to an identified problem</p>	<p>7. Linkages between projects, outputs and outcomes were identified and established to enhance UNDP contribution</p> <p><b>(Linkages between programme levels)</b></p>	<p>a. Did programme/ project design take into consideration complementary areas of UNDP support in design and practice?</p> <p>b. Did UNDP map cross-cutting thematic programme areas within its support?</p> <p>c. Did programme /project design take into consideration complementary areas of UNDP support (outputs and outcomes)?</p> <p>d. Were joint outcomes identified and common approaches applied?</p> <p>e. Are resources aggregated for a more consolidated response?</p>	<ul style="list-style-type: none"> <li>• <b>Document review</b>- CPD, programme strategy, theory of change, project documents and design, IWP/AWP, Results-Oriented Annual Reports (ROARs), selection of indicators, monitoring data on programme synergies</li> <li>• <b>IEO Survey (on Coherence)</b></li> <li>• <b>Interviews</b> with country office on the rationale behind programme construct, selection, and design of projects under each output and outcome; with development partners on intra-programme coherence</li> <li>• <b>Evidence from decentralized evaluations</b></li> </ul>
	<p>8. An integrated, issue-based programming approach was adopted to enhance development results in accordance with Signature Solutions (e.g., poverty and environment, climate change adaptation and sustainable livelihoods)</p> <p><b>(Integrated programming pursued)</b></p>	<p>a. Did UNDP map the synergies between the thematic areas it supports (for example, poverty and environment; poverty and climate change adaptation; governance and local development)?</p> <p>b. Were integrated programme outcomes pursued?</p> <p>c. Were common approaches applied?</p> <p>d. Was the country programme team structured to enable integrated programming?</p> <p>e. Are there staff incentives in place to encourage joint initiatives?</p>	<ul style="list-style-type: none"> <li>• <b>Document review</b>- Programme/ project design (how it applied an integrated approach), monitoring data on programme synergies</li> <li>• <b>IEO Survey (on Coherence)</b></li> <li>• <b>Interviews</b> with country office on the extent of dialogue across different programme units and outcome areas to facilitate inter-programme synergy and coherence; how constraints were addressed with development partners on programme synergies and internal coordination, opportunities taken or missed</li> <li>• <b>Evidence from decentralized evaluations on integrated programming</b></li> </ul>

<p><b>2. B. External programme coherence</b></p> <p>UNDP proactively pursued the New Way of Working in select areas</p>	<p>9. UNDP established strategic and programmatic partnerships with <i>government development initiatives</i></p> <p><b>(Strategic partnership with government)</b></p>	<p>a. Were programming context risks collectively dealt with?</p> <p>b. Did UNDP programme and approaches improve strategic partnership with the government (in terms of aligning with government initiatives)?</p> <p>c. Were UNDP programme choices and programme approaches appropriate for promoting longer-term development/ peace efforts?</p>	<ul style="list-style-type: none"> <li>• <b>Document review</b>- UNDP project documents; monitoring data on integrated programming in national development programme processes in the area assessed</li> <li>• <b>IEO Survey (on Coherence)</b></li> <li>• <b>Interviews</b> on the extent UNDP proactively sought to engage central and relevant line offices within the government for enhanced national development process; applying a nuanced approach as required; the extent to which UNDP enabled national programme coherence</li> <li>• <b>Evidence from decentralized evaluations</b></li> </ul>
	<p>10. UNDP established strategic partnerships with <i>United Nations agencies</i></p> <p><b>(Strategic partnership with the United Nations agencies)</b></p>	<p>a. To what extent were partnerships forged with United Nations agencies to enable a coherent programme response within UNSDCF?</p> <p>b. Did UNDP programme approaches improve cooperation with United Nations agencies or enhance synergies within UNSDCF?</p> <p>c. Were partnerships established with United Nations agencies beyond funding-related joint projects?</p> <p>d. Did partnerships with United Nations agencies contribute to the consolidation of development outcomes?</p> <p>e. Did partnerships with United Nations agencies enable sector programme models, improve the sustainability of outputs, and improve the level of outcomes achieved?</p>	<ul style="list-style-type: none"> <li>• <b>Document review</b>- UNSDCF for mapping expected areas of work of different United Nations agencies; joint programme documents; United Nations country team working group documents; monitoring data on enhanced outcome and enabling coherence in national development programme processes in the area assessed</li> <li>• <b>IEO Survey (on Coherence)</b></li> <li>• <b>Interviews</b> on the extent UNDP reached out to United Nations agencies operating in complementary areas under UNSDCF for joint efforts, collaboration, and coherence; and opportunities taken or missed</li> <li>• <b>Evidence from decentralized evaluations</b></li> </ul>

<p><b>2. B.</b>  <b>External programme coherence (cont'd)</b></p>	<p>11. UNDP optimized its 'integrator role' mandate  <b>(Optimised integrator role)</b></p>	<p>a. Did the UNDP integrator role manifest within the United Nations Development System?</p> <p>b. Did UNDP rearticulate its role within the United Nations Development System /Mission / Peace operations (as applicable) post Resident Coordinator delinking?</p> <p>c. Did UNDP reposition itself in key areas of its support after United Nations reforms and Resident Coordinator delinking?</p> <p>d. How successful was UNDP in proactively facilitating Signature Solutions that would bring together different sectoral actors?</p>	<ul style="list-style-type: none"> <li>• <b>Document review</b> – CPD and other recent country office strategy papers, IWP/AWP, ROARs</li> <li>• <b>IEO Survey</b></li> <li>• <b>Interviews</b> on UNDP positioning as an integrator within the United Nations system; whether areas were identified for operationalization; how UNDP invested in promoting its integrator role; examples of the role; what worked and why; how potential resistance to such a role was overcome</li> <li>• <b>Evidence from decentralized evaluations</b></li> </ul>
	<p>12. UNDP established strategic partnerships with <i>bilateral actors/IFIs</i>  <b>(Strategic partnerships with IFIs/ bilateral actors)</b></p>	<p>a. Were opportunities for programmatic partnerships with bilateral actors/ IFIs leveraged?</p> <p>b. Did the UNDP programme introduce innovative solutions?</p>	<ul style="list-style-type: none"> <li>• <b>Document review</b> – CPD; communication/ partnership/ resource mobilization strategies; programme/ project documents; mapping of bilateral actors/ IFIs operating in similar issue areas; monitoring data on enhanced outcome and enabling coherence</li> <li>• <b>IEO Survey</b></li> <li>• <b>Interviews</b> on the extent UNDP established partnerships with bilateral agencies/ IFIs (opportunities taken or missed); how such partnerships contributed to enhanced outcomes and greater national development coherence</li> <li>• <b>Evidence from decentralized evaluations</b></li> </ul>
	<p>13. UNDP established strategic partnerships with <i>non-state actors</i> (e.g., the media, civil society organizations (CSOs), academia, think tanks)  <b>(Strategic partnership with civil society)</b></p>	<p>a. Did UNDP establish partnerships with non-state actors, beyond programme implementation?</p> <p>b. Did partnerships with non-state actors enable advocacy?</p> <p>c. Did partnerships with non-state actors enable interface with the State?</p> <p>d. Did such partnerships improve contributions to national development /peace efforts?</p> <p>e. To what extent did UNDP partnerships foster multi-stakeholder engagement and the co-creation of development solutions?</p>	<ul style="list-style-type: none"> <li>• <b>Document review</b> – country office strategy papers, programme/ project documents, evaluations, and other assessment reports for mapping of partnerships explored</li> <li>• <b>IEO Survey</b></li> <li>• <b>Interviews</b> on the extent UNDP has proactively reached out to non-state actors (and applied a nuanced approach if needed) to ensure their participation in programme design and implementation for results; opportunities taken or missed</li> <li>• <b>Evidence from decentralized evaluations</b></li> </ul>

<p><b>2. B.</b> <b>External programme coherence (cont'd)</b></p>	<p>14. UNDP established partnerships with the <i>private sector</i>, identifying key areas for private sector development and engagement, and/ or for facilitating SDG financing  <b>(Strategic partnership with private sector)</b></p>	<p>a. Did UNDP have a strategy for private sector engagement? b. Are UNDP tools appropriate for supporting private sector engagement in the country? c. Did UNDP support efforts to improve the enabling environment for private sector engagement in the country? d. Are there efforts by UNDP to facilitate private sector engagement at national/ local levels?</p>	<ul style="list-style-type: none"> <li>• <b>Document review</b> - Macro data on private sector development investment in the country; sectors with greater potential for private sector investment; country office strategy papers, programme/ project documents to see whether UNDP has a strategy for enabling private sector engagement; description of areas identified by UNDP for facilitating private sector development; areas for private sector financing opportunities; challenges in private sector engagement; monitoring data on private sector facilitation</li> <li>• <b>IEO Survey</b></li> <li>• <b>Interviews</b> on UNDP practice in seeking private sector engagement for its programme; its role and contribution in private sector facilitation for development financing; opportunities taken/ missed</li> <li>• <b>Evidence from decentralized evaluations</b></li> </ul>
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**3. EFFICIENCY**  
The extent to which programme resources were managed adeptly, with timely delivery within the intended timeframe, or a timeframe reasonably adjusted to the demands of the evolving context, maximizing utility of resources and achieving maximum operational efficacy.

<p><b>3.A.</b> <b>Timeliness</b></p>	<p>15. Projects were completed according to established plans  <b>(Timely completion of projects)</b></p>	<p>a. Did the project implementation and completion timeline follow the work plan? b. Were delays addressed in a timely manner? c. Did delays impact the contribution of UNDP to development results? d. Did delays increase the cost of the project? e. Did delays result in lost opportunities to link with national development efforts or resource mobilization? f. Were innovative practices developed to overcome recurrent operational challenges?</p>	<ul style="list-style-type: none"> <li>• <b>Document review</b>- Project documentation of extensions/ delays (i.e., may include reports, audits, Atlas financials, Atlas risk logs, AWP, meeting minutes as necessary); monitoring reports, ROAR; audit reports</li> <li>• <b>IEO Survey</b></li> <li>• <b>Interviews</b> on programme/ project implementation</li> <li>• <b>Evidence from decentralized evaluations</b></li> </ul>
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<p><b>3. B.</b> <b>Management and operational efficiency</b></p>	<p>16. Country programme has the necessary technical capacity to achieve programme results <b>(Necessary technical capacity)</b></p>	<p>a. Did UNDP adhere to programme quality standards set out in the Programme and Operations Policies and Procedures (POPPs)?</p> <p>b. Did UNDP programmes factor in upstream results?</p> <p>c. Did UNDP address programme risk in the design and implementation of projects?</p> <p>d. Was the country office efficient in allocating human resources to deliver programme results?</p> <p>e. Was the country office successful in mobilizing the aspired programme resources?</p> <p>f. Were there innovative practices developed to overcome recurrent operational challenges and/ or favour efficient delivery of programme results?</p>	<ul style="list-style-type: none"> <li>• <b>Document review</b>- UNDP staff structure; monitoring reports, ROARs</li> <li>• <b>IEO Survey</b></li> <li>• <b>Interviews</b> on staff structure and programme technical capacities; the extent country office efficiently allocated human resources to achieve results; the extent country office made use of available technical support (e.g., Global Policy Network, Regional Bureaux/BPPS) to deliver programme results</li> <li>• <b>Evidence from decentralized evaluations</b> (Check for country office staffing, structure, vacancies/ gaps, staff perceptions on workload and human resource capacity, partner perceptions on UNDP technical capacity and productivity, evidence of request and use of technical backstopping from HQ)</li> </ul>
	<p>17. Programme resources were strategically allocated <b>(Programme resources used strategically)</b></p>	<p>a. Did UNDP ensure multiple sources of programme funding?</p> <p>b. Were UNDP financial resources optimized (for example, by building on outcomes with synergies)?</p> <p>c. Were human resources optimized by building on synergies between outputs and outcomes?</p> <p>d. Did the country office team structure enable joint programme efforts?</p> <p>e. Were resources efficiently and strategically allocated based on risk analysis?</p>	<ul style="list-style-type: none"> <li>• <b>Document review</b> – CPD/ RRF, programme and project budget information; UNDP resource mobilization strategy; audit reports; financial reports; resource landscape of UNDP areas</li> <li>• <b>IEO Survey</b></li> <li>• <b>Interviews</b> on budget planning, resource mobilization opportunities and use</li> </ul> <p>Check for comparison of CPD resources estimate to resources raised; resource mobilization planning, adaptation, and implementation; use and leveraging of core resources; portfolio composition (i.e., those with a strategic value and the ability to contribute to important results vs. small non-strategic projects); management to programme cost ratio; financial efficiency (delivery rate, partner perceptions)</p>
	<p>18. Estimated resources were mobilized pursuing appropriate, diverse, and sustainable funding streams <b>(Mobilised planned resources)</b></p>		

<b>4. EFFECTIVENESS</b> The extent to which the intervention has achieved, or is expected to achieve, its objectives and results, including any differential results across groups.		
<b>4. A.</b> <b>Achievement/ eventual achievement of the stated outputs and outcomes</b>	19. Programme outputs were achieved or will eventually be achieved <b>(Programme outputs achieved)</b>	a. To what extent did UNDP achieve the programme outputs outlined in the results framework/ work plan/ CPD? b. Are the outputs/ outcomes located within/ linked to the institutional processes to achieve SDGs? c. Did programme output results contribute to SDG achievements in a meaningful way? d. Have measures been taken to link the outputs with other longer-term initiatives in the country by the government? e. Were output results delivered in partnership with other longer-term United Nations or IFI initiatives in the country? f. Did programme outputs include benefits for marginalized groups?  • <b>Document review</b> – CPD/ RRF, ROARs/ Atlas/ Power BI, evaluation reports for monitoring data on outputs achieved or in progress; on potential for risks; theory of change • <b>IEO Survey</b> • <b>Interviews</b> with programme partners and beneficiary groups on what was achieved; facilitating factors and challenges; with wider development actors in the area assessed (on the role and contribution of UNDP); whether UNDP uses the right programme tools) • <b>Evidence from decentralized evaluations</b>
	20. UNDP has influenced (or is likely to influence) outcome-level results and processes <b>(Influenced outcome-level results)</b>	a. Did UNDP achieve the programme outcomes outlined in the results framework/ work plan/ CPD? b. Did UNDP contribute to development outcomes and/ or processes? c. Did UNDP contribute to development outcomes and processes with specific importance for advancing the SDGs? d. Did UNDP interventions strengthen institutional capacities and related processes? e. Did integrated programmes pursued by UNDP promote sustainable development/ peace?  • <b>Document review</b> - CPD/RRF, ROARs/ Atlas/ Power BI; evaluation reports for monitoring data on outcomes contributed to or in progress; on potential risks; theory of change; national development strategies (including SDGs) and progress data to ascertain how UNDP outcomes link to broader national development outcomes • <b>IEO Survey</b> • <b>Interviews</b> on the nature and level of UNDP contribution; and whether there are similar contributions by other agencies • <b>Evidence from decentralized evaluations</b>

<p><b>4.B.</b>  <b>Programme inclusiveness (especially those at risk of being left behind)</b></p>	<p>21. Outcomes have been beneficial for those at risk of being left behind  <b>(Outcomes benefited those at risk of being left behind)</b></p>	<p>a. Did UNDP results contribute to those left behind because of intersecting forms of discrimination and inequalities?  b. Did UNDP contribute to addressing issues of those who are at risk of being left behind in rural/urban areas?  c. Did UNDP contribute to addressing the issues of the least developed regions of the country?  d. Did UNDP contribute to strengthening policies/programmes that would positively impact those left behind?  e. Did UNDP contribute to youth empowerment development processes?  f. Did UNDP balance its support to national and local development processes and link the two?</p>	<ul style="list-style-type: none"> <li>• <b>Document review</b> – Country office strategy papers, national reports on marginalized, vulnerable populations in each context (including people with disabilities, groups requiring special attention, e.g., rural/ urban youth) and their development indicators and data on disparities; Human Development Report and Gender Development Index (GDI); programme/ project documents; ROARs, monitoring data on outputs and outcomes for target groups</li> <li>• <b>IEO Survey</b></li> <li>• <b>Interviews</b> on the scale and nature of support provided by UNDP to address concerns of target population and results achieved</li> <li>• <b>Evidence from decentralized evaluations</b></li> </ul>
<p><b>4.C.</b>  <b>Prioritization of gender equality and women's empowerment</b></p>	<p>22. Outcomes have contributed to enhancing the processes for gender equality and women's empowerment  <b>(Outcomes contributed to GEWE)</b></p>	<p>a. Did UNDP contribute to gender-inclusive development processes?  b. Did UNDP make concerted efforts to promote GEWE at policy level?  c. Did UNDP make concerted efforts to promote GEWE programming models?  d. Did UNDP establish long-term partnerships to enhance its contribution to GEWE in development?</p>	<ul style="list-style-type: none"> <li>• <b>Document review</b> – GDI/ Inequality-adjusted Human Development Index data on gender disparities in the country; national/ subnational sex-disaggregated data for areas addressed by UNDP; country office strategy papers, programme/ project documents for the degree of emphasis on gender equality and empowerment of women; monitoring and evaluation data on outputs achieved and outcomes contributed; Gender Marker data for UNDP spending on gender-focused programming; monitoring data on GEN2/3 outcomes; mapping of key actors operating in GEWE to assess UNDP role and contribution, the potential for partnerships, joint programming, duplication</li> <li>• <b>IEO Survey</b></li> <li>• <b>Interviews</b> on the nature and scale of UNDP efforts to promote GEWE in its programme; progress and achievement at output and outcome levels; UNDP role and expected areas of contribution vis-à-vis other United Nations agencies; extent partnership was forged with other agencies; areas of duplication; opportunities taken or missed</li> <li>• <b>Evidence from decentralized evaluations</b></li> </ul>

<p><b>4.D.</b> <b>Prioritization of development innovation</b></p>	<p>23. UNDP took measures to enable development innovation <b>(Enabled development innovation)</b></p>	<p>a. Did UNDP prioritise development innovation in its support areas? b. Were innovative development practices promoted by UNDP scaled-up/ institutionalised? c. Was UNDP successful in promoting innovative development practices within the United Nations country team? d. Was UNDP successful in promoting innovative development practices among wider development actors? e. Were Accelerator Labs successful in enabling innovative practices?</p>	<ul style="list-style-type: none"> <li>• <b>Document review</b> – Monitoring and evaluation data on innovation in programme support of UNDP; review of Accelerator Lab activities (where present)</li> <li>• <b>IEO Survey</b></li> <li>• <b>Interviews</b> on development innovation in the country; learning within and cross-country; UNDP contribution</li> <li>• <b>Evidence from decentralized evaluations</b></li> </ul>
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**5. SUSTAINABILITY**  
The extent to which the results of UNDP interventions are likely to be sustained and carried forward

<p><b>5.A.</b> <b>Sustainable capacity</b> Extent to which positive changes enabled by the UNDP programme can be pursued within the country's development trajectory</p>	<p>24. Target institutions and/ or beneficiary groups are equipped with knowledge, skills, partnerships to continue with programme/ project related efforts after their completion <b>(Capacities improved)</b></p>	<p>a. To what extent did positive changes enabled by the UNDP programme contribute to the development trajectory in the country? (This includes scaling up successful programme models). b. Are the intended individual beneficiary groups and/ or institutions equipped with knowledge/ skills/ partnerships to continue with programme- or project-related efforts after their completion? c. Did UNDP take measures to ensure that the capacities achieved and/ or transfer of knowledge/ technologies could be sustained? d. Did UNDP take measures to institutionalize positive changes achieved at local/ national level, whether in policy processes or institutional practices?</p>	<ul style="list-style-type: none"> <li>• <b>Document review</b> – Programme/ project monitoring reports, ROARs, government records on the level, areas of human and institutional capacity improvement supported by UNDP; and mapping of programme partnerships, including new partnerships</li> <li>• <b>IEO Survey</b></li> <li>• <b>Interviews</b> on the areas and scale of capacities enhanced (including changes brought about by their enhanced capacities); partnership options explored</li> <li>• <b>Evidence from decentralized evaluations</b></li> </ul>
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<p><b>5.A. Sustainable capacity (cont'd)</b></p>	<p>25. Measures were taken to facilitate national ownership of programme results <b>(Ensured national ownership)</b></p>	<p>a. Did UNDP take measures to ensure linkages with national policies and programmes? b. Did the programme implementation process enable national ownership? c. Did UNDP ensure the participation of non-state actors (CSOs and others)? d. Did UNDP leverage CSO and local innovation networks to promote the adaptation and/ or development of locally owned and sources innovations?</p>	<ul style="list-style-type: none"> <li>• <b>Document review</b> – Programme/ project documents, government reports</li> <li>• <b>IEO Survey</b></li> <li>• <b>Interviews</b> to ascertain whether linkages with national programmes were established (including government uptake/ ownership); opportunities for the linkages used (areas and scale of UNDP government support to develop or improve their policies and programmes) and missed; facilitating factors and constraints; the extent to which UNDP has reached out to existing and potential civil society groups</li> <li>• <b>Evidence from decentralized evaluations</b></li> </ul>
	<p>26. Measures are taken to promote scale-up <b>(Promoted scaling up)</b></p>	<p>a. Has UNDP supported efforts to mobilize private sector funding for development? b. Have programmatic partnerships been established with agencies with complementary initiatives to take forward what has been achieved by UNDP support? c. To what extent have UNDP interventions been (or are likely to be) scaled up by government, donors, private sector or others?</p>	<ul style="list-style-type: none"> <li>• <b>Document review</b> UNDP programme documents review to ascertain if there was planning/partnerships for scaling up; monitoring reports on how scale-up was pursued; stakeholder mapping to assess whether all possible partnership options were explored by UNDP for scale-up; exit strategies including funding</li> <li>• <b>IEO Survey</b></li> <li>• <b>Interviews</b> to ascertain the potential for scaling up successful programme models by government and other development agencies; examples of scaling up successful programme models by government and other development agencies; opportunities and constraining factors</li> <li>• <b>Evidence from decentralized evaluations</b></li> </ul>

<p><b>5.B. Financing for development</b></p>	<p>27. Financial and human resource needs for sustaining/ scaling results achieved are addressed</p> <p><b>(Enabled development financing)</b></p>	<p>a. To what extent did UNDP prioritize development financing?</p> <p>b. Did UNDP use appropriate tools for facilitating development financing?</p> <p>c. Was UNDP successful in facilitating development financing?</p> <p>d. Did UNDP support efforts to address institutional bottlenecks in development financing?</p>	<ul style="list-style-type: none"> <li>• <b>Document review</b> – Literature review on development financing data in sectors supported by UNDP, the enabling environment in the country; data on private sector engagement in development; development financing bottlenecks; UNDP strategy on private sector engagement, facilitating development financing; monitoring reports on progress and achievements in facilitating development financing</li> <li>• <b>IEO Survey</b></li> <li>• <b>Interviews</b> with development partners, including the private sector and IFIs, on development financing possibilities and policy bottlenecks; UNDP role and contribution in enabling development financing; UNDP accomplishments; opportunities taken or missed</li> <li>• <b>Evidence from decentralized evaluations</b></li> </ul>
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## Annex II. Example of rating application

Criteria and sub-criteria	Rating 1	Rating 2	Rating 3	Rating 4
<b>Relevance</b>				
<b>1. A.</b> <b>Adherence to national development priorities</b>	The country programme is aligned with the national development plan.	The country programme is aligned with the national development plan or country development priorities. Implementation of the country programme is reactive to emerging development priorities.	The country programme is aligned with the national development plan or country development priorities. Implementation of the country programme is responsive to emerging development priorities.	The country programme is aligned with the national development plan and its interventions are integrated within existing national programmes, policies and strategies. Implementation of the country programme demonstrates proactiveness in responding to emerging development priorities.
	The context is not challenging.	The context is moderately challenging.	The context is challenging.	The context is significantly challenging.
<b>1. B.</b> <b>Alignment with United Nations/ UNDP goals</b>	The country programme addresses United Nations priority areas for the country, guided by UNDP Signature Solutions and programme strategy. The country programme demonstrates no alignment with United Nations system-wide action plan and strategies and UNDP expected role (SIDS, LDC, LLDC, Youth, etc.)	The country programme addresses United Nations priority areas for the country, guided by UNDP Signature Solutions and its programme strategy. The country programme demonstrates limited alignment with United Nations system-wide action plan and strategies and UNDP expected role (SIDS, LDC, LLDC, Youth, etc.)	The country programme addresses United Nations priority areas for the country, guided by UNDP Signature Solutions and its programme strategy. The country programme demonstrates considerable alignment with United Nations system-wide action plan and strategies and UNDP expected role (SIDS, LDC, LLDC, Youth, etc.)	The country programme addresses United Nations priority areas for the country, guided by UNDP Signature Solutions and its programme strategy, and is aligned with pertinent United Nations system-wide action plan and strategies and UNDP expected role (SIDS, LDC, LLDC, Youth, etc.). The country programme outlines Signature Solutions that have wider United Nations relevance.
<b>1. C.</b> <b>Relevance of programme priorities</b>	The UNDP programme, while relevant, does not reflect organizational capabilities/ comparative advantage and network.	The UNDP programme is aligned with national development priorities and moderately reflects UNDP comparative advantages.	UNDP programme positioning is aligned with national development priorities and other actors working in the area and reflects UNDP comparative advantages.	UNDP programme positioning balances alignment with national development priorities, responses to immediate and long-term needs, and gaps in external support provided by development partners.

Coherence				
<p><b>2. A.</b> <b>Internal programme coherence</b></p>	<p>UNDP projects are implemented in silos and have established no synergies in their development and execution.</p>	<p>A few UNDP projects have established synergies at the activity level. Project design and proposals are not developed in synergy and synergies across project capabilities are limited.</p>	<p>The UNDP country programme strategy is implemented through programme portfolios that leverage capabilities across projects/ outcomes to support the delivery of integrated development solutions. Project design and proposals are purposefully developed in synergy to enhance multidimensional response to development challenges.</p>	<p>The UNDP country programme strategy is implemented through programme portfolios that leverage capabilities across projects to deliver integrated development solutions. Project design and proposals are purposefully developed to enable multidimensional/ integrated response and incremental progress towards long-term objectives.</p>
<p><b>2. B.</b> <b>External programme coherence</b></p>	<p>UNDP projects are implemented in isolation from the interventions of other development partners and demonstrate no external synergies or engagement.</p>	<p>A few UNDP projects are implemented in synergy with other partners. Partnerships are often funding driven. Partnerships remain <i>ad hoc</i> and driven by funding opportunities.</p>	<p>The outcome area of the country programme is implemented through multi-stakeholder partnerships. There are, however, missed opportunities to expand the UNDP role and contribution. Partnerships and collaboration are driven by the attainment of collective outcomes.</p>	<p>The UNDP country programme is implemented through multi-stakeholder partnerships reflecting a whole-of-society approach (private sector, government, United Nations agencies, other development partners) that leverages existing capabilities and synergies between its interventions and the actions of other partners to achieve identified collective outcomes.</p> <p>Programme models will be taken forward by other actors.</p>
Efficiency				
<p><b>3.A.</b> <b>Timeliness</b></p>	<p>Project launch and completion is delayed by internal management and operational issues (deployment of staff, late approval of work plans, procurement, etc.), affecting the sequencing and coherence of interventions.</p>	<p>Project launch and completion is delayed by internal management and operational issues (deployment of staff, late approval of work plans, procurement, etc.). The impact of the delays on the sequencing and coherence of interventions is limited.</p>	<p>Projects have a timely start and activities are implemented and completed according to established plans. Delays are mainly due to contextual factors outside of UNDP control.</p>	<p>Projects have a timely start, activities are implemented and completed according to established plans, and their implementation is able to adequately sequence interventions to favour synergies across projects and multiplier effects across the portfolio. Contextual challenges were pre-empted.</p>

<p><b>3. B.</b> Management and operational efficiency</p>	<p>The country programme lacked technical capacities, with severe limitations in mobilizing and allocating resources. There were severe limitations in establishing programmatic partnerships and cost-sharing mechanisms.</p>	<p>The country programme ensured technical capacities. There remain limitations in optimizing resources or establishing partnerships, while moderately successful in strategically allocating resources.</p>	<p>The country programme ensured technical capacities. There was considerable success in the mobilization of resources and strategically allocating resources. There are some limitations in forging programmatic partnerships and cost-sharing mechanisms.</p>	<p>The country programme had good technical capacities to position UNDP as a strong development partner. Partnerships were established with the private sector to enable development financing. There was considerable mobilization of resources for UNDP programmes, and strategic allocation of resources.</p>
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**Effectiveness**

<p><b>4. A.</b> Achievement of stated outputs and outcomes</p>	<p>A significant number of expected outputs identified in the country programme were not addressed by UNDP, jeopardizing implementation of the intended country programme strategy.</p>	<p>The expected outputs identified in the country programme results framework were partially addressed by UNDP, affecting the overall coherence of the country programme strategy. There is limited evidence that outputs are leading to intermediate outcomes, and there is limited evidence to suggest the likely achievement of results in the short term.</p>	<p>The expected outputs identified in the country programme results framework were partially addressed by UNDP, without significantly affecting the overall coherence of the country programme strategy. Many of the planned outputs have been delivered. There is evidence that outputs are leading to intermediate outcomes, and/ or that they have a strong likelihood of achievement/ materializing in the short term.</p>	<p>All expected outputs identified in the country programme results framework have been achieved by UNDP, and tangible intermediate outcomes were evident during the evaluation.</p>
<p><b>4.B.</b> Programme inclusiveness (especially those at risk of being left behind)</p>	<p>Programme design and implementation have not prioritized programme inclusiveness. Project design did not include a rigorous stakeholder analysis that identified the most vulnerable populations and conflict sensitivity that would address community sensitivities impacting inclusion.</p>	<p>UNDP programme design identified and targeted vulnerable groups, but implementation strategies didn't reflect the differential needs of the various vulnerable groups targeted.</p>	<p>UNDP programme design prioritized inclusiveness, and programme interventions targeting vulnerable groups demonstrated differentiated support and intervention strategies.</p>	<p>UNDP programme design systematically includes consideration for vulnerable groups in analysis and implementation. The differentiated needs of vulnerable groups are distinctly reflected in intervention strategies.</p>

<p><b>4.C.</b>  <b>Prioritization of gender equality and women's empowerment</b></p>	<p>Gender mainstreaming is limited or largely confined to including women beneficiaries in programmes with limited tangible outputs.</p>	<p>Gender mainstreaming is limited to women beneficiaries, but there were tangible outputs. Gender-responsive and transformative strategies are mainstreamed but severe implementation challenges remain.</p>	<p>Gender-responsive strategies contributed to policy processes/ development practices with the potential for transformative change. Challenges remain in achieving outcomes.</p>	<p>Gender-responsive strategies contributed to transformative GEWE processes and outcomes.</p>
<p><b>4.D.</b>  <b>Prioritization of development innovation</b></p>	<p>Development innovation is limited in programme design and implementation with no tangible outputs.</p>	<p>Development innovation was considered in programme planning, but severe implementation challenges remain.</p>	<p>Development innovation contributed to policy processes/ development practices with the potential for transformative change. Challenges remain in sustaining change processes.</p>	<p>Development innovation strategies contributed to transformative /effective national development programming practices.</p>
<p><b>Sustainability</b></p>				
<p><b>5.A.</b>  <b>Sustainable capacity</b></p>	<p>UNDP interventions present no evidence of ownership by targeted beneficiaries and institutions. Measures to favour replication, uptake and scaling were not pursued.</p>	<p>There is limited evidence of ownership of interventions by targeted beneficiaries and institutions. Measures to favour replication, uptake and scaling were partially considered but insufficient.</p> <p>Partnerships were pursued but not sufficient to carry forward UNDP programme contributions.</p>	<p>There is evidence of ownership of interventions and their results by targeted institutions and beneficiaries. Measures aimed at optimizing replication, uptake and scale-up have the potential to succeed. There were promising partnerships with international agencies for uptake/ scale-up of successful initiatives.</p>	<p>There is strong evidence of ownership of interventions and their results by targeted institutions. UNDP interventions are implemented within the framework of national programmes and with clear potential scale-up and replication pathways.</p>
<p><b>5.B.</b>  <b>Financing for development</b></p>	<p>There were limited efforts to address financial and human resource needs for sustaining/ scaling up results achieved. There were minimal measures to enable development financing.</p>	<p>There was consideration of facilitating development financing, but the approaches and tools used/ strategies followed were not sufficient to produce desired development financing outcomes.</p>	<p>UNDP positioned itself well to play an enabling role in development financing. There were tangible examples of enabling development financing, but these did not match the potential of the context. There is scope to improve tools.</p> <p>Efforts to address institutional bottlenecks in development financing are in early stages.</p>	<p>UNDP has context-specific tools to enable development financing. UNDP has been successful in facilitating development financing, largely optimizing the opportunities presented by the context.</p> <p>UNDP enabled measures to address institutional bottlenecks in development financing.</p>

## Annex III. Rating scenarios – An example from ICPE South Sudan

### BOX 2. Prioritizing gender equality and women's empowerment

As South Sudan completes its first decade of independence, the obstacles to gender equality and women's empowerment and safety continue. The constraints to women's security and political and economic participation are huge. Further COVID-19 during 2020-2021 affected women disproportionately. Conflicting priorities have also hindered efforts to bring advances in women's livelihoods and security. The 2018 Revitalized Agreement provided new opportunities to increase women's participation in public institutions and politics. But wider progress on gender equality and women's empowerment continues to be hindered by social economic and security barriers.

South Sudan needed a two-pronged strategy of addressing immediate needs and facilitating longer-term solutions. While supporting both, UNDP programmes were more effective in providing short-term initiatives. The Country Office gender equality strategies (2016-17 and 2019-2021) guided UNDP's programmes to address structural barriers to women's economic empowerment, gender-based violence, and participation in leadership and decision-making. The strategies also considered how gender can be addressed in conflict prevention, preparedness and recovery, and the importance of women's representation in peace processes. UNDP invested in a staff position to support the implementation of the strategy.

Although UNDP projects engaged women in employment generation activities, they lacked well-considered economic development initiatives for women that address structural constraints. As discussed in section 2.2, several

community-level UNDP projects had limited market traction as they were too small or not viable or could not be sustained after the project period. Gender stereotypes in vocational training also had consequences for the choice and sustainability of women's enterprises supported by UNDP.

UNDP had some tangible outputs providing a basis for further engagement. UNDP ensured women's representation and participation from all the 32 states of South Sudan in the development of the Draft Land Policy, which is at the Land Committee in the Transitional National Legislative Assembly. This process also has significance for gender responsive policies and legislations. Gender mainstreaming in initiatives such as training for the Special Protection Unit (SPU) within the South Sudan National Police Service (SSNPS) and community policing were specifically designed to address SGBV and human rights violations. Such efforts contributed to changing perceptions about their responsibilities, transforming their role from authority holders to service providers and increasing the trust of security institutions.

Components of UNDP's country-level strategies for promoting gender equality and women's empowerment were implemented with some positive results. Although UNDP projects engaged women in employment generation activities, they lacked well-considered economic development initiatives for women that address structural constraints. Several community-level UNDP projects had limited market traction as they were too small or not viable or could not be sustained after the project period.

Gender stereotypes in vocational training also had consequences for the choice and sustainability of women's enterprises supported by UNDP.

In 2015 South Sudan launched its National Action Plan 2015-2020 on United Nations Security Council Resolution (UNSCR) 1325 and related resolutions. The plan provided a framework to guide decisions on defense, diplomatic, humanitarian and development activities to ensure the provisions of the UN resolutions on women, peace and security were incorporated into the government's work, to reduce the impact of conflict on women and girls and increase women's representation and participation in decision making. Progress on implementing the plan, and meeting its objectives, has been uneven, at best. Increases in women's participation in and representation in high-level political talks have been documented, for example in the HLRF and R-ARCSS. On the other hand, levels of conflict-related violence against women and girls have remained high. To address SGBV and women's security, an inter-ministerial response is needed which the UN system is well-positioned to support. UN responses are often scattered and of limited scope to address even key functional gaps.

There were important collaborations for example in the areas of HIV and TB between UNDP and UNFPA. Similarly, under the Covid-19 Response Mechanism (C19RM) award, UNDP is partnering with UNFPA which has expertise in the area of gender-based violence prevention and care. UNDP is also leveraging UNFPA's expertise by scaling up technical and financial support to women and girls-friendly spaces, one-stop centres for women that are being managed by UNFPA across the country.

Most UN agencies in South Sudan (including UNMISS) work on promoting gender equality and women's empowerment. A coordinated response or collective work can enhance women's security and development, particularly when addressing critical issues of SGBV and women's access to justice. UNMISS, for example, has a large gender team spread across the country which can significantly add value to the efforts of other UN organizations. Collaboration between the mission and UNDP has been limited with exceptions such as engagement during constitution drafting. Joint programmatic efforts are not pursued despite the use of the Peacebuilding Fund. The engagement with UNMISS in the implementation of the PBF reduced in recent years. UNMISS recently launched a network of women in the security sector in partnership with the MGCSW, this could have worked well if synergies with the current ongoing implementation of gender mainstreaming in the security sector were considered. More strategic and longer-term partnerships in the areas of women's access to services and addressing SGBV could bolster UNDP's contribution and collective results in this area.

### Country Programme Performance Rating

 **3 = Mostly Achieved.**

The country programme received a rating of 3. There were efforts by you to pursue a two-prong strategy and sufficient investments to this effect were made. In responding to the conflict context and institutional and policy needs UNDP supported policies that are essential for pursuing transformative gender equality and women's empowerment agenda. There was attention paid to including women's specific needs in employment and livelihood support, but such efforts often did not result in improved livelihoods for women as attention was not paid to context-related

market bottlenecks and capacity needs. There were several limitations in the effort to forge partnerships with agencies with similar initiatives for enabling a more consolidated response to two women's needs and in enabling programme models that have transformative potential. Please note that the conflict context by itself cannot be an excuse for higher rating because such a context also provides considerable opportunities for using Security Council Resolutions as leverage to pursue policy as well as institutional transformative agenda to promote gender equality and women's security.

**Note:** *The country programme did not get a score of 'Fully Achieved' (Rating 4) as there were limited achievements in enabling transformative change processes. While some of the policies supported by UNDP provide a basis for transformative changes, such potential is undermined by limited efforts to address policy bottlenecks essential in a conflict context. While UNDP was part of joint projects, there were limited programmatic collaborations. For consolidated support, programmatic collaborations with UNMISS and other United Nations agencies are essential. In the absence of such partnerships, UNDP contributions to GEWE outcomes in South Sudan have been limited, particularly in the area of women's security. The UNDP programme lacked a longer-term focus.*



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