



27 July 2020

## INDIVIDUAL CONSULTANT PROCUREMENT NOTICE

for individual consultants and individual consultants assigned by consulting firms/institutions

<b>Country:</b>	<b>Viet Nam</b>
<b>Description of the assignment:</b>	<b>01 International Consultant and 02 National Consultants for One Strategic Plan 2017-2021 Evaluation Viet Nam</b>
<b>Period of assignment/services (if applicable):</b>	<b>August – November 2020 01 International Consultant (Team Leader): 30 working days 02 National Consultants (Team Members): 35 working days/each</b>
<b>Duty Station:</b>	<b>International Consultant: Home-based (either outside or inside Viet Nam) National Consultants: Ha Noi, Viet Nam</b>
<b>Tender reference:</b>	<b>A-200702</b>

1. Submissions should be sent by **email** to: [quach.thuy.ha@undp.org](mailto:quach.thuy.ha@undp.org) no later than:

**23.59 hrs., Thursday 06 Tuesday 18 August 2020 (Hanoi time)**

**With subject line: A-200702-1-International Consultant for One Strategic Plan Evaluation**

**Or A-200702-2-National Consultants for One Strategic Plan Evaluation**

Submission received after that date or submission not in conformity with the requirements specified this document will not be considered.

### **Note:**

- Any individual employed by a company or institution who would like to submit an offer in response to this Procurement Notice must do so in their individual capacity, even if they expect their employers to sign a contract with UNDP.
- Maximum size per email is **30 MB**.
- Any request for clarification must be sent in writing, or by standard electronic communication to the address or e-mail indicated above. Procurement Unit – UNDP Viet Nam will respond in writing or by standard electronic mail and will send written copies of the response, including an explanation of the query without identifying the source of inquiry, to all consultants.
- After submitting proposal, bidder should send notification by email (without attachment) to: [procurement.vn@undp.org](mailto:procurement.vn@undp.org) informing that the bidder has submitted proposal. UNDP will not

be responsible for the missing of proposal if the bidder does not send notification email to above address.

- Female consultants are encouraged to bid for this required service. Preference will be given to equally technically qualified female consultants.

**2. Please find attached the relevant documents:**

- [Term of References](#)..... (Annex I)
- [Individual Contract & General Conditions](#)..... (Annex II)
- [Reimbursable Loan Agreement](#) (for a consultant assigned by a firm).....(Annex III)
- [Letter to UNDP Confirming Interest and Availability](#)..... (Annex IV)
- [Financial Proposal](#).....(Annex V)

**3. Interested individual consultants must submit the following documents/information (in English, PDF Format) to demonstrate their qualifications:**

**a. Technical component:**

- Signed Curriculum vitae
- Signed Letter to UNDP Confirming Interest and Availability
- Copy of 1-3 publications/writing samples on relevant subject.
- Letter of Introduction
- Reference contacts of past 4 clients for whom you have rendered preferably the similar service (including name, title, email, telephone number, address...)

**b. Financial proposal (with your signature):**

- The financial proposal shall specify a total lump sum amount in **US dollar for International Consultant** including consultancy fees and all associated costs i.e. airfares, travel cost, meal, accommodation, tax, insurance etc. – see format of financial offer in Annex V.
- Please note that the cost of preparing a proposal and of negotiating a contract, including any related travel, is not reimbursable as a direct cost of the assignment.
- If quoted in other currency, prices shall be converted to the above currency at UN Exchange Rate at the submission deadline.

**4. Evaluation**

The technical component will be evaluated using the following criteria:

**01 International Consultant - Team Leader**

No.	Consultant’s experiences/qualification related to the services	Max points
1.	<b>Relevant qualifications: Advanced University Degree (Masters or PhD) in political science, public administration, development studies, law, human rights or other relevant field</b>	<b>150</b>
2.	<b>Relevant experiences/knowledge</b>	<b>850</b>
2.1	Minimum fifteen years of relevant professional experience	100
2.2	Experience in conducting evaluation: A strong record in designing and leading evaluations	150

2.3	Extensive knowledge of, and experience in applying, qualitative and quantitative evaluation methods	100
2.4	Demonstrated managerial competence and experience in organizing, leading and coordinating evaluation teams at the international level	100
2.5	Technical competence in undertaking complex evaluations which involve use of mixed methods	100
2.6	Prior experience in working with multilateral agencies	100
2.7	Knowledge of UN role, UN reform process and UN programming at the country level, particularly UNDAF/UNCF: Strong experience and knowledge of the UN programming principles including leaving no one behind LNOB, human rights, gender equality and women's empowerment, sustainability and resilience, and accountability	150
2.8	Fluency in English, excellent oral, written, communication and reporting skills	50
	<b>Total</b>	<b>1000</b>

## 02 National Consultants-Team Members

No.	Consultant's experiences/qualification related to the services	Max points
<b>1.</b>	<b><i>Relevant qualifications: Advanced University Degree (Master or PhD) political science, public administration, development studies, law, human rights or other relevant field</i></b>	<b>150</b>
<b>2.</b>	<b><i>Relevant experiences/knowledge</i></b>	<b>850</b>
2.1	Minimum of ten years of relevant professional experience	100
2.2	Technical competence in undertaking complex evaluations which involve use of mixed methods	150
2.4	Strong data collection and analysis skills; Prior experience in working with multilateral agencies	100
2.5	Knowledge of UN role, UN reform process and UN programming at the country level, particularly UNDAF: Strong experience and knowledge in the UN programming principles including leaving no one behind LNOB, human rights, gender equality and women's empowerment, sustainability and resilience, and accountability;	150
2.6	In-depth knowledge and strong research record of Viet nam socio-economic development	100
2.7	Process management skills such as facilitation skills and ability to negotiate with a wide range of stakeholders Experience in conducting evaluation of an UNDAF especially the one of the similar country context is considered a strong asset	100

2.8	Fluency in English and Vietnamese, excellent oral, written, communication and reporting skills	100
2.9	Experience in translation and interpretation	50
	<b>Total</b>	<b>1000</b>

A two-stage procedure is utilized in evaluating the submissions, with evaluation of the technical components being completed prior to any price proposals being opened and compared.

The price proposal will be opened only for submissions that passed the minimum technical score of 70% of the obtainable score of 1000 points in the evaluation of the technical component. The technical component is evaluated on the basis of its responsiveness to the Term of Reference (TOR). Maximum 1000 points will be given to the lowest offer and the other financial proposals will receive the points inversely proportional to their financial offers. i.e.  $S_f = 1000 \times F_m / F$ , in which  $S_f$  is the financial score,  $F_m$  is the lowest price and  $F$  the price of the submission under consideration.

The weight of technical points is 70% and financial points is 30%.

Submission obtaining the highest weighted points (technical points + financial points) will be selected subject to positive reference checks on the consultant's past performance.

Interview with the candidates may be held if deemed necessary.

## 5. Contract

“Lump-sum” Individual Contract will be applied for freelance consultant (Annex II)

“Lump-sum” RLA will be applied for consultant assigned by firm/institution/organization (Annex III)

Documents required before contract signing:

- International consultant whose work involves travel is required to complete the courses on BSAFE which is the new online security awareness training and submit certificate to UNDP before contract issuance.
- Note: In order to access the courses, please go to the following link: <https://training.dss.un.org>  
The training course takes around 3-4 hours to complete.
- Full medical examination and Statement of Fitness to work for consultants from and above 65 years of age and involve travel. (This is not a requirement for RLA contracts).
- Release letter in case the selected consultant is government official.

## 6. Payment

UNDP shall effect payments to the consultant (by bank transfer to the consultant's bank account provided in the vendor form upon acceptance by UNDP of the deliverables specified the TOR.

Payments are based upon outputs, i.e. upon delivery of the products specified in the TOR.

If two currencies exist, UNDP exchange rate will be applied at the day UNDP instructs the bank to effect the payment.

## 7. Your proposals are received on the basis that you fully understand and accept these terms and conditions.



**Terms of Reference for Evaluation Team  
for One Strategic Plan 2017-2021 Evaluation  
Viet Nam, 2020**

(July 2020)

1 International Consultant

2 National Consultants

Duty Station:

International Consultant: Homebased (either outside or inside of Viet Nam)

National Consultants: Ha Noi, Viet Nam

## 1. BACKGROUND

The One Strategic Plan (OSP), the third generation Delivering as One (DaO) UN Development Assistance Framework (UNDAF), was signed in July 2017 for the period 2017-2021. The OSP represents the programmatic and operational framework for delivering UN support to the Government of Viet Nam (GOVN) and Vietnamese people and establishes how the UN will Deliver as One in support for the implementation of SDGs and national development priorities.

With the participation of 15 resident agencies, including FAO, ILO, IOM, IFAD, UNAIDS, UNDP, UNESCO, UNFPA, UN- Habitat, UNICEF, UNIDO, UNODC, UNV, UN Women and WHO and 4 non-resident agencies, including ITC, IAEA, UNCTAD and UNEP, the OSP 2017-2021 is built on the three principles of inclusion, equity and sustainability, and is well aligned with Viet Nam's Socio-Economic Development Strategy (SEDS) 2011-2020, its Socio- Economic Development Plan (SEDP) 2016-2020, the Sustainable Development Goals (SDGs), as well as Viet Nam's international human rights commitments.

The OSP has four focus areas, shaped by the five central themes of Agenda 2030 (People, Planet, Prosperity, Peace, and Partnership), with nine related outcomes and direct contributions to the 17 SDGs, and highlighting the UN role in policy advocacy and advice to Viet Nam. The OSP is supported by a Common Budgetary Framework (CBF) with an overall estimated budget of approximately USD 423 million, also including a detailed common results matrix with measurable outcome indicators, targets and means of verification.

UN-supported programmes and projects within the OSP framework have been designed and are being implemented by national implementing partners and participating UN agencies in line with the GOVN's regulations on management and utilization of ODA and concessional loans. The GOVN and the UN continually work on joint efforts to identify and mobilize additional non-core funding sources for the implementation of the OSP.

The "fit-for-purpose" coordination architecture for delivering the DaO and OSP was set up in 2017 in line with the global DaO Standard Operating Procedures (SOPs). This includes a Joint Government-UN DaO Steering Committee (JSC) which is responsible for providing policy and programme oversight on strategic matters pertaining to both DaO and OSP implementation. Internally, the UN Country Team in Viet Nam (UNCT) established five Joint Results Groups, five cross-cutting Thematic Groups, a Programme Management Team (PMT), and other inter-agency working groups for OSP implementation. This architecture was trimmed down in late 2019 for a more efficient and coordinated operation following the 2018 UN Development System (UNDS) reform.

In 2018, the UN launched the UNDS Reform, which went into effect on 1 January 2019 and aims for a much more effective, coordinated, transparent and accountable UN development system dedicated to implementing the 2030 Agenda for Sustainable Development. Accordingly, a series of innovations were implemented at the country level, including the reinvigorated Resident Coordinator (RC) system and the strengthening of joint implementation & support to the SDGs. Importantly, the General Assembly resolution 72/279 elevates the UNDAF (now renamed the United

Nations Sustainable Development Cooperation Framework - UNSDCF or CF) as “the most important instrument for planning and implementation of the UN development activities at country level in support of the implementation of the 2030 Agenda for Sustainable Development (2030 Agenda).” The UNSDCF now guides the entire programme cycle, driving planning, implementation, monitoring, reporting and evaluation of collective UN support for achieving the 2030 Agenda. The UNSDCF reflects the UN development system’s contributions in the country and shapes the configuration of UN assets required inside and outside the country. These innovations created impact on the way the UN in Viet Nam operates as well as its progress in delivering OSP expected outcomes.

The outbreak of the novel coronavirus disease (COVID-19) in early 2020 has resulted in new priorities for the UN work in the first two quarters of 2020 with the focus on accessing and responding to the pandemic’s impact. COVID-19 is also anticipated to cause delays in OSP implementation as well as possible changes to UN support in Viet Nam in the following years.

In line with the most updated UNSDCF evaluation guidance, in order to learn from past and current work and to inform the future UNSDCF design and implementation, the UNCT decides to launch the OSP Evaluation in May 2020 prior to the start of the subsequent UNSDCF design cycle (including the CCA development). The primary users of the evaluation are the decision-makers within the UNCT, including non-resident UN agencies, their respective executive boards, key government counterparts, and civil society. In addition, bilateral and multilateral donors, and the broader development partners are also seen as important audience of the evaluation.

## **2. OSP EVALUATION AND ITS CONTEXT**

The OSP evaluation is a mandatory system-wide country evaluation that adheres to UNEG Norms and Standards and the programming principles of the UNDAF/CF. Its focus is both on the development results achieved, as well as the identification of internal gaps and overlaps. The OSP evaluation follows the most updated evaluation guidance<sup>1</sup> which addresses the previous UNDAF evaluation guidance’s shortcomings and establishes a method and a system that would be fit for being the main accountability and learning instrument for the collective UN system support at the country level.

The OSP Evaluation is prepared and conducted with a number of advantages and challenges as follows:

### ***Advantages:***

- ✓ The OSP’s resource and result framework (RRF) consisting of 9 outcomes with clear statement in line with the SDGs and national development priorities/goals and a selection of outcome indicators in line with SDG indicators to measure UN contribution;
- ✓ The close and trusted partnership between the UN and GOVN and other stakeholders in designing, managing, implementing and monitoring UN-supported programmes/projects

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<sup>1</sup> ***UNCF Evaluation guideline revision 5 (July 2019):*** During the transition period, the Cooperation Framework evaluations may still be examining contributions made under UNDAF rather than Cooperation Framework, given the reflective nature of evaluation. These guidelines equally apply to such cases.

- ✓ Available evaluations/programme reviews having provided or having the potential to provide independent evidence of UN contributions in four OSP focus areas;
- ✓ UN annual reports with results and highlight stories of the UN work, showing evidences of UN contribution to OSP outcomes;
- ✓ A rich UN Info database capturing all UN work and support in Viet Nam;

**Challenges:**

- ✓ The information on the OSP theory of change is provided but needs to be more structured
- ✓ Some outcome indicators don't have baseline and updated data
- ✓ Limited awareness of implementing agencies (including GOVN agencies) about the OSP and the One UN process since they mostly focused on their own programmes/projects supported by specific UN agencies
- ✓ The COVID-19 pandemic and measures to prevent its spread-out may create difficulties and delays in information/data collection which requires the evaluation to apply innovative and adaptive methods

**3. PURPOSE AND OBJECTIVES**

The overall **purposes** of the OP Evaluation are:

- To support greater learning about what works, what doesn't and why in delivery of the OSP's outcomes: The OSP evaluation will provide important information for strengthening programming and results at the country level, specifically informing the planning and decision-making for the future UNSDCF (2022-2026) and for improving UN coordination at the country level. Lessons learned and good practices documented from the evaluation will inform the GOVN (who the co-owner of the OSP) as well as donors, civil society and other key OSP stakeholders on further collaboration with the UN and facilitation of the current OSP implementation and future OSP development. These will also be shared with UN Regional Offices and HQ for potential benefit of other countries.
- To support greater accountability of the UNCT and GOVN to OSP stakeholders: By objectively verifying results achieved within the OSP framework and assessing the effectiveness of the strategies and interventions used, the OSP evaluation will enable the various stakeholders in the OSP process, including national counterparts and donors, to hold the UNCT accountable for fulfilling their roles and commitments.

The **objectives** of the OSP evaluation are:

1. To assess the relevance, effectiveness, and efficiency of the OSP.
2. To assess the coherence of the UN system support
3. To assess the OSP's support to transformational changes



4. To assess the conformity with the crosscutting principles
5. To provide actionable recommendations for the way forward

#### **4. SCOPE**

The OSP evaluation's period is from 2016 to June 2020 to also cover the OSP design phase to draw lessons for the design of the new Cooperation Framework.

The OSP evaluation will cover contributions to OSP outcomes of all programmes, projects and activities conducted in Viet Nam (at both national and sub-national levels) by the UNCT and non-resident agencies. It will also examine the OSP cross-cutting issues and the global UN programming principles (e.g. leaving no one behind LNOB, human rights, gender equality and women's empowerment, sustainability and resilience, and accountability). The OSP evaluation will take into account emerging issues, such as, related to serious droughts, typhoons, and the COVID-19 pandemic in both the evaluation contents (e.g. the UNCT's responsiveness, adaptation and reprioritization) and operation (e.g. methods for managing stakeholder participation and inclusiveness in the COVID context).

The OSP evaluation also assess the contribution and accountabilities of the GOVN (as the co-owner of the OSP together with the UNCT) toward the OSP implementation against the responsibilities identified in the OSP document, specifically in OSP design and approval, implementation, monitoring and reporting as well as in facilitating multi-stakeholder coordination and mechanism and mobilizing resources for smooth and efficient OSP implementation. Findings and recommendations on the above will be extremely useful for the GOVN partners to strengthen and identify (together with the UN) relevant coordination and implementation modalities for the next UNSDCF.

Due consideration should be given to the activities of agencies without a formal country programme, activities implemented as part of global or regional programmes and projects, and the activities of non-resident agencies.

In principle, the OSP evaluation does not evaluate the individual programmes or activities of UN agencies, but build on the available programme and project evaluations conducted by each agency. Where a paucity of data necessitates a quick assessment of a contribution, this should be carried out (based on efficient use of human and financial resources available) using appropriate evaluation methodologies (see Section 6 on evaluation methodology) that identify contributions at the outcome level and ascertain the plausibility of causal relationships between activities and outcomes.

The evaluation will be conducted mainly in Hanoi with 2 field visits at maximum. These visits should be proposed by the Evaluation Team in the inception report in consideration of data availability and areas for in-depth analysis and upon UN approval, cost for field trips will be paid separately following UN-EU cost norms in a contract amendment.

## 5. EVALUATION QUESTIONS

The OSP evaluation with its evaluation report aims to answer multiple questions primarily identified as follows:

### 1) *Relevance, effectiveness, and efficiency of the OSP*

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- **Relevance**
  - ✓ To what extent the OSP strategic areas and outcomes are consistent with country needs, national priorities, the country's international and regional commitments, including on SDGs, leaving no one behind, human rights, sustainable development, environment, and gender equity?
  - ✓ How resilient, responsive and strategic the UNCT was in addressing emerging and emergency needs? For example, in assessing the COVID-19 impacts and in reprioritizing/adapting its support to provide timely support to the country and to ensure the achievement of the OSP outcomes.
  - ✓ To which extent the UN's comparative advantages and unique mandates (that other stakeholders would not/cannot have) are relevant with the OSP strategic areas (especially in addressing sensitive issues) and help strengthen the UN position, credibility and reliability of the UN as a partner for the GOVN and other actors in the efforts to achieve the SDGs in Viet Nam?

#### **Effectiveness**

- ✓ To which extent the UNCT contributed to, or is likely to contribute to, the outcomes defined in the OSP? The evaluation should also note how the unintended results, if any, have affected national development positively or negatively and to what extent have they been foreseen and managed.
- ✓ How effective was the GOVN's roles in contributing to OSP design and approval, implementation, monitoring and reporting as well as in facilitating multi-stakeholder coordination and mechanism and mobilizing resources for smooth and efficient OSP implementation?

#### **Efficiency**

- ✓ To which extent the OSP outcomes were achieved/contributed to with the appropriate amount of resources, maintenance of minimum transaction cost (funds, expertise, time, administrative costs, etc.), and within the planned time-framed?
- ✓ How efficient was the 'fit for purpose' UN coordination structure for Delivering as One (DaO) and OSP implementation in jointly supporting Viet Nam in SDG acceleration?

### 2) *Coherence of the UN system support*

- ✓ To which extent the UN system collectively prioritized activities based on the needs (demand side) rather than on the availability of resources (supply side), and reallocated resources according to the collective priorities if necessary?

- ✓ To which extent the OSP strengthened the position, credibility and reliability of the UN system as a partner for the GOVN and other actors, and used effectively as a partnership vehicle?
- ✓ To what extent the OSP strategic interventions by UNCT are compatible with each other and with those of other development partners as well as of the government to achieve the common goals/ outcomes and to deliver quality, integrated, SDG-focused policy support, particularly through joint programming, joint programmes and joint work?
- ✓ To what extent the OSP facilitated the identification of and access to new financing partners?
- ✓ To what extent the OSP reduced transaction costs for partners through greater UN coherence and discipline?
- ✓ Was the OSP supported by an integrated funding framework and by adequate funding instruments? What were the gaps?
- ✓ How has the UNDS reform implemented in Viet Nam and further strengthened the coherence of the UN system support in Viet Nam?

### 3) **Supporting transformational changes**

- ✓ To what extent the UN system support extended in such a way to build national and local capacities and ensure long-term gains?
- ✓ To what extent the UN system contributing to leveraging relevant sources of financing and investment for specific SDGs as part of the OSP beyond relying mostly on UN resources, to ensure the scale of impact necessary for attaining the 2030 Agenda?
- ✓ To what extent the UN system promoted and supported inclusive and sustainable socio-economic changes and growth that leaves no one behind and strengthen ecological foundation of the economy and the society?
- ✓ To what extent the UN system promoted or supported policies that are consistent among each other and across sectors, given the multi-sectoral nature of social and economic development?
- ✓ To what extent the UN system supported the country and the people in strengthening socio-economic and individual resilience and contributed to reducing vulnerability against shocks and crises?

### 4) **Conformity with the crosscutting principles**

- ✓ To what extent the OSP was designed and implemented to promote gender equality?
- ✓ To what extent the obligations of the duty bearers and rights of the right holders were reflected in the OSP and ensured during the implementation?
- ✓ To what extent the OSP was designed and delivered in due consideration to environmental implications.

The list of the questions will be finalized during the inception phase. The Evaluation Team should also elaborate on and translate them into methodological sub-questions in their inception report as well as provide relevant suggestions and solutions in the final evaluation report.

## 6. EVALUATION APPROACH AND METHODOLOGY

### Approach

The OSP Evaluation is a summative evaluation of the OSP and its specified strategic intent and outcomes. It assesses UNCT's contribution to national development outcomes contained in the

OSP's results framework. Given that the OSP outcomes are set at a very high level and are contributed by the work of many stakeholders (not only the UN), establishing the attribution of UN interventions to an observed result at OSP outcome level is infeasible. Therefore, the OSP evaluation will not apply an experimental or quasi-experimental design but use the non-experimental design in which the evaluators will evaluate possible contribution (rather than attribution) of the UNCT to the achievement of the OSP outcomes. The overall approach is participatory and theory-based (using OSP theories of change). The evaluation should integrate gender equality throughout the evaluation<sup>2</sup>, which entails not only analyzing the evaluation questions through a gender lens, but also the process itself should be transparent, participatory, inclusive and ensure fair power relations.

## **Methodology**

The OSP evaluation will be conducted in an inclusive manner and promote national ownership through the meaningful engagement of relevant national partners throughout the evaluation process. The OSP evaluation is independent and adhere to and implement UNEG Norms and Standards. Each Evaluation Team member will be provided with and sign off on the UNEG Code of Conduct for Evaluators, which provides ethical guidelines for the conduct of evaluations.

In general, the methodology of this evaluation includes triangulation and mixed method of quantitative and qualitative data analysis. Followings are standards and considerations for data analysis and data collection:

- **Data Analysis**
  - Provide credible answers to the evaluation questions;
  - Ensure that the information collected is valid, reliable and sufficient to meet the evaluation purposes, scope and approach and that the analysis is logically coherent and complete (and not speculative or opinion-based);
  - Use a mixed method, employing the most appropriate qualitative and quantitative approaches, data types and methods of data analysis;
  - Ensure triangulation of the various data sources to ensure maximum validity, reliability of data and promote use;
  - Apply participatory and utilization-focused approach to involve key stakeholders and boost ownership of the evaluation should be adopted;
  - Ensure a Leave No One Behind lens, particularly gender equality and human rights;
  - Ensure the linkage with the SDGs.

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<sup>2</sup> In line with UNEG Guidance on Integrating Human Rights and Gender Equality in Evaluation: <http://www.uneval.org/document/detail/1616>; all UN system evaluations are assessed against the UN-SWAP Evaluation Performance Indicator: <http://www.uneval.org/document/detail/1452>

- **Data Collection:** The OSP evaluation will draw on a variety of data collection methods including, but not limited to, the followings:
  - Document review focusing on One Plan planning documents, progress reviews, annual reports and past evaluation reports (including UN country programme evaluations, those on projects and small-scale initiatives, and those issued by national counterparts), strategy papers, national plans and policies and related programme and project documents. These should include reports on the progress against national and international commitments.
  - Semi-structured interviews with key stakeholders including key government counterparts, donor community members, representatives of key civil society organisations, UNCT members, and implementing partners.
  - Surveys and questionnaires including right holders meant to benefit from development programmes, UNCT members, and / or surveys and questionnaires involving other stakeholders.
  - Focus Group discussions involving groups and sub-groups of stakeholders, decision-makers.
  - Other methods such as outcome mapping, observational visits, photo stories, etc.

An evaluation matrix will be prepared during the inception phase to present the links between data collection methods, evaluation questions, sources, etc. Additionally, a rapid evaluability assessment will be undertaken during the inception phase to determine the availability of documentation, the quality of the OSP framework and indicators, and gaps in information; this will inform the evaluation approach.

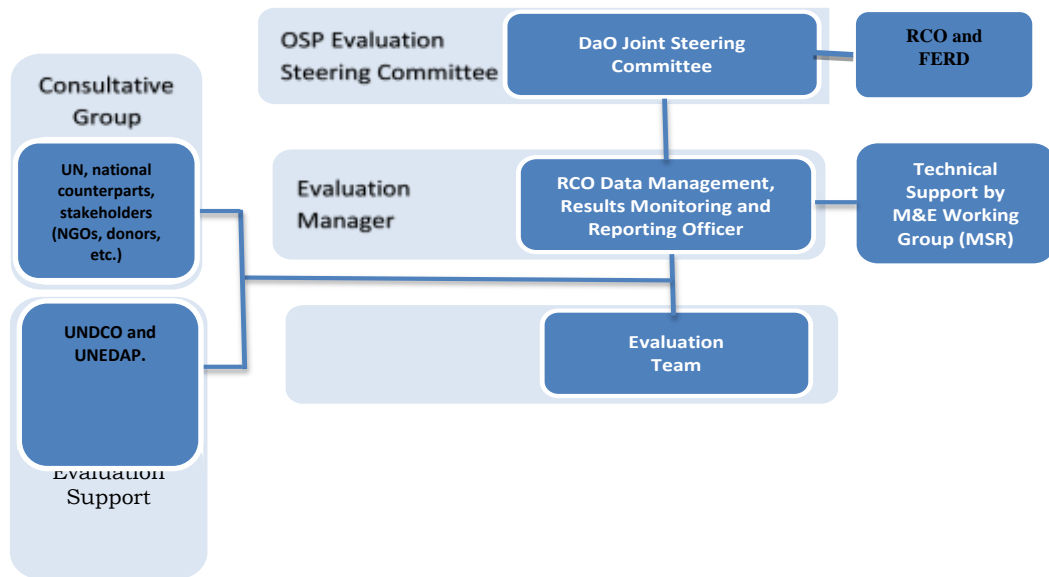
In addition, the precise data collection methods should be identified following:

- Analysis of availability of existing evaluative evidence and administrative data
- Logistical constraints (travel, costs, time, etc)
- Ethical considerations (especially when evaluating sensitive topics such as GBV or in sensitive settings such as post-conflict settings)

The OSP evaluation will use a variety of validation methods to ensure that the data and information used and conclusions made carry the necessary depth, including by sharing findings, conclusions and recommendations with the evaluation Consultative Group and Evaluation Support team (as defined in Section 7)

During the inception phase, the evaluation team will propose a detailed evaluation methodology. The methodology should propose innovative options for data collection methods (including remote data collection if necessary) considering the COVID-19 pandemic and related coping measures which may not allow a smooth data collection process.

## 7. MANAGEMENT ARRANGEMENT



The **OSP Evaluation Steering Committee** is responsible for the proper conduct of the OSP Cooperation Framework evaluation. The Delivering as One Joint Steering Committee (JSC), co-chaired by the UN Resident Coordinator (UNRC) and the MPI Vice Minister (VM), will assume this role. The Steering Committee is supported by the UN Resident Coordinator Office (RCO) and MPI Foreign Economic Relation Department (FERD) who are the DaO JSC Secretariats. The UNRC and MPI VM co-chairs can choose to delegate their roles to relevant RCO and FERD officials whenever and wherever necessary. UNCT members or government agency counterparts not on the Steering Committee may opt to join the Consultative Group (defined below).

The **Evaluation Manager** is the Data Management, Results Monitoring and Reporting in the Resident Coordinator Office (RCO). The Evaluation Manager is not involved in implementing programmes/projects and have a sound knowledge of the evaluation process and methodology and understands how to abide by UNEG Evaluation Norms and Standards. The OSP Evaluation Steering Committee ensures that the Evaluation Manager could operate within an environment and conditions conducive to an independent and unbiased evaluation management and is not subject to undue pressure from any interested party. The Evaluation Manager is technically supported by the UN M&E Working Group (namely the Monitoring for Strategic Results Working Group – MSR) comprising M&E officers from UN agencies. The Evaluation Manager is also backed by the RCO Head and RCO staff in coordination-related tasks.

The Steering Committee will invite government counterparts and other key stakeholders of UN agencies to form a **Consultative Group**. The Consultative Group should be sufficiently inclusive to represent various sectoral interests. Key stakeholders include civil society representatives, in particular those who could reflect interest of various social groups, including women and people who are “left behind”, as well as international development or financing partners. The Group can also include UNCT members not on the Steering Committee, or non-resident agency representatives. The Consultative Group will provide inputs at key stages of evaluation, such as in the design and activity planning, the validation of findings and the forming of recommendations.

The **Evaluation Team** comprises independent external evaluators. It has a team leader with extensive evaluation expertise and at least 2 members to allow triangulation of observations and validation of findings within the team (see Section 10 on the *Composition and selection of the Evaluation Team*).

The OSP evaluation receives **Evaluation Support** from the UNEDAP in providing technical advice for the evaluation process and reviewing key products (including the evaluation TOR, inception report and draft evaluation report), and coordinating agency evaluations, to the extent possible, as inputs to the OSP evaluation. The evaluation will also receive guidance and support from the UNDCO to safeguard the independence and quality of the evaluation and to intervene in case of dispute.

Specific roles and responsibilities of each body above are presented in Section 8 on Process and Timeline.

## 8. PROCESS AND TIMELINE

The OSP evaluation will be conducted in five main stages with key activities, deliverables, responsible entities, and timelines as follows:

Phase	Activities	Deliverables	Responsibility	Completion Time
<b>1. <u>Preparation (1.5 months)</u></b>				
	1.1. Development of Evaluation Terms of Reference (TOR)	- Evaluation TOR (and TOR for hiring Evaluation Team based on the approved evaluation TOR)	- RCO (with MSR support) to draft the TOR - <b>Evaluation Support</b> to review, comment on the TOR - <b>Steering Committee</b> to endorse the TOR	Mid of August
	1.2. Establishment of Consultative Group	- Consultative Group established	- <b>Evaluation Manager</b> in coordination with FERD/MPI to form the list -	
	1.3. Preparatory desk work	- Mapping of UN agencies' evaluations and reviews - Collection of relevant documents and data (e.g. financial and OSP outcome indicator data)	- <b>Evaluation Manager</b> (with MSR and RCO support) -	
	1.4. Recruitment the Evaluation Team	- Evaluation Team selected	- <b>Evaluation Manager</b> (with MSR support) to organize the recruitment (including to form Recruitment Panels) - <b>Steering Committee</b> to endorse	
<b>2. <u>Inception (1 month)</u></b>				
	2.1. Brief and support the	- Briefings with RC, UNCT members, programmes	- <b>Evaluation Manager</b> (with MSR and RCO support) to	



	Evaluation Team	managers, Results Groups, RCO, etc. conducted	organized - <b>Evaluation Team</b> to participate	Mid of September
	2.2. Organize Theory-of-Change workshop(s)	- Theory-of-Change workshop(s) with UNCT members or PMT as designated by the UNCT - Agreement on Theories of Change	- <b>Evaluation Manager</b> (with MSR and RCO support) to organize - <b>Evaluation Team</b> to present on ToCs and facilitate the discussion - <b>UNCT/PMT</b> to participate and agree on ToCs	
	2.3. Development of Inception Report	- Inception Report	- <b>Evaluation Team</b> to prepare - <b>Evaluation Support and Consultative Group</b> to review - <b>Evaluation Manager</b> (with MSR support) and to review and endorse	
<b>3. <u>Data collection and analysis (1 month)</u></b>				
	3.1. Data collection and analysis		- <b>Evaluation Team</b> to implement - <b>Steering Committee:</b> to Ensure the Evaluation Team has access to information and stakeholders - <b>Evaluation Manager</b> (with MSR and RCO support) to facilitate evaluation activities, assist the Evaluation Team in gaining access to stakeholders and additional information, and arrange meetings and logistics - <b>Consultative Group:</b> to facilitate the evaluation process, helping the team to identify and gain access to government and other stakeholders	Mid of September
<b>4. <u>Reporting (1.5 months or 1 month?)</u></b>				
	4.1. Development of Draft	- Draft Report	- <b>Evaluation Team</b> to implement	

	Evaluation Report	- PPP Presentation on key preliminary findings		Mid of October
	4.2. Review and Validation of Draft Report	- Presentation on preliminary findings to Consultative Group - Revised Draft Report	- <b>Evaluation Team:</b> to present key preliminary findings to consultative group, address comments and revise draft report - <b>Consultative Group and Evaluation Support:</b> to comment on the draft report and participate in the meeting on presentation on preliminary findings - <b>Evaluation Manager</b> (with MSR support) to: conduct a pro forma quality check; manage the validation process by circulating the draft for comment to the Steering Committee, Consultative Group, Evaluation Support and any other key stakeholders, ensuring all comments and responses are properly recorded, using an audit trail; send comments to the Evaluation Team for draft revision; make sure all comments are addressed by the Evaluation Team; and organize a meeting on presentation on preliminary findings	Mid of November
	4.3. Finalization of Evaluation Report	- Final Evaluation Report	- <b>Evaluation Team</b> to implement - <b>Steering Committee:</b> to approve the final report - <b>Evaluation Manager:</b> to facilitate the approval of the final report by the Steering Committee	
<b>5. <u>Use the results</u></b>				
	5.1. Preparation of and follow-up on Management Response	- Management Response	- <b>Steering Committee:</b> (with RCO and MPI support) to prepare the Management Response in consultation with all UNCT members and do the follow-up	
	5.2. Organization of	- Stakeholder Workshop	- <b>Steering Committee:</b> to organize a stakeholder workshop	

	Stakeholder Workshop		<p>once the final report is ready</p> <ul style="list-style-type: none"> <li>- <b>Evaluation Manager</b> (with MSR and RCO support) and <b>Consultative Group</b>: to support Steering Committee in organizing the stakeholder workshop</li> <li>- <b>Evaluation Team</b>: to participate in the stakeholder workshop and make presentation as required</li> </ul>	End of November and onward
	5.3. Dissemination of Evaluation Report	<ul style="list-style-type: none"> <li>- Dissemination of the Evaluation Report global/regional platforms, UNCT website</li> <li>- Measures to disseminate the evaluation, and promote the use of evaluation and lesson learning</li> </ul>	<ul style="list-style-type: none"> <li>- <b>Steering Committee</b> to implement with support by RCO and UN Communication Team</li> </ul>	

*(Note: The timeline will be probably adjusted due to COVID-19 and when the Evaluation Team is recruited.)*

## **9. KEY EXPECTED DELIVERABLES BY EVALUATION TEAM**

### ***9.1. Theory-of-change workshop (expected date: end of September)***

The theory of change is the key reference framework for evaluators. A theory-of-change workshop during the first week of the Evaluation Team's in-country work is a great opportunity for the Evaluation Team and the UNCT members to develop a common understanding of what ought to happen to achieve the goals, what the UN's activities are expected to achieve, what interaction will be required with other actors, including government, and so on. Having a common understanding of this kind at the start of the exercise is critical to avoiding dispute at a later date.

For the OSP evaluations, because of the multiplicity of outcomes involving multiple SDGs and sectors, a series of shorter workshops may be organized on multiple theories by OSP outcomes.

### ***9.2. Inception Report, including proposed methodology and work plan:***

The inception report is produced by the Evaluation Team to elaborate on how it will conduct the evaluation. It contains:

- ✓ an assessment of the evaluability of the OSP, including identification of data gaps and a proposal to address any limitation identified;
- ✓ an elaboration of the evaluation questions into methodological sub-questions (by programme or project, by data-collection method, etc.);
- ✓ sources and methods for collecting data for each methodological sub-question; and
- ✓ a concrete plan of evaluation activities and a timeline, possibly with a tentative list of interviews to be arranged or plans for travel to other locations (e.g. municipalities, project sites).

### ***9.3. Draft and Final Evaluation Report with accompanied ppt presentations and relevant annexes***

The evaluation report should be written in a clear and concise manner that allows readers to easily follow its logic. It should not be overly filled with factual descriptions, especially those available elsewhere. The focus of the report should be to present the findings, the conclusions and the recommendations in a logical and convincing manner. The detailed outline of the final report will be proposed by the Evaluation Team in the inception report. It should contain:

- ✓ what was evaluated and why (purpose and scope);
- ✓ how the evaluation was conducted (objectives and methodology);
- ✓ what was found and on what evidence (findings and evidences/analysis);
- ✓ what has been concluded from the findings and in response to the main evaluation questions (conclusions);
- ✓ what are the recommendations; and

- ✓ what are the key lessons learned.

### **Recommendations**

Recommendations<sup>3</sup> should be developed for the purpose, to help the UNCT as well as the GOVN and other stakeholders improve their support towards the achievement of national goals and the SDGs.

In particular, recommendations:

- ✓ must logically follow the findings based on evidences and the conclusions drawn from them, with their rationale clearly explained;
- ✓ must be relevant to the country context and to the improvement of the UN system support towards the achievement of national goals and the SDGs;
- ✓ should be developed with the involvement of relevant stakeholders to ensure the relevance and feasibility of the actions to follow; and
- ✓ must not be overly prescriptive so as to allow the UNCT to design concrete actions for implementation in the management response.

### **9.4. Stakeholder workshop (expected end of November 2020)**

The stakeholder workshop provides an opportunity to generate buy-in of the evaluation findings, conclusions and recommendations, as well as the management response. Through open discussion, the workshop ensures the UNCT, national counterparts and development partners to be on the same page in terms of future strategic direction. The participation of the team leader in the workshop is advisable.

A broad range of partners should be invited to the workshop. These include government officials, representatives of funding partners and civil-society organizations, local-government officials from areas where there were programme activities and representatives of other stakeholder groups, as appropriate.

The evaluation report and the management response should be presented at the workshop and the way forward should be discussed. The Evaluation Team is expected to participate in the stakeholder workshop and make presentation as required.

## **10. COMPOSITION AND SELECTION OF THE EVALUATION TEAM**

The composition and selection of the OSP Evaluation Team follow the good practices applied by UN Evaluation Group (UNEG). The Steering Committee opts to select one international consultant (as team leader) and two national consultants (as team member) to conduct the independent OSP Evaluation. The selected team should have past experience with carrying out similar evaluations and collective knowledge of the national context in various areas of UN work. The team should be built with due consideration to ethnic/tribal/language balance, gender balance, and coverage of different subject areas of work by UNCT member agencies.

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<sup>3</sup> UNEG Improved Quality of Evaluation Quality Checklist (2018), <http://www.unevaluation.org/document/detail/2124>

The evaluation team leader (TL) will lead the entire evaluation process, working closely with all team members. The TL will develop a workplan including task division for the whole exercise, in agreement with the TMs. He/she will conduct the evaluation process in a timely manner and communicate with the Evaluation Management Group on a regular basis and highlight progress made/challenges encountered. The team leader will be responsible for producing the inception report and the draft and final evaluation reports.

The team members (TM) will contribute to the evaluation process substantively through data collection and analysis. They will share responsibilities for conducting desk review and interviews and conduct field visits to the project sites identified and collect data. They will provide substantive inputs to the inception report as well as to the draft and final reports.

**Specific Deliverables by TL and TMs (detailed task division and workplan to be developed by TL in consultation and agreement with TMs):**

***Duty stations:***

International Consultant (Team Leader): 30 working days at home-based with physical or virtual presentations for the workshops depending on the current living location of the selected candidate (inside or outside of Viet Nam)

National Consultants (Team Member): 35 working days/each at Ha Noi, Viet Nam

<b>Deliverables</b>	<b>Team Leader</b>	<b>Team Members</b>
Theory of Change Workshop	Lead the preparation of presentation and discussion	Provide inputs as required
Inception, Draft, Final Reports	Lead the development process Draft and finalize the reports based on inputs from TMs and self collected inputs	Play key role in desk review, interviews, field visits Provide substantive inputs to the reports' analysis
Stakeholder Workshop	Participate in the stakeholder workshop and make presentation as required by Evaluation Manager	Participate in the stakeholder workshop and make presentation as required by Evaluation Manager

**Qualification of Evaluation Team**

***1) International Team Leader (1 person)***

- Advanced University Degree (Masters or PhD) in political science, public administration, development studies, law, human rights or other relevant field;
- Minimum fifteen years of relevant professional experience;
- A strong record in designing and leading evaluations;
- Extensive knowledge of, and experience in applying, qualitative and quantitative evaluation methods;

- Demonstrated managerial competence and experience in organizing, leading and coordinating evaluation teams at the international level;
- Technical competence in undertaking complex evaluations which involve use of mixed methods;
- Prior experience in working with multilateral agencies;
- Knowledge of UN role, UN reform process and UN programming at the country level, particularly UNDAF/UNCF;
- Strong experience and knowledge of the UN programming principles including leaving no one behind LNOB, human rights, gender equality and women's empowerment, sustainability and resilience, and accountability; and
- Fluency in English, excellent oral, written, communication and reporting skills.

**2) National Team Members (2 persons)**

- Advanced University Degree (Master or PhD) political science, public administration, development studies, law, human rights or other relevant field;
- Minimum of ten years of relevant professional experience;
- Technical competence in undertaking complex evaluations which involve use of mixed methods;
- Strong data collection and analysis skills; □ Prior experience in working with multilateral agencies;
- Knowledge of UN role, UN reform process and UN programming at the country level, particularly UNDAF;
- Strong experience and knowledge in the UN programming principles including leaving no one behind LNOB, human rights, gender equality and women's empowerment, sustainability and resilience, and accountability;
- In-depth knowledge and strong research record of Viet Nam socio-economic development;
- Process management skills such as facilitation skills and ability to negotiate with a wide range of stakeholders;
- Fluency in English and Vietnamese, excellent oral, written, communication and reporting skills;
- Experience in conducting evaluation of an UNDAF especially the one of the similar country context is considered a strong asset;
- Experience in translation and interpretation.

The selection process will follow the procurement rules and regulations of the contracting entity (the United Nations Development Programme under the service-level agreement). To ensure independence, value for money and transparency, the process will follow the principle of open and competitive recruitment. The sources of recruitment should include:

- ✓ advertisement in major national media where international job opportunities are normally found by local professionals;
- ✓ circulation to national evaluation associations, regional evaluation associations and international evaluation networks (UNEG can support this process, on request); and
- ✓ referrals from the UNEG member evaluation offices.

The Evaluation Manager will facilitate to form a Recruitment Panel with participation of UNCT/PMT members, MSR working group, and other relevant stakeholders.

The OSP Evaluation Team will work under the direct supervision of the Evaluation Manager. All key deliverables will be validated and approved by the OSP Evaluation Steering Committee. The evaluation team members must be committed to respecting deadlines of delivery outputs with the agreed timeframe and must be able to work with a multidisciplinary team and in a multicultural environment.

#### **11. PAYMENT TERMSs**

30% of contract amount shall be paid upon receipt and acceptance of the inception report, 70% paid upon receipt and acceptance of the Final Evaluation Report.

#### **12. ETHICAL CONSIDERATION**

The evaluation process should conform to the relevant ethical standards in line with UN Ethical Guidelines for Evaluation including but not limited to informed consent of participants, privacy, and confidentiality considerations. The relevant ethical standards will be identified and the mechanisms and measures to ensure that standards will be maintained during the OSP evaluation process should be provided in the inception report. UNEG ethical code of conduct for evaluation, at <http://www.unevaluation.org/document/detail/102>

#### **13. EVALUATION NORMS AND STANDARDS**

All Cooperation Framework evaluations should adhere to and implement UNEG Norms and Standards, as well as UNEG guidance on gender equality and human rights. **Each Evaluation Team member should also be provided with and sign off on the UNEG Code of Conduct for Evaluators, which provides ethical guidelines for the conduct of evaluations.**

#### **14. REFERENCE MATERIALS**

The evaluation manager with the MSR support will pool all selective documents to share with the Evaluation Team. The key documents will include basic documents to understand the subject of evaluation (programme and project documents, etc.), the source of secondary data (project reports, evaluation reports, results monitoring data, etc.) and the documents prepared for the Evaluation Team (stakeholder map, programme/project map, etc.)



## EVALUATION CRITERIA

### 01 International Consultant - Team leader

No.	Consultant's experiences/qualification related to the services	Max points
1.	<b>Relevant qualifications: Advanced University Degree (Masters or PhD) in political science, public administration, development studies, law, human rights or other relevant field</b>	<b>150</b>
2.	<b>Relevant experiences/knowledge</b>	<b>850</b>
2.1	Minimum fifteen years of relevant professional experience	100
2.2	Experience in conducting evaluation: A strong record in designing and leading evaluations	150
2.3	Extensive knowledge of, and experience in applying, qualitative and quantitative evaluation methods	100
2.4	Demonstrated managerial competence and experience in organizing, leading and coordinating evaluation teams at the international level	100
2.5	Technical competence in undertaking complex evaluations which involve use of mixed methods	100
2.6	Prior experience in working with multilateral agencies	100
2.7	Knowledge of UN role, UN reform process and UN programming at the country level, particularly UNDAF/UNCF: Strong experience and knowledge of the UN programming principles including leaving no one behind LNOB, human rights, gender equality and women's empowerment, sustainability and resilience, and accountability	150
2.8	Fluency in English, excellent oral, written, communication and reporting skills	50
	<b>Total</b>	<b>1000</b>

## 02 National Team Members

No.	Consultant's experiences/qualification related to the services	Max points
1.	<b>Relevant qualifications: Advanced University Degree (Master or PhD) political science, public administration, development studies, law, human rights or other relevant field</b>	<b>150</b>
2.	<b>Relevant experiences/knowledge</b>	<b>850</b>
2.1	Minimum of ten years of relevant professional experience	100
2.2	Technical competence in undertaking complex evaluations which involve use of mixed methods	150
2.4	Strong data collection and analysis skills; Prior experience in working with multilateral agencies	100
2.5	Knowledge of UN role, UN reform process and UN programming at the country level, particularly UNDAF: Strong experience and knowledge in the UN programming principles including leaving no one behind LNOB, human rights, gender equality and women's empowerment, sustainability and resilience, and accountability;	150
2.6	In-depth knowledge and strong research record of Viet nam socio-economic development	100
2.7	Process management skills such as facilitation skills and ability to negotiate with a wide range of stakeholders Experience in conducting evaluation of an UNDAF especially the one of the similar country context is considered a strong asset	100
2.8	Fluency in English and Vietnamese, excellent oral, written, communication and reporting skills	100
2.9	Experience in translation and interpretation	50
	<b>Total</b>	<b>1000</b>

## ANNEX IV

### OFFEROR'S LETTER TO UNDP CONFIRMING INTEREST AND AVAILABILITY FOR THE INDIVIDUAL CONTRACTOR (IC) ASSIGNMENT

Date \_\_\_\_\_

United Nations Development Programme

Dear Sir/Madam:

I hereby declare that:

- A) I have read, understood and hereby accept the Terms of Reference describing the duties and responsibilities of [*indicate title of assignment*] under the [*state project title*];
- B) I have also read, understood and hereby accept UNDP's General Conditions of Contract for the Services of the Individual Contractors;
- C) I hereby propose my services and I confirm my interest in performing the assignment through the submission of my CV which I have duly signed and attached hereto as Annex 1;
- D) In compliance with the requirements of the Terms of Reference, I hereby confirm that I am available for the entire duration of the assignment, and I shall perform the services in the manner described in my proposed approach/methodology which I have attached hereto as Annex 3 [*delete this item if the TOR does not require submission of this document*];
- E) I hereby propose to complete the services based on the following payment rate: [*please check the box corresponding to the preferred option*]:
  - An all-inclusive daily fee of [*state amount in words and in numbers indicating currency*]
  - A total lump sum of [*state amount in words and in numbers, indicating exact currency*], payable in the manner described in the Terms of Reference.
- F) For your evaluation, the breakdown of the abovementioned all-inclusive amount is attached hereto as Annex V;
- G) I recognize that the payment of the abovementioned amounts due to me shall be based on my delivery of outputs within the timeframe specified in the TOR, which shall be subject to UNDP's review, acceptance and payment certification procedures;
- H) This offer shall remain valid for a total period of \_\_\_\_\_ days [*minimum of 90 days*] after the submission deadline;

I) I confirm that I have no first degree relative (mother, father, son, daughter, spouse/partner, brother or sister) currently employed with any UN agency or office *[disclose the name of the relative, the UN office employing the relative, and the relationship if, any such relationship exists];*

J) If I am selected for this assignment, I shall *[please check the appropriate box]:*

- Sign an Individual Contract with UNDP;
- Request my employer *[state name of company/organization/institution]* to sign with UNDP a Reimbursable Loan Agreement (RLA), for and on my behalf. The contact person and details of my employer for this purpose are as follows:

K) I hereby confirm that *[check all that applies]:*

- At the time of this submission, I have no active Individual Contract or any form of engagement with any Business Unit of UNDP;
- I am currently engaged with UNDP and/or other entities for the following work:

Assignment	Contract Type	UNDP Business Unit / Name of Institution/Company	Contract Duration	Contract Amount

- I am also anticipating conclusion of the following work from UNDP and/or other entities for which I have submitted a proposal:

Assignment	Contract Type	Name of Institution/Company	Contract Duration	Contract Amount

L) I fully understand and recognize that UNDP is not bound to accept this proposal, and I also understand and accept that I shall bear all costs associated with its preparation and submission and that UNDP will in no case be responsible or liable for those costs, regardless of the conduct or outcome of the selection process.

M) *If you are a former staff member of the United Nations recently separated, please add this section to your letter:* I hereby confirm that I have complied with the minimum break in service required before I can be eligible for an Individual Contract.

N) I also fully understand that, if I am engaged as an Individual Contractor, I have no expectations nor entitlements whatsoever to be re-instated or re-employed as a staff member.

O) Are any of your relatives employed by UNDP, any other UN organization or any other public international organization?

YES  NO  If the answer is "yes", give the following information:

Name	Relationship	Name of International Organization


P) Do you have any objections to our making enquiries of your present employer?

YES  NO

Q) Are you now, or have you ever been a permanent civil servant in your government's employ?

YES  NO  If answer is "yes", WHEN?

R) REFERENCES: List three persons, not related to you, who are familiar with your character and qualifications.

Full Name	Full Address	Business or Occupation

S) Have you been arrested, indicted, or summoned into court as a defendant in a criminal proceeding, or convicted, fined or imprisoned for the violation of any law (excluding minor traffic violations)?

YES  NO  If "yes", give full particulars of each case in an attached statement.

I certify that the statements made by me in answer to the foregoing questions are true, complete and correct to the best of my knowledge and belief. I understand that any misrepresentation or material omission made on a Personal History form or other document requested by the Organization may result in the termination of the service contract or special services agreement without notice.

DATE: \_\_\_\_\_

SIGNATURE: \_\_\_\_\_

NB. You will be requested to supply documentary evidence which support the statements you have made above. Do not, however, send any documentary evidence until you have been asked to do so and, in any event, do not submit the original texts of references or testimonials unless they have been obtained for the sole use of UNDP.

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**Annexes** *[please check all that applies]:*

- CV shall include Education/Qualification, Professional Certification, Employment Records /Experience
- Breakdown of Costs Supporting the Final All-Inclusive Price as per Template

## **GUIDELINES FOR CV PREPARATION**

WE REQUEST THAT YOU USE THE FOLLOWING CHECKLIST WHEN PREPARING Your CV:

Limit the CV to 3 or 4 pages

NAME (First, Middle Initial, Family Name)

Address:

City, Region/State, Province, Postal Code

Country:

Telephone, Facsimile and other numbers

Internet Address:

Sex, Date of Birth, Nationality, Other Citizenship, Marital Status

Company associated with (if applicable, include company name, contact person and phone number)

### **SUMMARY OF EXPERTISE**

Field(s) of expertise (be as specific as possible)

Particular development competencies-thematic (e.g. Women in Development, NGOs, Privatization, Sustainable Development) or technical (e.g. project design/evaluation)

Credentials/education/training, relevant to the expertise

### **LANGUAGES**

Mother Tongue:

Indicate written and verbal proficiency of your English:

### **SUMMARY OF RELEVANT WORK EXPERIENCE**

Provide an overview of work history in reverse chronological order. Provide dates, your function/title, the area of work and the major accomplishments include honorarium/salary.

References (name and contact email address) must be provided for each assignment undertaken by the consultant that UNDP may contact.

### **UN SYSTEM EXPERIENCE**

If applicable, provide details of work done for the UN System including WB. Provide names and email address of UN staff who were your main contacts. Include honorarium/salary.

### **UNIVERSITY DEGREES**

List the degree(s) and major area of study. Indicate the date (in reverse chronological order) and the name of the institution where the degree was obtained.

### **PUBLICATIONS**

Provide total number of Publications and list the titles of 5 major publications (if any)

### **MISCELLANEOUS**

Indicate the minimum and maximum time you would be available for consultancies and any other factors, including impediments or restrictions that should be taken into account in connection with your work with this assignment.

