



**ANNEX I – ADDITIONAL INFORMATION ON THE  
NATIONAL CONSULTANT FOR EXTERNAL EVALUATION OF PROJECT ACHIEVEMENTS,  
EFFECTIVENESS AND LESSONS LEARNED**

**Key questions and aspects to be assessed**

**A. Relevance of the project**

- Relevance of the project in the overall development agenda of Macedonia
- Was the project developed to address and did it implement the right things?
- Are the activities and outputs of the programme consistent with the overall goal and objectives of the project?

**B. Effectiveness of the project**

- To what extent were the objectives achieved?
- What were the major factors influencing the achievement or non-achievement of the objectives?

**C. Efficiency of the project**

- Were the activities cost-efficient?
- Were objectives achieved on time?
- Was the programme or project implemented the most efficient way compared to alternatives?  
This includes overall project organization and processes.

**D. Effects and impact of the project**

- Effects of raising the awareness of the crisis management issues at central and local level
- What has happened as a result of the programme or project?
- What real difference has the activity made to the beneficiaries?
- How many people have been affected?

**E. Sustainability of the project**

- To what extent will the benefits of the project continue after donor funding ceased?
- What are the major factors influencing the achievement or non-achievement of sustainability of the project?
- Was there an exit strategy and to what extent did it contribute to sustainability?



- Which products and instruments can be codified and standardized for future and how?

#### **F. Partnerships and coordination**

- Who were the partners involved in the design and implementation of the project (UNDP, CMC, national institutions, local authorities and organizations, NGOs, etc)?
- What value did the different partners add?
- How coherent was the project/programme with the development agendas of the different institutions involved and how did this affect the project/programme (positively and negatively);
- What were the key factors contributing to building good partnerships?
- Are the municipalities the best vehicle to approach and implement the small-scale disaster risk reduction activities as designed with the project?

#### **G. Gender and Human Rights**

- To what extent did the project take the gender dimension into account?
- Has project succeeded in gender mainstreaming in crisis management?
- Did the project consider a rights-based approach?
- Was the overall project model and approach to addressing crisis management/disaster risk reduction fair and based on equal opportunities?

#### **H. Recommendations**

- Exit strategies to ensure sustainability
- Identification of potential organizations/agencies to further support the intervention if needed

##### ➤ *Reporting plan*

The Consultant shall report to the UNDP Project Manager. S/he shall closely cooperate with the project team and the beneficiaries from the Crisis Management Centre.

##### ➤ *Communication*

During the fulfillment of his/her works, the Consultant shall ensure regular communication and exchange of findings with UNDP prior to the delivery of expected results. The Consultant shall ensure quality and timely deliver the expected results and will inform the Project Manager for the processes and the expected result. Expected results have to be accepted and approved by the Project Manager.



Organization of the planned activities and events (meetings, field visits, presentations etc), shall be responsibility of the National Consultant and logistical support/costs has to be envisaged and shall be included in the lump sum amount of the offer.

The relevant documentation and baseline information shall be provided by UNDP and shared with the National Consultant in advance.

➤ *Ownership*

The produced materials shall be property of the UNDP and CMC, meaning that UNDP shall hold the copyrights of the developed documents. All produced documents shall be used by the UNDP and CMC in accordance with their needs and viewpoints and without consulting and approval of the Consultant.