**NOTE ON UNITED NATIONS SECRETARIAT DOCUMENT REQUIREMENTS:** The narrative of the CPD and Annex A (results and resources framework) should not exceed a combined total of 6,000 words. Other annexes are not included in the official word count.

The distribution of 6,000 words between the narrative section and the RRF is at the discretion of the Country Office. Nevertheless, it is recommended that a minimum of four pages is set aside for the RRF. This can help ensure that the CPD communicates UNDP’s contributions to national results, through the Cooperation Framework or its equivalent, using clear indicators, baselines, targets and sources of information.

The narrative section and annex A (RRF) will be translated. Other annexes will not be translated. CPD narratives and RRFs that exceed 6,000 words in length incur additional cost. Country offices cannot, therefore, adjust the font or margins when completing the document. Documents that do not adhere to format will not be appraised.

**[Session] of (year)**

(date), (Location)

Item (number) of the provisional agenda

**Country programmes and related matters**

Draft country programme document for (name of country) (Duration)

Content

|  |  |  |  |
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| Annexes |  |  |  |
|  | A. Results and Resources Framework  B. Fully-costed Evaluation Plan |  |  |
| Attachments | I. Resource Mobilization Target (RMT) Table (FOR INTERNAL USE ONLY)  II. CO Profile & PCAP (FOR INTERNAL USE ONLY)  III. One-page diagram of the programme’s theory of change (FOR INTERNAL USE ONLY) |  |  |

## I. UNDP within the UN Cooperation Framework

This section explains UNDP’s contribution to national priorities as part of the United Nations Sustainable Development Cooperation Framework (i.e., Cooperation Framework). This includes an elaboration of UNDP’s comparative advantage and the unique value proposition UNDP will bring to the UNCT towards collective delivery of results agreed in the Cooperation Framework. This must be based on a well-articulated theory of change for the programme. The CPD theory of change is anchored in the Cooperation Framework’s theory of change, drawing on evidence from the Common Country Analysis (CCA).

Suggested content:

* First, a brief (1-2 paragraph) summary of country context and national priorities without repeating the Cooperation Framework situation analysis. Specifically state those groups left furthest behind and why and UNDP’s contribution to target specific groups to leave no one behind. Specify how women and different marginalized groups – particularly those identified through the CCA - are affected and are affected differently by development challenges.
* Describe UNDP’s unique comparative advantages to address specific key causal factors of development challenges identified in the CCA.
* Explain key successes and shortfalls during the preceding programme cycle and what this reveals about what worked and what did not, citing evidence from evaluations and other authoritative sources.
* Drawing on UNDP’s comparative advantages, elaborate on key issues in the Cooperation Framework that UNDP will support, such as economic transformation, eradication of multidimensional poverty, conflict prevention, SDG financing and the humanitarian-development-peace nexus.
* Specify concrete examples where UNDP’s comparative advantage adds value for this particular programme. Examples include UNDP’s integration offer, our innovation expertise (i.e., Accelerator Labs), leading roles in sub-regional initiatives, thematic expertise, partnerships, country platforms, etc. Also, how UNDP will address complex development challenges through innovative ways of problem solving that it offers in the context of NextGen UNDP and its offer for integrated support.
* Articulate how UNDP will contribute to an integrated UN response, and the role of other partnerships connected directly to the achievement of results, especially with other UN funds and programmes, and through south-south and triangular co-operation.

If the CPD is done in a country without a Cooperation Framework, this section should be titled “Rationale” and this section should describe: a) a brief analysis of the country context and national priorities; b) key successes and shortfalls during the preceding CPD cycle drawing on evaluation and other evidence; and c) the theory of change for the proposed programme, along with UNDP’s comparative advantage as applicable to the specific country context.

## II. Programme Priorities and Partnerships

This section presents the programme priorities that UNDP proposes to focus on in support of national priorities to achieve the SDGs as part of the Cooperation Framework. Rather than repeating the specific outcomes of the programme, which are stated in the Results and Resources Framework, this section should focus on the systems thinking contributions to concrete benefits for people and society.

Suggested content:

* Present the vision for the programme in clear and simple terms that describes the benefits for people that is expected from UNDP’s programme over the next 4-5 years.
* Indicate briefly but substantively *how* UNDP intends to address the relevant priorities of the Cooperation Framework, explaining the mix of strategies that will be utilized to support the achievement of results and elaborating on key assumptions about how and why these strategies will lead to change. Explain how the causal analysis described in the CCA and Cooperation Framework translates into identified change pathways that will be the focus of a coherent strategy to support the country in achieving the SDGs.
* Showcase the linkages between the programme priorities and how the integrated solutions leveraging the applicable Six Signature Solutions and Enablers[[1]](#footnote-1) that UNDP offers could provide accelerated, innovative and catalytic results that have direct impact on all priorities of the Cooperation Framework. Explain how these priorities work together to form a coherent strategy to support SDG achievement and monitoring in the country/sub-region.
* Describe the partnerships that are critical for outcome level change to be achieved, including South-South Cooperation and UN Volunteers, but also with a broad range of stakeholders at the national and sub-national level such as government institutions at all levels, private sector, civil society, citizens, international financial institutions, and parliamentarians. These partnerships should be presented within the text describing those strategies, rather than in a separate paragraph.
* UNDP’s role *vis-à-vis* other partners, including UN agencies, to contribute to outcome level change should be clear. This role should be derived from UNDP’s mandate, Strategic Plan, and positioning in the country. What is described here should be consistent with the indicative country programme outputs in the RRF.
* Reflect how solutions have/will be informed by stakeholders, including citizens, reflecting the principles of national ownership and stakeholder engagement. They should draw on learning of what worked and what did not during the preceding CPD cycle citing evidence from evaluations and other sources.

Attention needs to be paid to the Quality Standards for Programming (https://popp.undp.org/SitePages/POPPSubject.aspx?SBJID=446&Menu=BusinessUnit).

# III. Programme and Risk Management

This section lays out the specific management initiatives that will achieve programme quality, efficiency and effectiveness in the pursuit of development results.

Suggested content:

* Discuss specific risks (threats and opportunities) to the programme’s objectives, drawing on the assumptions identified through the theory of change so that UNDP can minimize the likelihood of any disruption to the programme and pursue opportunities to maximize benefits for the targeted groups.
* Highlight potential social and environmental risks and impacts noting a commitment to apply UNDP’s [Social and Environmental Standards and Accountability Mechanism](https://info.undp.org/sites/bpps/SES_Toolkit/default.aspx) as tools to help manage these risks. Early warning and risk management arrangements to anticipate any significant change in circumstances (e.g., risk monitoring, grievance mechanism) should be described, as relevant, along with contingencies built into the programme to ensure UNDP can be highly responsive.
* Describe the governance mechanisms that will be used to ensure UN/UNDP support is implemented in line with nationally-owned expectations and how partners participate to ensure mutual accountability, including in programme design.
* Elaborate on the use of innovative programming instruments for the effective delivery of quality results, such as the engagement facility and development services in addition to standard development projects.
* Depending on context, areas highlighted could include managing partnerships differently, adjusting project tolerance and risk levels, adjusting the choice of HACT arrangement, diversifying resource mobilization efforts, making structural changes in the Country Office, social and environmental impact assessment and management, grievance mechanisms and dispute resolution, and other relevant actions.

Standard clauses to be written into the CPD verbatim:

* “This country programme document outlines UNDP’s contributions to national results and serves as the primary unit of accountability to the Executive Board for results alignment and resources assigned to the programme at country level. Accountabilities of managers at the country, regional and headquarter levels with respect to country programmes is prescribed in the organization’s [Programme and Operations Policies and Procedures](https://popp.undp.org/) and [Internal Control Framework](https://popp.undp.org/node/10966).
* “The programme will be nationally executed. If necessary, national execution may be replaced by direct execution for part or all of the programme to enable response to *force majeure*. Harmonised Approach to Cash Transfers (HACT), will be used in a coordinated fashion with other UN agencies to manage financial risks. Cost definitions and classifications for programme and development effectiveness will be charged to the concerned projects.”

# IV. Monitoring and Evaluation

This section outlines the approach to monitoring and evaluation of the programme, with a strong focus on monitoring, data collection, analysis and reporting.As the programme unit plans its activities through the country programme period, it is important to plan how the unit will check its progress towards the agreed development goals and outcomes, produce evaluation findings to support change, aid knowledge-gathering and inform the work of UNDP. If there are issues with globally available or national data (availability, quality, periodicity of update, reliability, disaggregation by sex), note how this will this be addressed, including through national capacity development for monitoring, assurance and evaluation. Highlight any innovative methods that will be used to make monitoring and assurance more inclusive and in support of real time decision making.

This section should also indicate how the evaluation function and other sources of information will be used, through on-going learning and adaptation, to strategically shape policy advice and advocacy, and programme design and implementation.

In looking at data issues, this section also needs to highlight how UNDP will work with other UN agencies, multilateral and bilateral partners to strengthen national M&E and, more broadly, statistical, systems so that *country capacities* for analysis, reflection and learning with regard to monitoring sustainable development progress can be built-up over time. To the extent possible, note what nationally-owned sources of data, analysis and evidence will be used to track UNDP contributions to national results, measured through national M&E/statistical systems.

#### Guidance:

The number of CPD outcomes should not exceed the maximum allowed based on the country office typology (typically between 2 to 4, in exceptional crisis contexts up to 5.) These outcomes are be copied verbatim from the Cooperation Framework (i.e. CPD outcomes *are*Cooperation Framework outcomes). In cases where the number of relevant Cooperation Framework outcomes exceed the maximum allowed, UNDP should select those which the organization PRIMARILY contributes to (based on thorough analysis of UNDP’s role vis-à-vis others), consistent with UNDP’s organizational priorities as reflected in the Strategic Plan.

The ideal mix of CPD outcome and output indicators should reflect the monitoring of SDG progress in the country through a combination of the relevant *corporate* IRRF outcome/output indicators and a select number of country-specific and SDG indicators, as relevant, drawn from the Cooperation Framework. Since CPDs inherit outcome indicators verbatim from the Cooperation Framework, it is important for UNDP to work with the UNCT during Cooperation Framework preparations to include relevant outcome indicators at that stage.

In cases where UNDP contributes significantly to more Cooperation Framework outcomes than the primary allowed, additional indicators from other Cooperation Framework outcomes could be inserted in the Results and Resources Framework under the most relevant primary outcome to ensure that UNDP can monitor and report on our full contribution. CPD outputs should be drawn, to the extent possible, from Cooperation Framework/joint work plan outputs. If this is not possible, it should be clear to which Cooperation Framework/joint work plan outputs that UNDP outputs contribute.

For the purposes of this Results and Resources Framework, UNDP’s contributions to areas of support and results under additional Cooperation Framework outcomes not covered under the primary CPD outcomes can be included as indicative outputs under the most relevant primary CPD outcomes. The logic should be explained in summary in the narrative section under programme priorities (section II) driven by evidence and analysis described in the programme rationale (section I).

If the gender dimension is not visible at the level of outcomes, it should be explicit at the output level: includes specific gender equality outputs, indicators and targets. Ensure that indicators and targets are gender sensitive and/or have data disaggregated by sex. Include provision to ensure adequate human and financial resources to monitor and report on gender-related progress towards results. Resource planning for CPDs should consider what will be required to effectively implement actions and achieve results related to gender equality and women’s empowerment and ensure adequate human and financial resources to monitor and report on gender-related progress towards results **(remember that the UNDP Gender Equality Strategy requires that at least 15% of UNDP’s budget should be invested on gender specific interventions.)**

Delineation of M&E budgets is required under the revised Evaluation Policy (2019).

**Evaluation**

The timed and fully costed evaluation plan should be strategic, practical, cost-effective and include evaluations of different types (final and mid-term project, outcome, etc.). While it is important that it includes all mandatory evaluations and cover projects meeting the benchmarks of the UNDP evaluation guidelines, units should ensure that the plan is an effective learning and accountability tool and not only contain mandatory evaluations. Partners and stakeholders should be included in the development of the evaluation plan.

Evaluation plans should be realistic in terms of the number of evaluations planned, including the timing. Evaluation plans are not a static document, but that they can be changed along the way if necessary. The specific requirements, as well as more information and support regarding evaluation plan development, can be found in Section 3 of the UNDP evaluation guidelines.[[2]](#footnote-2)

#### ANNEX A: RESULTS AND RESOURCES FRAMEWORK *(to be an integral and translated part of the CPD that is translated and submitted to the Executive Board)*

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **NATIONAL PRIORITY OR GOAL:** *(Related to SDGs that are most relevant to the outcome)* | | | | |
| **COOPERATION FRAMEWORK (OR EQUIVALENT) OUTCOME INVOLVING UNDP #1:** *(Copied verbatim from Cooperation Framework/equivalent, this becomes the CPD outcome. Between 2-4 can be included in the RRF, depending on the country typology* | | | | |
| **RELATED STRATEGIC PLAN OUTCOME:** *(Copied verbatim from the Strategic Plan 2022-2025 outcomes. Outcome 1: Structural transformation accelerated, particularly green, inclusive and digital transitions; Outcome 2: No one left behind, centring on equitable access to opportunities and a rights-based approach to human agency and human development; Outcome 3: Resilience built to respond to systemic uncertainty and risk.)* | | | | |
| **COOPERATION FRAMEWORK OUTCOME INDICATOR(S), BASELINES, TARGET(S)** | **DATA SOURCE AND FREQUENCY OF DATA COLLECTION, AND RESPONSIBILITIES** | **INDICATIVE COUNTRY PROGRAMME OUTPUTS *(including indicators, baselines targets)*** | **MAJOR PARTNERS / PARTNERSHIPS**  **FRAMEWORKS** | **ESTIMATED COST BY OUTCOME (US$)** |
| *Indicator: Country programmes will adopt relevant outcome indicators from the Cooperation Framework, which should be derived from relevant country-specific SDG indicators unless justified otherwise. In cases of weak data sources for outcome indicators, country offices may adopt proxy and/or country-specific outcome indicators until data sources are sufficiently strengthened.**Baseline (year): Target (year):*   * *Where relevant, baselines and targets should be disaggregated by sex and other targeted groups.* | * *Cite sources of data for each indicator that will generate evidence base for measuring outcome-level change.* * *If data and/or disaggregated data is unavailable at the time of programme formulation, this should be noted here and a brief explanation of when, how and which partner will devise the baseline and set the target.* | *Output 1.1: Outline indicative UNDP outputs that support achievement of the outcome, along with indicative output indicators to measure progress in delivering them. To be finalized with national counterparts, other partners and UNCT during preparation of operational documents.*   * *Indicative Indicator 1.1:*   *Baseline (year):*  *Target (year):*  *Data source, frequency*  *Special emphasis should be paid to including target group-explicit indicators, as well as target group-disaggregated indicators, e.g., sex, age, rural/urban, persons with disabilities, etc.* | *Identification of key government, UN, civil society, private sector, donor and other development partners and /partnership frameworks involved in programming in this sector or area and with whom UNDP will collaborate to achieve the results.* | **Regular** |
| **Other**  *Specify the estimated amount of resources required to achieve the outcome by careful costing. Disaggregate the amount by regular and other resources.* |
| *[…] Repeat as necessary – ensuring no more than FOUR outcomes are included.* |  |  |  | **Regular** |
| **Other** |

**ANNEX B**. **FULLY-COSTED EVALUATION PLAN *(for submission to the Executive Board as an annex to the CPD but not translated)***

|  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **UNDAF (or equivalent)**  **Outcome** | **UNDP Strategic Plan Outcome** | **Evaluation Title** | **Partners (joint evaluation)** | **Evaluation commissioned by (if not UNDP)** | **Type of evaluation** | **Planned Evaluation Completion Date** | **Estimated Cost** | **Provisional Source of Funding** |
| Copied verbatim from the Cooperation Framework / equivalent / CPD | Cite relevant Strategic Plan outcome | E.g. Mid-term outcome evaluation: Energy and Environment Portfolio | List all partners. E.g. UN organizations; government partners, such as national ministry; donor; etc. | E.g. Ministry of Environment; GEF | E.g. Cooperation Framework/equivalent, CPD, outcome, thematic, programme / project, GEF, etc.  **Note**: Evaluative exercises may vary in size and scope but they should all help produce intelligence outcome-level performance. All evaluations should meet UNEG gender standards. | E.g. June 2023  **Note:** Timing and nature of evaluation to be determined by performance and learning needs based on testing of theory of change that underpins strategy towards each outcome | Consider the following expenses: Evaluators and external advisers, and expenses related to their duties; expert advisory panel members (if any); travel; stakeholders consultations; data collection, and analysis tools and methods; supplies (office, computer, software, etc.); communication costs; publication and dissemination  Examples of average annual evaluation costs can be found in the annual report on evaluation. | E.g. project budget; donor; M&E budget; etc. |
|  |  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |

**Attachment I: Resource Mobilization Target (RMT) Table and Guidance Note**

This guidance note is provided to assist UNDP Country Offices in preparing the Resource Mobilization Target (RMT) table which forms an integral part of the Country Programme Document (CPD). The RMT represents the summary of UNDP programme resources, by funding source, targeted for mobilization. Accordingly, it represents the total UNDP programme resources estimated as available during the CPD time period. It is integrally linked to and summarizes the financial parameters within the Results and Resources Framework of the CPD (‘Indicative resources by outcome’ column).

I. Format and time period

The standard format of the RMT table, provided at the end of this document, should be followed. The RMT table consists of two sections: UNDP Regular Resources (core) and UNDP Other Resources (non-core) and three columns: Source of Funding, Amount and Comments.

The period of time covered by the RMT table is the same as the CPD time period. CPD periods normally range from three to five years. One- or two-year extensions of CPDs are permitted under certain circumstances. The RMT table also needs to be prepared when a CPD is extended.

In case of CPD extensions please indicate the original CPD period, the years for which the CPD has been extended and the new revised/extended CPD period. The RMT should reflect figures for the entire revised/extended CPD period. For example, enter the TRAC-1 assignments from the original CPD period plus the new TRAC-1 assignments for the years of extension.

II. METHODOLOGY AND SOURCES OF DATA

**1. Estimated carryover (TRAC-1 + TRAC-2 resources only)**

In this column enter the amount of the estimated carryover of TRAC-1 and TRAC-2 resources into the first year of the CPD period. This figure can be derived from the “[RMT Assistant](https://intranet.undp.org/unit/bom/opb/Documents/Forms/AllItems.aspx)”.

## The carryover is the resources carried over from the previous CPD period into the first year of the new CPD period. It includes all resources up to the last year of the previous CPD. In case of a CPD extension, there is no need to recalculate this amount. Use the carryover figure indicated in the RMT of the original CPD period.

# 2. TRAC-1

Enter the total annual TRAC-1 assignments for the years corresponding to the time period of the CPD. It should be noted that the TRAC-1 resources indicated in the RMT are estimates. The actual amount released may differ from the figures in the RMT depending on the actual level of voluntary contributions to UNDP regular resources. Decision 2013/4 endorsed a protection measure to shield resource allocations with respect to TRAC-1 from the impact of programming base levels potentially falling below $700 million. This figure can be derived from the “[RMT Assistant](https://intranet.undp.org/unit/bom/opb/Documents/Forms/AllItems.aspx)”.

# 3. TRAC-2

Enter the total annual TRAC-2 assignments for the years corresponding to the time period of the CPD. TRAC-2 resources are assigned by Regional Bureaux.

# 4. TRAC-3

Enter the amount attributable to the CPD period as confirmed by the fund manager of TRAC-3 resources.

**5. South-South contributions**

Enter the total contributions from other programme countries expected to be mobilized during the CPD period.

**6. Government Cost Sharing and Third Party Cost Sharing**

Enter separately the total of government and third party cost sharing expected to be mobilized during the CPD period as reflected in the *Results and Resources Framework* of the *Indicative resources by outcome* column). Please note that all amounts should be denominated in US dollars.

**7. Thematic funds**

This includes funds from UNDP-administered funding windows, and other resources mobilized that are tied to specific themes. Indicate each source of funding and corresponding amount.

**8. Funds, trust funds and other resources**

These include funds from UNDP-administered funds such as UNCDF and UNV, sustainable development funds such as GEF, Montreal Protocol and other trust funds. In “Source of funding” column list each source of funding individually. In “Amount” column, first enter the total amount to be mobilized from all funds, and then, under “of which” specify the amount per source of funding as reflected in the *Results and Resources Framework* of the CPD (see *Indicative resources by outcome* column). **(Do not include funds from regional and global programmes, or MSAs.)**

III. CLEARANCE

The Regional Bureau confirms the reasonableness of the estimated resources for each funding source. It also confirms the alignment of the financial resources included in the RMT with the CPD (see *Indicative resources by outcome* column).

The Office of Financial Management (OFM) confirms the estimated TRAC-1 and TRAC-2 carryover, and TRAC-1 and TRAC-2 assignments covering the CPD period.

Country Programme Document (CPD)

**RESOURCE MOBILIZATION TARGET TABLE**

(In thousands of United States dollars)

## Country: *(name of country)*

**Country:**

**Period:** *(from start year – to end year)*

**For CPD extensions only:**

**Original CPD period:** *(from start year – to end year)*

**Extended for** *(number of years)* **from** *(year)* **to end of** *(year)*

**Revised period:** *(from start year – to end year)*

|  |  |  |
| --- | --- | --- |
| **Source of Funding** | **Amount** | **Comments** |
| **UNDP REGULAR RESOURCES** |  |  |
| TRAC-1 and TRAC-2 estimated carryover |  | *[This can also be negative]* |
| TRAC-1 \* |  | Assigned immediately to country for the CPD period |
| TRAC-2 |  | Assigned by the Regional Bureau |
| TRAC-3 |  | Assigned by the fund manager of TRAC-3 resources  *For countries in special development situations only* |
| **Subtotal** |  | *Subtotal of Regular Resources* |
| **UNDP OTHER RESOURCES** |  |  |
| Government Financing |  |  |
| South-South contributions |  | *Includes resources contributed by programme countries* |
| Third-party cost sharing |  | *Includes resources from donors, NGOs, World Bank, etc.* |
| Funds, trust funds and other  Of which: |  | *Includes UNCDF, UNV, GEF, Montreal Protocol and other trust funds. Specify the total, and amount per fund under “of which”]* |
| Thematic funds  Of which: |  | *This includes funding windows and/or other contributions tied to themes. Specify the total, and amount per individual funding source under “of which”* |
| **Subtotal** |  | *Subtotal of Other Resources* |
| **GRAND TOTAL** |  | *Grand Total Regular and Other Resources* |

**Cleared by:**

**Regional Bureau Office of Financial Management/BMS**

\* It should be noted that the TRAC-2 resources indicated are estimates only. The actual amount released may differ depending on the actual level of voluntary contributions to UNDP regular resources. With respect to TRAC-1 resource levels, decision 2013/4 endorsed a protection measure to shield resource allocations with respect to TRAC-1 from the impact of programming base levels potentially falling below $700 million.

Abbreviations: (The following are samples. Use only what you need.) TRAC = target for resource assignment from the core; UNCDF = United Nations Capital Development Fund; UNIFEM = United Nations Development Fund for Women; UNV = United Nations Volunteers; GEF = Global Environment Facility.

**ATTACHMENT II. COUNTRY OFFICE PROFILE, INCLUDING CAPACITIES AND RESOURCING TO ACHIEVE THE PROGRAMME**

The Cooperation Framework/equivalent and CPD set out the strategy for country partnership, policy and programmatic content. The Integrated PAC will consider the country presence, capacities and resourcing required to achieve a proposed programme along with the draft CPD. This will provide complementary insight into the capacity UNDP needs to attach to the strategy.

The CO Profile includes:

* Project resources and timeframe for the CPD period
* UN Profile in the country
* Overview of the proposed programme mapped against the Strategic Plan
* Delivery trends over the past programme period
* CO staffing and leadership
* Donor partnership profile
* Resource mobilization and pipeline strategy
* Performance against key institutional indicators

**ATTACHMENT III. ONE PAGE DIAGRAM OF THE THEORY OF CHANGE FOR THE PROGRAMME**

(See ToC guidance for more information)

1. Digitalization, Development Financing, and Strategic Innovation. [2021- 2025 Strategic Plan IRRF](https://www.undp.org/sites/g/files/zskgke326/files/dp2021-28_Annex%202_1.docx#:~:text=UNDP%20Strategic%20Plan%2C%202022%2D2025%2C%20describes%20the%20future%20direction,Strategic%20Plan%20for%202018%2D2021.&text=The%20UNDP%20approach%20will%20be,development%20impact%20and%20support%20delivery.)  [↑](#footnote-ref-1)
2. http://web.undp.org/evaluation/guideline/documents/PDF/UNDP\_Evaluation\_Guidelines.pdf [↑](#footnote-ref-2)