

*Report completed on: Month YYYY*

*Evaluation conducted by: “Evaluator(s) names”*

*Add implementing entity’s logo here*

**United Nations Development Account**

**Terminal Evaluation of Project ID**

*“Project title”*

*(Start year-End year)*

Evaluator: “Evaluator name(s) and title(s)”

Evaluation Manager: “Evaluation manager name(s), title(s) and division(s)/office(s)”

[Name and contact information of the implementing entity]

[Acknowledgements]

This report was commissioned by [Entity]. The findings, conclusions and recommendations of this report are those of the external evaluator and do not necessarily reflect the views of the [Entity].

**Table of Contents**

[**List of Acronyms and Abbreviations** 4](#_Toc128044830)

[**Executive summary** 5](#_Toc128044831)

[**1. Introduction** 6](#_Toc128044832)

[**2. Description of the Project** 7](#_Toc128044833)

[**2.1 Background** 7](#_Toc128044834)

[**2.2 Project objectives and expected results** 7](#_Toc128044835)

[**2.3 Project strategies and key activities** 7](#_Toc128044836)

[**2.4 Beneficiaries and target countries** 7](#_Toc128044837)

[**2.5 Key partners and other key stakeholders** 8](#_Toc128044838)

[**2.6 Resources** 8](#_Toc128044839)

[**2.7 Link to the Sustainable Development Goals (SDGs)** 8](#_Toc128044840)

[**2.8 Innovative elements (if applicable)** 8](#_Toc128044841)

[**3. Evaluation objectives, scope and questions** 8](#_Toc128044842)

[**3.1 Purpose and objectives** 8](#_Toc128044843)

[**3.2 Evaluation scope, criteria and questions** 9](#_Toc128044844)

[**4. Methodology** 9](#_Toc128044845)

[**5. Findings** 10](#_Toc128044846)

[**6. Conclusions** 11](#_Toc128044847)

[**7. Recommendations** 12](#_Toc128044848)

[**8. Lessons learned and good practices** 13](#_Toc128044849)

[**Annexes** 13](#_Toc128044850)

[Evaluation TORs 13](#_Toc128044851)

[Project results framework 13](#_Toc128044852)

[Evaluation matrix 13](#_Toc128044853)

[Data collection instruments 13](#_Toc128044854)

[List of individuals interviewed 13](#_Toc128044855)

[List of documents reviewed 13](#_Toc128044856)

*List contents of the report, including annexes, boxes, graphs, figures, and tables with page references.*

**List of Acronyms and Abbreviations**

*List all acronyms and abbreviations used in the report.*

**Executive summary**

*A stand-alone section of 3-4 pages, including:*

* *A brief overview of the project*
* *Evaluation purpose, objectives, scope, and intended users/audiences*
* *Evaluation methodology*
* *A summary of key findings, conclusions, and recommendations*

**UN Secretariat Quality Assurance Framework (Guidelines on ST/AI/2021/3 – October 2021)**

**Report structure: Is the report well structured, logical, clear and complete?**

22. The executive summary is a stand-alone section with a clear structure along the key elements of the report: subject, purpose and objectives of the evaluation; methodology; main results; conclusions; and recommendations. It is reasonably concise.

**UN Secretariat Quality Assurance Framework (Guidelines on ST/AI/2021/3 – October 2021)**

**Report structure: Is the report well structured, logical, clear and complete?**

23. The report is well-structured:

* Easily readable (i.e. concise, avoids complex language and unexplained acronyms);
* Cohesive and logical;
* Contains relevant graphics for illustrating key points (e.g. tables, charts and pictures);
* Includes annexes where applicable on methodology such as the Terms of Reference, evaluation matrix, bibliography, and a list of people consulted; and
* States when the evaluation was conducted (period of the evaluation and by whom the evaluation (evaluator names not required).

**1. Introduction**

*Provide the following information:*

* *A brief overview of the project, including the start and end dates, the DA implementing entity(ies) and other collaborating UN entities/agencies*
* *Background to the evaluation, including the reason for the evaluation\* and the time frame of the evaluation*
* *Purpose and objectives of the evaluation, and the primary users/audiences\*\**

*\* For the 14thtranche, half (11) of its 21 projects were selected for terminal evaluation at mid-term (at the beginning of 2024). In line with the DA Project Evaluation Guidelines, one project with a budget of over USD 1 million was automatically selected for evaluation, while the other projects were selected by the implementing entities, taking into account the strategic importance and relevance of each project to the entities’ mandates, any pressing knowledge gaps and other pertinent factors considered by the management.*

*\*\* In line with the DA Project Evaluation Guidelines, the primary users/audiences of DA project evaluations are the implementing entities themselves.*

**2. Description of the Project**

**UN Secretariat Quality Assurance Framework (Guidelines on ST/AI/2021/3 – October 2021)**

**Background: Are the evaluation’s subject, context, purpose objectives and scope sufficiently clear to frame and guide the evaluation?**

1. The report clearly specifies the subject of the evaluation, and for programmes or projects: intervention logic or theory of change; budget; human resources; time frame; implementing partners, modalities and status.

2. The report provides sufficient information for understanding the context within which the subject of the evaluation operated (e.g., key social, political, economic, demographic and institutional factors) and describes the key stakeholders involved in the evaluation’s subject.

**2.1 Background**

*Briefly describe the project context, including the issues addressed by the project and the relevant key social, political, economic, demographic and institutional factors.*

**2.2 Project objectives and expected results**

*Briefly describe the project objectives and expected outcomes that were included in its results framework. Provide sufficient details on changes, if any, that were made to the project objectives and/or expected outcomes during implementation, and the reasons for the changes.*

*Note that the project results framework should be included in the annexes.*

**2.3 Project strategies and key activities**

*Briefly describe the actual project strategies and key outputs and activities, including any significant changes that were made during implementation, and the reasons for those changes. The project strategy should include an explanation of how the project was designed to contribute to gender equality and women’s empowerment, as well as the realization of human rights, with an emphasis on “leaving no one behind”.*

**2.4 Target countries and beneficiaries**

*Describe the project’s target countries and beneficiaries. For the purpose of the DA, “target countries” are those that receive targeted, national-level capacity development support through the project. These are separated from other beneficiary countries that benefit from the project in a broader sense, such as through regional/sub-regional knowledge dissemination.*

**2.5 Key partners and other key stakeholders**

*Describe key partners (DA implementing entities, other collaborating UN entities/agencies and non-UN organizations, and national and/or local governments), and their roles in the project.*

**2.6 Resources**

*The project budget (approved DA funding) and other human, financial and/or in-kind contributions (e.g., XB, RPTC and other resources that were mobilized by the implementing entities to support the project). For in-kind contributions, provide an estimated financial value, if available. See the information presented in the project’s final report under “Supplementary funding” and “Estimated staff resources” sections.*

**2.7 Link to the Sustainable Development Goals (SDGs)**

*List the key SDG targets the project intended to address.*

**2.8 Innovative elements (if applicable)**

*DA projects are designed to help test new and innovative development approaches, allowing successful ideas to be scaled up and replicated broadly. If and as applicable, describe the specific new methodology and/or theory that was applied in the project.*

**3. Evaluation objectives, scope and questions**

**3.1 Purpose and objectives**

**UN Secretariat Quality Assurance Framework (Guidelines on ST/AI/2021/3 – October 2021)**

**Background: Are the evaluation’s subject, context, purpose objectives and scope sufficiently clear to frame and guide the evaluation?**

3. The report clearly specifies the purpose and objectives of the evaluation.

*Describe the purpose and objectives of the evaluation, the intended users/audiences, and the expected use of its results by each user/audience. In line with the DA Evaluation Framework, DA evaluations are designed to promote both accountability for results and learning. As currently designed, the primary users of the DA project evaluations are the implementing entities themselves.*

**3.2 Evaluation scope, criteria and questions**

**UN Secretariat Quality Assurance Framework (Guidelines on ST/AI/2021/3 – October 2021)**

**Background: Are the evaluation’s subject, context, purpose objectives and scope sufficiently clear to frame and guide the evaluation?**

4. The report specifies the scope of what the evaluation covers (e.g., time span, geographical coverage).

**Methodology: Is the methodology used for the evaluation clearly described and is the rationale for the methodological choice justified?**

5. The report specifies and explains the chosen evaluation questions, criteria, performance standards or other criteria.

**Gender, human rights and disability: Are gender, human rights and disability perspectives integrated and well addressed in the process of the evaluation as well as in the evaluation report?**

18. Gender equality and women’s empowerment (GEWE) is integrated in the evaluation scope of analysis and evaluation criteria and questions are designed in a way that ensures GEWE related data will be collected.

21. Human rights considerations are integrated in the following, where applicable: evaluation scope of analysis; evaluation criteria and questions design; methods and tools, and data analysis techniques; evaluation findings, conclusions and recommendations.

*Describe the evaluation scope, criteria and questions. If the evaluation involved reducing the scope (e.g., geographical coverage) and/or did not cover all the mandatory criteria for DA evaluation reports (i.e., relevance, effectiveness, sustainability, and efficiency), explain the specific reasons (e.g., the COVID-19 pandemic, which involved the travel restrictions and/or created the need to reduce burdens on stakeholders, adverse security conditions in participating countries).*

*Note that the evaluation TORs and the evaluation matrix should be included in the annexes.*

**4. Methodology**

**UN Secretariat Quality Assurance Framework (Guidelines on ST/AI/2021/3 – October 2021)**

**Methodology: Is the methodology used for the evaluation clearly described and is the rationale for the methodological choice justified?**

5. The report specifies and explains the chosen evaluation questions, criteria, performance standards or other criteria.

6. The report methodology clearly describes the level of stakeholder participation, data sources, and data collection and analysis methods.

7. The chosen methodology is adequately robust/appropriate for answering the key evaluation questions, including adequate measures to ensure data quality/validity.

8. The methodology addresses methodological challenges and/or limitations, and the report mentions ethical standards that were considered during the evaluation (e.g., informed consent of participants, confidentiality, avoidance of harm, evaluator’s ethical obligations).

**Gender, human rights and disability: Are gender, human rights and disability perspectives integrated and well addressed in the process of the evaluation as well as in the evaluation report?**

19. A gender-responsive methodology, methods and tools, and data analysis techniques are selected.

21. Human rights considerations are integrated in the following, where applicable: evaluation scope of analysis; evaluation criteria and questions design; methods and tools, and data analysis techniques; evaluation findings, conclusions and recommendations.

*Provide the following information:*

* *The methodological approach and rationale, including methods for data gathering and analysis and data sources (including stakeholder groups interviewed and/or surveyed disaggregated by gender, and if applicable, by special country designation, e.g., least developed countries, landlocked developing countries, small island developing states), data availability and reliability*
* *Sampling strategy for qualitative and quantitative data collection methods (e.g., surveys, interviews, field visits), and, if applicable, response rates*
* *If applicable, the criteria used to select countries for field visits or in-depth assessments*
* *Ethical standards applied, and if applicable, ethical concerns and how they were handled*
* *How gender, human rights and disability perspectives were integrated in the data collection methods and tools, and the data analysis techniques*
* *Limitations to the methodology and how they were addressed*

*Note that the data collection instruments used for the evaluation (e.g., interview guides, survey questionnaires), the list of individuals interviewed and the list of documents reviewed should be included in the annexes.*

**5. Findings**

**UN Secretariat Quality Assurance Framework (Guidelines on ST/AI/2021/3 – October 2021)**

**Findings: Are the findings clearly presented, relevant and based on evidence and sound analysis?**

9. Findings are presented with clarity, logic and coherence (e.g., avoid ambiguities).

10. Findings clearly relate to the evaluation criteria and questions defined in the scope in terms of report structure and substance.

11. Findings are objective and are supported by sufficient evidence reflecting systematic and appropriate analysis and interpretation of the data; they are free from subjective judgements made by the evaluators.

12. Findings uncover underlying causes for accomplishments/difficulties and opportunities to build on.

**Gender, human rights and disability: Are gender, human rights and disability perspectives integrated and well addressed in the process of the evaluation as well as in the evaluation report?**

20. The evaluation findings, conclusions and recommendations reflect a gender analysis.

21. Human rights considerations are integrated in the following, where applicable: evaluation scope of analysis; evaluation criteria and questions design; methods and tools, and data analysis techniques; evaluation findings, conclusions and recommendations.

*Present the evaluation findings in relation to the evaluation criteria and questions, as defined in the evaluation TORs, with supporting evidence. Only the findings supported by sufficient evidence should be presented, reflecting systematic and appropriate analysis and interpretation of the data, and not subjective judgements of the evaluator.*

*Data analyzed should be presented in a gender-disaggregated manner, as much as possible and when there are significant differences between genders. Gender analysis should be reflected in the findings.*

**6. Conclusions**

**UN Secretariat Quality Assurance Framework (Guidelines on ST/AI/2021/3 – October 2021)**

**Conclusions and lessons learned: Are the conclusions clearly presented based on findings and substantiated by evidence?**

13. Conclusions are clearly presented and logically linked to the findings.

14. Conclusions reflect reasonable judgements of the evaluator(s) in relation to the main evaluation questions and add value to the findings (e.g., include lessons learned; focus on significant issues; answer the evaluation’s big questions).

**Gender, human rights and disability: Are gender, human rights and disability perspectives integrated and well addressed in the process of the evaluation as well as in the evaluation report?**

20. The evaluation findings, conclusions and recommendations reflect a gender analysis.

21. Human rights considerations are integrated in the following, where applicable: evaluation scope of analysis; evaluation criteria and questions design; methods and tools, and data analysis techniques; evaluation findings, conclusions and recommendations.

*Present the general conclusions that logically follow from the findings and respond to evaluation questions, including insights and lessons learned pertinent to the decision-making of the intended users of the evaluation. The conclusions should reflect the evaluator’s professional opinion in relation to the main evaluation questions and add value to the evaluation results.*

**7. Recommendations**

**UN Secretariat Quality Assurance Framework (Guidelines on ST/AI/2021/3 – October 2021)**

**Recommendations (if any): Are the recommendations well-grounded in the evaluation and clear?**

15. Recommendations are logically derived from the findings and/or conclusions.

16. Recommendations are clear, realistic (e.g., reflect an understanding of the subject’s potential constraints to follow-up) and manageable (e.g., avoid providing a laundry list or being overly prescriptive).

17. Recommendations are actionable (e.g., specifies who should implement them) and formulated with their use in mind.

**Gender, human rights and disability: Are gender, human rights and disability perspectives integrated and well addressed in the process of the evaluation as well as in the evaluation report?**

20. The evaluation findings, conclusions and recommendations reflect a gender analysis.

21. Human rights considerations are integrated in the following, where applicable: evaluation scope of analysis; evaluation criteria and questions design; methods and tools, and data analysis techniques; evaluation findings, conclusions and recommendations.

*Provide clear, practical and feasible recommendations, directed to the intended users of the evaluation and supported by the evidence presented in the Findings section around key questions addressed by the evaluation. Recommendations should be logically derived from the findings and conclusions and identify the users/stakeholders to whom they are addressed to. As stated under Section 3.1, the primary users of the DA project evaluations are the implementing entities themselves, and the recommendations should be directed to the management and staff of the implementing entities.*

**8. Lessons learned and good practices**

*Present lessons learned and good practices identified by the evaluation with potential use and applicability to broader audiences beyond the intended primary users of the evaluation.*

**Annexes**

Evaluation TORs

Project results framework

Evaluation matrix

Data collection instruments

List of individuals interviewed

List of documents reviewed