INTERNATIONAL CONSULTANT PROCUREMENT NOTICE

Date: 25th March 2021
Ref. UNDP-IC-2021-108

Country:	Pakistan
Description of the assignment:	International Consultant/ Team lead (Governance) for CPD Programme End-of-Cycle (2018-2022) Evaluation
Project name:	UNDP Country Office

Period of assignment/services (if applicable): 43 days spread from 15th April to 31 July 2021

Duty Station: Islamabad **(**Home Based)

Please submit your **UN P11 Form, Technical Proposal, filled Annexes (attached as Annex I,II,IV,V,VI) along with attested documents** to the following address: not later than **8th April 2021** by email to bids.pk@undp.org.

Important note for email submissions: kindly write the following on email subject line: **"International Consultant/ Team lead (Governance) for CPD Programme End-of-Cycle (2018-2022) Evaluation** "in the subject line. Further, our system will not accept emails those are more than 3.5 MB size. If required, segregate your emails to accommodate email data restrictions. For segregated emails please use sequence of emails like Email 1, Email 2 …. in the subject line. For attachment purposes please only use MS Word, Excel, Power Point or PDF formats.

If additional information is required, please write to us or contact us at +92-51-8443288. The team will provide necessary information within due date. However, any delay in providing such information will not be considered a reason for extending the submission date of your proposal. All/any query regarding the submission of the proposal may be sent prior to the deadline at the address mentioned above.

1. BACKGROUND

Home to 207.8 million people[1], Pakistan is the fifth youngest and sixth most populated country in the world, having 64% young people i.e. nearly two-thirds of its population under the age of 30.[2] Since 2018, economic growth has declined – falling from 5.8% of Gross Domestic Product (GDP), the highest rate of growth in 11 years, to -1.5% in 2019 and expected to be 2% in 2021.[3] Due to COVID pandemic in 2020, as economic activity further slowed, inflation gained pace. This made more difficult for the economy to absorb the millions of young people who enter the labour market, year on year. Although local government elections were delayed, successful provincial government elections took place. Elected representatives from Khyber Pakhtunkhwa's Merged Districts in the provincial assembly are making a difference in mainstreaming political, social and economic development in the districts, among the most impoverished areas in Pakistan.

Pakistan ranked 154th of 189 countries on the *Human Development Index* in 2020, falling two places since 2019.[4] According to the report, the life expectancy at birth and average expected years of schooling in Pakistan are lower than the South Asian averages. Pakistan also performed poorly on inequality adjusted human development, as well as gender development and equality compared with the regional countries. For provinces struggling with human insecurity such as Balochistan and Newly Merged Districts in Khyber Pakhtunkhwa, the data are more alarming; respectively 49 % in and 66% suffer directly from partner violence of all kinds. Inequality and insecurity are pervasive, with wide disparities between provinces and administrative areas. One in four Pakistanis lives in poverty – income-based poverty stands at 24.3% and multi-dimensional poverty at 38.8%[5] i.e. around one-fourth (24 per cent) of the country's population is living below national poverty line and 39.0 per cent is poor based on multidimensional poverty index (MPI).

Pakistan continues to have among the highest rates of out-of-school children in South Asia, as well as some of the lowest rates of women's labour force participation and of gender parity in education. Discrimination and violence affect women, girls, transgender people and minorities.

With a population growth rate of 1.94 percent[6], according to the World Bank[7], the total labour force was 75.8 million in Pakistan, with an unemployment rate of 4.45 percent in 2020[8].

Pakistan is also the fifth most vulnerable country in the world to climate change and natural disasters, spanning floods, earthquakes and drought[9], climbing three places compared to its ranking on Germanwatch's *Global Climate Rate Index* in 2018. The country hosts among the largest protracted

refugee populations in the world. In 2019, legal protection of Proof of Registration (PoR) cards was temporarily extended until the end of June 2020 for 1.4 million Afghan refugees in Pakistan.
As in other parts of the world, COVID-19 has had implications on not just the economic aspects but also the human cost in terms of mental trauma of death of a relative and fear of encountering the virus, loss of livelihood, loss of academic progress for students including impact on many other aspects of life. The Governments faced a daunting challenge in curtailing the spread of the novel coronavirus, while struggling to minimize the socio-economic impacts of the outbreak at the same time. The country has witnessed significant increase in its confirmed cases from the initial two cases on 26th February 2020 to approximately 300,000 cases as of 10 September 202010.
The UNDP CP 2018-2022 was formulated in close consultation with the Government and other stakeholders to support the national development priorities of the Government i.e. implementation of the National Vision 2025 and Sustainable Development Goals. The current CP (2018-2022) is aligned with the United Nations Sustainable Development Framework (UNSDF) (2018-2022). UNDP leveraged its strong, trusted relationship with the national and provincial governments to accelerate a strong development-oriented agenda, anchored in the UNDP core mandate and its strategic plan (2018-2021). UNDP pursued the implementation of CP (2018-2022) through (a) fostering an enabling environment in legislation, regulatory frameworks and development policies, drawing on South-South best practices; (b) strengthening the capacity of institutions and systems at all levels to provide innovative solutions and implementation support for governance, environmental sustainability and stabilization processes; and (c) supporting the Government in community-level interventions that promote scalable solutions focused on building local capacities.

Both CP and UNSDF will come to an end in 2022. This end-of-cycle evaluation of the CP (2018-2022) is commissioned to generate evidence and knowledge about the ongoing programme The evaluation recommendations will be used to inform the development of the new CP (2023-2027). The primary audiences of this evaluation are national, subnational, local government institutions, UNDP Executive Board, UNDP, the UN Country Team, donors and development stakeholders. Secondary audiences are but not limited to academia, researchers, civil-society organizations and communities.

2. OBJECTIVES OF THE ASSIGNMENT

The Country Programme (CP) evaluation will focus on the formal UNDP country programme approved by the Executive Board. The scope of the CP evaluation includes the entirety of UNDP's activities at the outcome and output levels from January 2018 – December 2020. The evaluation covers interventions funded by all sources, including core UNDP resources, donor funds and government funds (non-core resources). In this end-of-cycle evaluation, a special focus will be given to assess contributions made towards Gender mainstreaming, women empowerment and human rights. The end-of-cycle evaluation will be forward-looking whereby drawing lessons from the current CP and proposing recommendations for the next CP (2023-2027).

3. SCOPE OF WORK, RESPONSIBILITIES AND DESCRIPTION OF THE PROPOSED REPORT WORK

The evaluation will answer following broad questions:

- What did the UNDP Country Programme (CP) intend to achieve during the period under review?

- To what extent has the programme achieved (or is likely to achieve) its intended objectives at the output level, and what contribution has it made at the outcome level and towards the UN Sustainable Development Framework (UNSDF)
- How the application of UNDP's signature solutions of Poverty, Resilience, Governance, Planet and Gender Equality contributed to key results under the CP?
- What factors contributed to or hindered UNDP's performance and eventually, the sustainability of results?
- How well does the design and implementation of the CP address and benefits the needs of the most marginalized and vulnerable groups in the country (e.g. displaced population, people with disabilities, transgenders, youth etc.?
- To what extent UNDP was able to adapt to the COVID-19 crisis and support country's preparedness, response to the pandemic and supported country's ability to recover and meet the new development challenges which may have emerged.

4. DELIVERABLES

S.No	Deliverables	Timeline (from signing of contract)
1	**Draft Evaluation inception report (up to 10 pages)**	8th day
2	**Final Evaluation inception Report**	21st day
3	**Draft evaluation report**	43rd day
4	**Final evaluation report along with Evaluation report audit trail**	66th day
5	**Presentations to stakeholders**	**67th day**

5. REQUIREMENTS FOR EXPERIENCE AND QUALIFICATIONS

Academic Qualification:

- Minimum Master's degree in economics, public administration, regional development/planning or any other social sciences related to economic management and pro-poor development;

Years of Experience:

- *Minimum 8 years of Proven experience in conducting outcome/CPD/UNDAF/thematic evaluations especially in Governance thematic area focusing on human rights, rule of law, electoral reforms, decentralization & local governance, SDGs implementation etc.;*
- Strong knowledge of UNDP and its working approaches including partnership approaches with Government, civil society and community groups.

- Experience in applying SMART (S Specific; M Measurable; A Achievable; R Relevant; T Time-bound) indicators and reconstructing or validating baseline scenarios;
- Demonstrated capacity in strategic thinking, problem solving and policy advice.
- Strong inter-personal skills, teamwork, analytical skills and organizational skills.
- Excellent presentation and drafting skills, and familiarity with information technology, including proficiency in word processing, spreadsheets, and presentation software.
- Previous experience working in similar Pakistan context or in the region is an advantage.
- Knowledge of the sensitivities of the context of Pakistan is an asset.

Competencies:

- Fluency in English, both in speaking and writing;

6. FINANCIAL PROPOSAL

Lump sum contract

Financial Proposal that indicates the all-inclusive fixed total contract price excluding the travel related costs as per template attached to the Letter of Confirmation of Interest template. If an applicant is employed by an organization/company/institution, and he/she expects his/her employer to charge a management fee in the process of releasing him/her to UNDP under Reimbursable Loan Agreement (RLA), the applicant must indicate at this point, and ensure that all such costs are duly incorporated in the financial proposal submitted to UNDP

7. EVALUATION

The consultant will be evaluated based on the cumulative analysis. The award of the contract should be made to the individual consultant whose offer has been evaluated and determined as:

i) Responsive/compliant/acceptable, and
ii) Having received the highest score out of a pre-determined set of weighted technical and financial criteria specific to the solicitation.

a. Technical Criteria weight: 70%
b. Financial Criteria weight: 30%

Only candidates obtaining a minimum of 49 out of 70 points would be considered for the Financial Evaluation

Criteria	Weight	Max. Point
Technical Competencies	**70**	
• Minimum Master's degree in economics, public administration, regional development/planning or any other social sciences related to economic management and pro-poor development.	5	
• *Minimum 8 years of proven experience in conducting outcomes/impact/CPD/UNDAF/thematic evaluations especially in Governance thematic area focusing on human rights, rule of law, electoral reforms, decentralization & local governance, SDGs implementation etc.;*	10 (5 marks for min 8 years of experience in required area and 5 for the rest of the expertise/skills)	

• Strong knowledge of UNDP and its working approaches including partnership approaches with Government, civil society and community groups. • Experience in applying SMART (S Specific; M Measurable; A Achievable; R Relevant; T Time-bound) indicators and reconstructing or validating baseline scenarios; • Demonstrated capacity in strategic thinking, problem solving and policy advice. • Strong inter-personal skills, teamwork, analytical skills and organizational skills. • Excellent presentation and drafting skills, and familiarity with information technology, including proficiency in word processing, spreadsheets, and presentation software. • Previous experience working in similar Pakistan context or in the region is an advantage. • Knowledge of the sensitivities of the context of Pakistan is an asset.		
• Technical approach as illustrated in the description of the proposed methodology.	20	
• 3 Sample Evaluation/Assessment reports (relevant to the ToR) as identified in the CV	15	
• Presentation demonstrating ▪ skill-set evident through CV/technical proposal ▪ understanding of the ToR ▪ Communication skills	10	
• Reference from Past performance. ▪ To enable this reference check is carried out, applicants are required to provide a list of all related consultancies/ evaluations conducted during the past three years with associated contact details of references during the past three years with associated contact details of references	10	
Financial proposal	**30**	
Total Score	**Technical score 70+30 Financial**	

Weight per Technical Competence	
Weak: Below 70%	The individual consultant/contractor has demonstrated a **WEAK** capacity for the analyzed competence

Satisfactory: 70-75%	The individual consultant/contractor has demonstrated a **SATISFACTORY** capacity for the analyzed competence
Good: 76-85%	The individual consultant/contractor has demonstrated a **GOOD** capacity for the analyzed competence
Very Good: 86-95%	The individual consultant/contractor has demonstrated a **VERY GOOD** capacity for the analyzed competence
Outstanding: 96-100%	The individual consultant/contractor has demonstrated a **OUTSATNDING** capacity for the analyzed competence

9. PAYMENT MODALITIES AND SPECIFICATIONS

	Deliverables/ Outputs	**Estimated Duration to Complete**	**Percent (%) payment**	**Level of Efforts in Days**
1	**Draft Evaluation inception report (up to 10 pages)**	8 days	30% (after submission of deliverable 2)	8 days
2	**Final Evaluation inception Report**	4 days		4 days
3	**Draft evaluation report**	22 days	40%	22 days
4	**Final evaluation report along with Evaluation report audit trail**	8 days	30% (after submission of deliverable 5)	8 days
5	**Presentations to stakeholders**	1 day		1 day

10. APPLICATION PROCESS[11]

Recommended Presentation of Proposal:

a) **Letter of Confirmation of Interest and Availability** using the template[12] provided by UNDP;

[11]Engagement of the consultants should be done in line with guidelines for hiring consultants in the POPP: https://info.undp.org/global/popp/Pages/default.aspx

[12]https://intranet.undp.org/unit/bom/pso/Support%20documents%20on%20IC%20Guidelines/Template%20for%20Confirmation%20of%20Interest%20and%20Submission%20of%20Financial%20Proposal.docx

b) **CV** and a **Personal History Form** (P11 form[13]);
c) **Brief description of approach to work/technical proposal** of why the individual considers him/herself as the most suitable for the assignment, and a proposed methodology on how they will approach and complete the assignment; (max 1 page)

[13] http://www.undp.org/content/dam/undp/library/corporate/Careers/P11_Personal_history_form.doc

ANNEX

ANNEX I - TERMS OF REFERENCES (TOR)
ANNEX II- PERSONAL HISTORY FORM (P-11)
ANNEX III- INDIVIDUAL CONSULTANT GENERAL TERMS & CONDITIONS
ANNEX IV- PROPOSAL SUBMISSION FORM
ANNEX V- OFFEROR'S LETTER TO UNDP
ANNEX VI- FINANCIAL PROPOSAL

ANNEX I

Terms of Reference

Title	International Consultant/ Team lead (Governanace) for CDP programme End-of-cycle (2018-2022) evaluation
Purpose	This term of reference (TOR) is designed to guide the end-of-cycle evaluation of the UNDP CP (2018-2022) for Pakistan. The recommendations from this evaluation will guide the design of new CP (2023-2027) for UNDP Pakistan
Likocation/Country	Pakistan – the international Consultant will work remotely due to Covid related restrictions.
Reporting line	The International consultant will report to the Head of MSU
Region	Asia and Pacific
Application categories	An individual international consultant /Team Lead to cover the CP Outcome 1 (**Governance)** including human rights, decentralisation & local governance; electoral and legislative processes; rule of law; MAPs for SDGs
Duration	Start date: 15 April 2021 Completion date: 20 July 2021
No of Working days	43 working days

1. INTRODUCTION

Home to 207.8 million people[14], Pakistan is the fifth youngest and sixth most populated country in the world, having 64% young people i.e. nearly two-thirds of its population under the age of 30.[15] Since 2018, economic growth has declined – falling from 5.8% of Gross Domestic Product (GDP), the highest rate of growth in 11 years, to -1.5% in 2019 and expected to be 2% in 2021.[16] Due to COVID pandemic in 2020, as economic activity further slowed, inflation gained pace. This made more difficult for the economy to absorb the millions of young people who enter the labour market, year on year. Although local government elections were delayed, successful provincial government elections took place. Elected representatives from Khyber Pakhtunkhwa's Merged Districts in the provincial assembly are making a difference in mainstreaming political, social and economic development in the districts, among the most impoverished areas in Pakistan.

[14] Government of Pakistan (2017) *National Census 2017*. Islamabad: Government of Pakistan.

[15] World Population Dashboard, UNFPA (2018)

[16] Finance Division (2019) 'Overview of the Economy', Pakistan Economic Survey 2018–19. Islamabad: Government of Pakistan.

Pakistan ranked 154th of 189 countries on the *Human Development Index* in 2020, falling two places since 2019.[17] According to the report, the life expectancy at birth and average expected years of schooling in Pakistan are lower than the South Asian averages. Pakistan also performed poorly on inequality adjusted human development, as well as gender development and equality compared with the regional countries. For provinces struggling with human insecurity such as Balochistan and Newly Merged Districts in Khyber Pakhtunkhwa, the data are more alarming; respectively 49 % in and 66% suffer directly from partner violence of all kinds. Inequality and insecurity are pervasive, with wide disparities between provinces and administrative areas. One in four Pakistanis lives in poverty – income-based poverty stands at 24.3% and multi-dimensional poverty at 38.8%[18] i.e. around one-fourth (24 per cent) of the country's population is living below national poverty line and 39.0 per cent is poor based on multidimensional poverty index (MPI).

Pakistan continues to have among the highest rates of out-of-school children in South Asia, as well as some of the lowest rates of women's labour force participation and of gender parity in education. Discrimination and violence affect women, girls, transgender people and minorities.

With a population growth rate of 1.94 percent[19], according to the World Bank[20], the total labour force was 75.8 million in Pakistan, with an unemployment rate of 4.45 percent in 2020[21].

Pakistan is also the fifth most vulnerable country in the world to climate change and natural disasters, spanning floods, earthquakes and drought [22], climbing three places compared to its ranking on Germanwatch's *Global Climate Rate Index* in 2018. The country hosts among the largest protracted refugee populations in the world. In 2019, legal protection of Proof of Registration (PoR) cards was temporarily extended until the end of June 2020 for 1.4 million Afghan refugees in Pakistan.

As in other parts of the world, COVID-19 has had implications on not just the economic aspects but also the human cost in terms of mental trauma of death of a relative and fear of encountering the virus, loss of livelihood, loss of academic progress for students including impact on many other aspects of life. The Governments faced a daunting challenge in curtailing the spread of the novel coronavirus, while struggling to minimize the socio-economic impacts of the outbreak at the same time. The country has witnessed significant increase in its confirmed cases from the initial two cases on 26th February 2020 to approximately 300,000 cases as of 10 September 202023.

The UNDP CP 2018-2022 was formulated in close consultation with the Government and other stakeholders to support the national development priorities of the Government i.e. implementation of the National Vision 2025 and Sustainable Development Goals. The current CP (2018-2022) is aligned with the United Nations Sustainable Development Framework (UNSDF) (2018-2022). UNDP leveraged its strong, trusted relationship with the national and provincial governments to accelerate a strong development-oriented agenda, anchored in the UNDP core mandate and its strategic plan (2018-2021). UNDP pursued the implementation of CP (2018-2022) through (a) fostering an enabling environment in legislation, regulatory frameworks and development policies, drawing on South-South best practices; (b) strengthening the capacity of institutions and systems at all levels to provide innovative solutions and implementation support for governance, environmental sustainability and stabilization processes; and (c) supporting the Government in community-level interventions that promote scalable solutions focused on building local capacities.

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[17] UNDP (2019) 2020 Human Development Index Ranking

[18] Planning Commission of Pakistan, UNDP and OPHI (2015) Multidimensional Poverty in Pakistan. Islamabad: UNDP.

[19] Pakistan Economic Survey 2017-2018

[20] The World Bank Data (2020)

[21] The World Bank Data on Unemployment Rate (2020)

[22] Germanwatch (2020) Global Climate Risk Index 2020. Bonn: Germanwatch.

[23] Government of Pakistan. http://covid.gov.pk/stats/pakistan

Both CP and UNSDF will come to an end in 2022. This end-of-cycle evaluation of the CP (2018-2022) is commissioned to generate evidence and knowledge about the ongoing programme The evaluation recommendations will be used to inform the development of the new CP (2023-2027). The primary audiences of this evaluation are national, subnational, local government institutions, UNDP Executive Board, UNDP, the UN Country Team, donors and development stakeholders. Secondary audiences are but not limited to academia, researchers, civil-society organizations and communities.

2. UNDP'S CURRENT PROGRAMME (2018-2022)[24]

UNDP Country Programme (CP) (2018-2022) for Pakistan, with a total budget of $243,431,000, primarily contributes to Outcome 6 (Resilience) and Outcome 9 (Governance) of UNSDF with an estimated budget of $146,160,000 and $97,271,000, respectively. The *Country programme outcomes and indicative resources (2018-2022) and utilisation (2018-2020) is available as Annex A.* Throughout its programming, UNDP focuses on prioritizing those who are affected by and vulnerable to crisis, poverty, and climate change especially rural communities of Pakistan, as well as youth (particularly young women) for skills development and access to basic services including legal, and public services.

Country Programme Outcome 1: Increased effectiveness and accountability of governance mechanisms[25]

Output 9.1: Democratic governance of state institutions, including Parliament, provincial assemblies, local governments and electoral management bodies, strengthened to be responsive to citizens and accountability, for improved service delivery.

Output 9.2: Strengthened functioning, financing and institutional capacities facilitate access to justice and improve redress mechanisms by the rule of law institutions.

Output 9.3: Through active citizen engagement, national/provincial governments shape public policy priorities and establish planning, financing and monitoring mechanisms, facilitating implementation of the Sustainable Development Goals

Country Programme (CP) Outcome 1 was directly contributing to Outcome 9 (Governance) while also indirectly contributing to UNSDF Outcome 8 (Gender).

UNDP's work under Outcome 1 focuses on providing support in shaping and implementing legislative reforms, regulatory frameworks and strategic policies in order to strengthen the application of democratic principles and processes of good governance. UNDP technical assistance and up-stream policy advice focused on strengthening governance and human rights institutions. UNDP worked in collaboration with Government of Pakistan to enhance transparency and strengthen the core functions of the Senate of Pakistan and the Provincial Assemblies of Khyber Pakhtunkhwa and Balochistan. The initiative revolved around developing capacity of parliamentary committees, Members and the Secretariat's staff, and improving linkages with the public.

UNDP also strengthened government capacities for achievement of the Sustainable Development Goals at the national and provincial level by establishing SDG Units in all four provinces and also one at the federal level. These SDG units provided technical support to the government in developing national, provincial and district level (3 districts in Balochistan) SDG Frameworks. With UNDP technical support, Pakistan Social and Living Standards Measurement Survey (PSLMS) was automated and the survey data is facilitating to report on almost 80 SDG indicators.

[24] UNDP Pakistan CPD (2018-2022), follow the link:

[25] Outcome 9, United Nations Sustainable Development Framework /One-UN Programme III (2018-2022).

With UNDP assistance, Khyber Pakhtunkhwa's *Local Government Act 2013* was amended, setting the scene for the formation of local governments in the province's newly Merged Districts. UNDP continued its support to the Federal and Provincial Election Commission of Pakistan (ECP) to complete the preparations to hold free, transparent and peaceful elections at the local level. UNDP's technical support facilitated the implementation of the *ECP Strategic Plan* and the *Elections Act 2017* to enhance accountability of ECP towards general public and strengthen parliamentary oversight of the commission.

HRIMS rolled out in all 4 provinces to strengthen human rights data and *Local Government Act 2019* revised in Khyber Pakhtunkhwa. UNDP continued to support KP and Balochistan to make its justice system stronger, more people-centred and more responsive to citizens' needs. Enhanced capacities to uphold the rule of law for 238 police and prosecutors and establishment of 22 Legal Aid Desks in collaboration with the Khyber Pakhtunkhwa Bar Council and development of new rules under the Criminal Procedure Code in KP facilitated integrity, transparency and accountability, as well as greater response to voice, inclusion, participation and women's empowerment.

Country Programme Outcome 2: Enhanced resilience and socioeconomic development of communities:

Output 6.1: National and provincial policies, systems and institutions enabled to achieve structural transformation and promote inclusive economic, social and political opportunities

Output 6.2: Revitalized productive capacities are sustainable and generate employment opportunities and improvement in sustainable livelihoods as part of broader development efforts

Output 6.3: Legal and regulatory frameworks and policies are in place, and institutions capacitated for the conservation, sustainable use, inclusive access and benefit-sharing of natural resources, biodiversity, chemicals, waste management and ecosystems

Output 6.4: In line with international conventions and national policy frameworks, implementation mechanisms are effectively introduced that promote sustainable use of natural resources, protect ecosystem and biodiversity and effectively manage and mitigate the threats to this process (chemicals, waste, CO2 emissions, etc.).

Country Programme (CP) Outcome 2 was directly contributing to Outcome 6 (Resilience) under UNSDF and indirectly to Outcome 2 (Decent Work) under UNSDF while also indirectly contributing to UNSDF Outcome 8 (Gender).

Under Outcome 6 of UNSDF, UNDP facilitated integration of gender mainstreamed disaster risk management and climate change strategies into national and sub-national level policy frameworks, public finance management systems and implementation mechanisms. While strengthening the capacities of the national and provincial disaster management authorities to work in high risk areas with high exposure to climate change risks, UNDP's technical and financial assistance enhanced institutional planning, budgeting and implementation of integrated disaster risk management and climate change actions to promoting climate change mitigation, adaptation and working towards sustainable natural resource management while also mainstreaming gender and women's empowerment.

UNDP also capitalized its comparative advantage in the areas of climate change and disaster risk management, being the first organization to access the Green Climate Fund for Pakistan. UNDP's glacial lake outburst floods programme implementation was delayed however UNDP remains committed to support the authorities and communities in northern Pakistan to address the impact of melting glaciers and changing monsoon patterns, which trigger floods and landslides. The programme will help to expand innovative early warning and mitigation measures in 2021 and 2022.

Under Outcome 2 (Decent Work) of UNSDF, UNDP focussed its interventions in the targeted areas with high levels of poverty facilitating creation of livelihoods and employment opportunities to youth, women and people with disabilities, providing access to basic services and particularly strengthening resilience of

communities affected by conflict. In continuation of its efforts from last CP (2013-2017), UNDP proactively and successfully continued post-recovery activities that promoted rehabilitation and resilience and built local partnerships in areas most affected by displacement in the Merged Areas of KP (erst-while FATA region).

3. EVALUATION PURPOSE

This evaluation will assess the UNDP's contribution and performance in supporting the national development and priorities under the approved Country Programme Document (CPD). The evaluation will serve as an important accountability function, providing national stakeholders and partners in Pakistan with an impartial assessment of the results of UNDP support. Besides, providing evidence of the relevance, effectiveness, efficiency and sustainability of the current programme, this end-of-cycle evaluation, considering results of previous CP (2013-2017) and recommendations of Assessment of Development Results (ADR) 2016, will also assess impact of current CP which will greatly facilitate identifying lessons learnt and providing guidance in the development of new CP (2023-2027).

4. EVALUATION SCOPE AND OBJECTIVES

The Country Programme (CP) evaluation will focus on the formal UNDP country programme approved by the Executive Board. The scope of the CP evaluation includes the entirety of UNDP's activities at the outcome and output levels from January 2018 – December 2020. The evaluation covers interventions funded by all sources, including core UNDP resources, donor funds and government funds (non-core resources). In this end-of-cycle evaluation, a special focus will be given to assess contributions made towards Gender mainstreaming, women empowerment and human rights. The end-of-cycle evaluation will be forward-looking whereby drawing lessons from the current CP and proposing recommendations for the next CP (2023-2027).

5. EVALUATION CRITERIA AND KEY GUIDING QUESTIONS

The evaluation will answer the following broad questions:

- What did the UNDP Country Programme (CP) intend to achieve during the period under review?
- To what extent has the programme achieved (or is likely to achieve) its intended objectives at the output level, and what contribution has it made at the outcome level and towards the UN Sustainable Development Framework (UNSDF)
- How the application of UNDP's signature solutions of Poverty, Resilience, Governance, Planet and Gender Equality contributed to key results under the CP?
- What factors contributed to or hindered UNDP's performance and eventually, the sustainability of results?
- How well does the design and implementation of the CP address and benefits the needs of the most marginalized and vulnerable groups in the country (e.g. displaced population, people with disabilities, transgenders, youth etc.?
- To what extent UNDP was able to adapt to the COVID-19 crisis and support country's preparedness, response to the pandemic and supported country's ability to recover and meet the new development challenges which may have emerged.

In addition to the above questions, the evaluation is expected to produce answers surrounding the evaluation criteria of relevance, effectiveness, efficiency and sustainability. Below are guiding questions.

Relevance

- To what extent has the current UNDP CP provided support to Pakistan in implementing the 2030 Agenda for sustainable development and delivering UNSDF intended results as well as responding to unexpected events (including conflicts, natural disasters and pandemics such as COVID-19)?

- To what extent has the UNDP CP responded to the priorities and the needs of target beneficiaries as defined in the CP Document?
- To what extent did UNDP adopt gender-sensitive, human rights-based and conflict-sensitive approaches?
- To what extent was the theory of change presented in the outcome model a relevant and appropriate vision on which to base the initiatives.
- To what extent is UNDP engagement during the current CP, a reflection of strategic considerations, including the role of UNDP in a particular development context and its comparative advantage?
- Have the efforts made by UNDP and national partners to mobilize resources and knowledge been in line with and contributed to the current development landscape in Pakistan?
- Has UNDP been able to effectively adapt the programming in the current CP to respond to the COVID-19 pandemic in Pakistan?
    - To what extent has UNDP's support been based on locally coordinated country-needs-assessment?
    - To what extent did support meet and align with the needs within Pakistan for preparedness, response and recovery?
    - To what extent has UNDP been able to adapt existing programmes to respond to the COVID-19 pressures and protect development gains already achieved? Have TOCs and strategies been adjusted accordingly to reflect the impact of COVID-19 on existing programmes?
        - Have changes in priorities been documented? Has the CP Results and Resource Framework been adjusted to reflect COVID-19?

Effectiveness

- To what extent has progress been made towards CP outcomes achievement?
    - What has been the UNDP contribution to the observed changes at the two main CP Outcomes including Outcome 8 on Gender?
    - Have there been any unexpected outcome-level results achieved beyond the planned outcome?
    - What are the key achievements and what factors contributed to the achievements or non-achievement of the intended results?
- By reviewing the programme results and resources framework, is the UNDP programme on track to achieve intended results at the output levels?
    - What have been the key results and changes attained at the output level?
    - How has delivery of country programme outputs led to outcome-level progress?
    - What are the key achievements and what factors contributed to the achievements or non-achievement of the intended results?
- To what extent has UNDP partnered with civil society and local communities in the current CP which helped/hindered progress on results?
- Which programme areas are the most relevant and strategic for UNDP to scale up or consider going forward?
- To what degree was UNDP able to identify social and economic challenges resulting from COVID-19 and shape its response accordingly?
- How has UNDP facilitated effective local leadership in preparing, responding to and recovering from the crisis?

Efficiency

- To what extent has there been an economical use of resources in the achievement of results at the outcome and output level (funds, human resources, time, expertise, etc.)? What are the main administrative strengths and/or constraints?

- Is the results-based management system operating effectively and is monitoring data informing management decision making at the outcome and output level*?*
- To what extent has UNDP been efficient in building synergies and leveraging with other programmes and stakeholders in Pakistan?
- To what extent were partnership modalities conducive to the delivery of country programme outputs?
- To what extent have UNDP practices, policies, processes and decision-making capabilities affected the achievement of the country programme's outcomes/outputs?
- To what extent did UNDP engage or coordinate with beneficiaries, implementing partners, other United Nations agencies and national counterparts to achieve outcome and output level results?
- To what extent have programme funds have been delivered in a timely manner? And if the utilisation of funds facilitated in achievement/non achievement of results at outcome and output level?
- To what extent were the previous structures of development assistance and partnerships efficient and able to adapt to support the COVID-19 responses? Were these adequate? Where were there weaknesses?
- Has UNDP been able to offer a timely and cost-efficient procurement offer to meet country's response to COVID-19?

Sustainability

- What outcomes and outputs have the most likelihood of sustainability and being adopted by partners and why?
- To what extent do national partners have the institutional capacities, including sustainability strategies, in place to sustain the outcome-level results?
- To what extent are policy and regulatory frameworks in place that will support the continuation of benefits?
- To what extent have national partners committed to providing continuing support (financial, staff, aspirational, etc.)?
- To what extent do partnerships exist with other national institutions, NGOs, United Nations agencies, the private sector and development partners to sustain the attained results?
- To what extent do mechanisms, procedures and policies exist to carry forward the results attained on gender equality, empowerment of women, human rights and human development by primary stakeholders?
- Has COVID-19 support contributed to the development of social, economic and health systems of the country that are equitable, resilient and sustainable?
- What is the potential to "build back better"? How well is UNDP learning while doing and adapting in a context where limited evidence was/ is available to assess direct and indirect impacts of the COVID-19 response?

Human rights

- What facilitators and barriers at the CP outcome level played a role in the inclusion of vulnerable groups in UNDP's work and what can be done to improve/sustain the inclusion of these groups going forward?
- Were the impact of COVID-19 on vulnerable groups and human rights integrated within UNDP's response? To what extent were results achieved/not achieved for these groups?

Gender Equality

- To what extent has the current UNDP CP contributed to the UNSDF Outcome 8 i.e. Gender Equality intended results.
- To what extent have gender equality and the empowerment of women been addressed in the programme strategic design, implementation and reporting? Are there key achievements?

- In what way could UNDP enhance gender equality and women empowerment in the next country programme?
- Were the disproportional gender impacts of COVID-19 integrated within UNDP's response? To what extent were results achieved/not achieved for these groups?

South-South / Triangular Cooperation

- To what extent have triangular and South-South cooperation and knowledge management contributed to the results attained?

***An important note*:** Based on the above analysis, the evaluators are expected to provide overarching conclusions on achievement of the CP (2018-2022), as well as recommend key development priorities which shall inform the focus the new CP (2023-2027). The end-of-cycle evaluation is additionally expected to offer wider lessons for UNDP support in Pakistan.

6. METHODOLOGY AND APPROACHES

The end-of-cycle CP evaluation methodology will adhere to the United Nations Evaluation Group (UNEG) Norms & Standards. The evaluation will be carried out by an independent evaluation team. The evaluation team should adopt an integrated approach involving a combination of data collection and analysis tools to generate concrete evidence to substantiate all findings. Evidence obtained and used to assess the results of UNDP support should be triangulated from a variety of sources, including verifiable data on outcome and output indicators achievement, existing reports including Results Oriented Analysis Reports (2018-2020), UNDP Financial data from ATLAS (corporate Financial management system), UN Annual Reports and donor reports, project de-centralised evaluations, stakeholder interviews, focus groups, and surveys. It is expected that the evaluation methodology will comprise of the following elements:

- Review documents (Desk Review);
- Online Interviews with key stakeholders including government line ministries, development partners, civil society and other relevant partners through a participatory and transparent process;
- Consultations with beneficiaries through online interviews and/or virtual focus group discussions;
- Online Survey and/or questionnaires where appropriate and necessary;
- Triangulation of information collected from different sources/methods to enhance the validity of the findings.

The evaluation is expected to use a variety of above mentioned data sources. A transparent and participatory multi-stakeholder approach should be followed for data collection from government partners, community members, private sector, UN agencies, multilateral organizations, etc.

Evidence will be provided for every claim generated by the evaluation and data will be triangulated to ensure validity. An evaluation matrix or other methods can be used to map the data and triangulate the available evidence.

In line with the UNDP's gender mainstreaming strategy, gender disaggregation of data is a key element of all UNDP's interventions and data collected for the evaluation will be disaggregated by gender, to the extent possible, and assessed against the programme outputs/outcomes.

***Special note*:**

Given the ongoing COVID 19 pandemic and the resultant restrictions may require many of the in-person missions / consultations and data gathering / activities to be carried out remotely using electronic conferencing means.

7. EVALUATION PRODUCTS

***Special note*:**

The three evaluators will be working together to evaluate UNDP Pakistan country programme. Therefore, the task remains one including the deliverables and the related knowledge products which will be jointly produced by the three evaluators whereas level of effort is reflected through number of working/main-days for the 3 evaluators.

These knowledge products including the deliverables will include

- **Evaluation inception report (up to 10 pages).** The inception report, containing the proposed theory of change, and evaluation methodology should be prepared following and based on preliminary discussions with UNDP. The inception report should include an evaluation matrix presenting the evaluation questions, data sources, data collection, analysis tools and methods to be used. The inception report should detail the specific timing for evaluation activities and deliverables and propose specific site visits and stakeholders to be interviewed (this element can be shared with UNDP well in advance). The inception report should be reviewed by UNDP (Independent Evaluation Office (IEO), Bangkok Regional Hub, UNDP Pakistan) in consultation with the relevant government partners before the evaluation starts (before any formal evaluation interviews, survey distribution or field visits) and prior to the country visit in the case of international evaluator. **(see the inception report template in Annex H).**
- **Kick-off meeting.** Evaluators will give an overall presentation about the evaluation, including the evaluator team's approach, work plans and other necessary elements during the kick-off meeting. Evaluators can seek further clarification and expectations of UNDP and the Government partner in the kick-off meeting.
- **Evaluation debriefings.** Immediately following the evaluation, the evaluation team is required to present a preliminary debriefing of findings to UNDP, key Government partners and other development partners.
- **Draft evaluation report (max 60 pages including executive summary).** UNDP and other designated government representative and key stakeholders in the evaluation, including the UNDP IEO, Bangkok Regional Hub, will review the draft evaluation report and provide an amalgamated set of comments to the evaluator within an agreed period of time, addressing the content required (as agreed in the TOR and inception report) and quality criteria as outlined in these guidelines.
- **Evaluation report audit trail.** Comments and changes by the evaluators in response to the draft report should be retained by the evaluators to show how they have addressed comments.
- **Final evaluation report (see final evaluation template in the Annex I) along with Evaluation brief (2 pages maximum) and other knowledge products** or participation in knowledge-sharing events and **Evaluation Management Response (see the management response in the Annex H)**
- **Presentations to stakeholders (this will be done remotely)**

8. EVALUATION TEAM COMPOSITION AND REQUIRED COMPETENCIES

The CP end-of-programme cycle evaluation will be conducted by a team of three (3) independent consultants comprising of:

- An individual international consultant (Team leader) to cover the overall CP evaluation including focusing on Outcome 1 (Governance) with thematic areas such as human rights, decentralisation & local governance; electoral and legislative processes; rule of law; MAPs for SDGs
- An individual international consultant to cover the CP Outcome 2 (Resilience) focusing on interventions relating to human as well as climate induced disasters and crisis; social cohesion; economic growth through enhanced livelihoods/employment; climate adaptation and mitigation
- An individual local consultant who will provide knowledge of national context and support the full evaluation process.

In order to ensure the credibility and usability of an evaluation, UNDP will ensure the independence and impartiality of evaluators who are free from a conflict of interest. Applicants should not have worked or contributed to the CP under evaluation at any time in any way. Following this principle, UNDP staff

members—including advisers based in regional centres and headquarters units, civil servants or employees of NGOs that may be or have been directly or indirectly related to the CP, should not take part in this CP evaluation. Equally, the applicants should not be in a position where there may be the possibility of future contracts in the area under evaluation. Applicants must inform UNDP and stakeholders of any potential or actual conflict of interest. If a conflict of interest is uncovered or arises during the evaluation, UNDP will determine whether the evaluator should be dismissed and/or the evaluation terminated.

Responsibilities of International Evaluation Consultant / Governance (Team Leader)

S/he has overall responsibility for conducting the end-of-cycle CP evaluation, especially **reviewing UNDP's engagement in the Outcome 1 of Governance** as well as providing guidance and leadership to the other two consultants/evaluators i.e. for resilience outcome 2 and the national consultant. In consultation with the team members, s/he will be responsible for developing a methodology for the assignment that reflects best practices and encourages the use of a participatory and consultative approach as well as delivering the required deliverables to meet the objective of the assignment. S/he will lead the preparation and revision of the draft and final reports, ensuring the assignments have been completed in the agreed timeframe.

S/he has responsibilities as follows:

- Leading the documentation review and framing of evaluation questions in consultation with team members;
- Leading the design of monitoring and evaluation questions and field verification tools in consultation with team members;
- Ensure efficient division of tasks between evaluation team members;
- Leading the evaluation team in planning, execution and reporting;
- Incorporating the use of best practice with respect to evaluation methodologies;
- Incorporating results from the Resilience thematic evaluation into the report;
- Responsible for and leading the drafting of inception report, finalization/quality control of the evaluation report including timely submission and adjustment;
- Leading the kick-off meeting and debriefing meeting on behalf of the evaluation team with UNDP and stakeholders;

Required Qualifications:

- Minimum Master's degree in economics, public administration, regional development/planning or any other social sciences related to economic management and pro-poor development;
- Strong knowledge of UNDP and its working approaches including partnership approaches with Government, civil society and community groups;
- *Minimum 8 years of proven experience in conducting outcomes/impact/CPD/UNDAF/thematic evaluations especially in* ***Governance thematic area focusing on human rights, rule of law, electoral reforms, decentralization & local governance, SDGs implementation etc****.;*
- Experience in applying SMART (S Specific; M Measurable; A Achievable; R Relevant; T Time-bound) indicators and reconstructing or validating baseline scenarios;
- Demonstrated capacity in strategic thinking, problem solving and policy advice;
- Strong inter-personal skills, teamwork, analytical skills and organizational skills;
- Excellent presentation and drafting skills, and familiarity with information technology, including proficiency in word processing, spreadsheets, and presentation software;
- Fluency in English, both in speaking and writing;
- Previous experience working in similar Pakistan context or in the region is an advantage;
- Knowledge of the sensitivities of the context of Pakistan is an asset.

9. EVALUATION ETHICS

This evaluation will be conducted in accordance with the principles outlined in the UNEG 'Ethical Guidelines for Evaluation' which are available here: http://www.unevaluation.org/document/detail/102. The evaluators must safeguard the rights and confidentiality of information providers, interviewees and stakeholders through measures to ensure compliance with legal and other relevant codes governing collection of data and reporting on data. In order to ensure complete independence by the evaluators to freely ask questions as well as by the interviewees to respond in an open and transparent manner, any staff of UNDP Pakistan will not participate in the stakeholder interviews. The evaluators must also ensure security of collected information before and after the evaluation and protocols to ensure anonymity and confidentiality of sources of information where that is expected. The information knowledge and data gathered in the evaluation process must also be solely used for the evaluation and not for other uses without the express authorization of UNDP and partners.

10.EVALUATION ARRANGEMENTS

The below table outlines key roles and responsibilities for the evaluation process. RBM Analyst/Head Management Support Unit at UNDP Pakistan will act as the Evaluation Manager, who will assume the day-to-day responsibility for managing the evaluation and serve as a central person connecting other key parties. The Evaluation Manager will seek guidance from Evaluation Commissioner, Deputy Resident Representative (DRR) of UNDP Pakistan as well as from UNDP Independent Evaluation Office and Regional Bureau of Asia and The Pacific.

The final approval of the report will be made by the Evaluation Commissioner / DRR, UNDP Pakistan. The final payment will be made upon the satisfactory completion and approval of the report.

Role	Responsibilities

Technical Guidance and Oversight:
 	
Independent Evaluation office
	• Provides technical inputs to the following, based on UNDP guidelines and tools to support the quality enhancement of CP evaluation:
	  ○ Terms of Reference
	  ○ Inception Report
	  ○ Final Report
	• Contributes to the quality assurance process of the CP evaluation

Commissioner of the Evaluation: UNDP Deputy Resident Representative	▪ Lead and ensure the development of comprehensive, representative, strategic and costed evaluation; ▪ Determine scope of evaluation in consultation with key partners; ▪ Provide clear advice to the Evaluation Manager on how the findings will be used; ▪ Respond to the evaluation by preparing a management response and use the findings as appropriate; ▪ Safeguard the independence of the exercise; ▪ Approve TOR, inception report and final report. ▪ Allocate adequate funding and human resources. ▪ Ensure dissemination of the evaluation report to all the stakeholders.
Evaluation Manager: M&E Focal Point	▪ Lead the development of the evaluation TOR in consultation with stakeholders; upload ToR in Evaluation Resource Center (ERC) ▪ Manage the selection and recruitment of the Evaluation Team; ▪ Manage the contractual arrangements, the budget and the personnel involved in the evaluation; ▪ Provide executive and coordination support; ▪ Provide the Evaluation Team with administrative support and required data; ▪ Liaise with and respond to the evaluation commissioner; ▪ Connect the Evaluation Team with the wider programme unit, senior management and key evaluation stakeholders and ensure a fully inclusive and transparent approach to the evaluation; ▪ Review the inception report and final report.

	▪ Upload Evaluation report including Management Response in ERC; ▪ Ensure timely follow up and update of management response
Programme Manager(s)	▪ Provide inputs/advice to the evaluation on the detail and scope of the terms of reference for the evaluation and how the findings will be used; ▪ Ensure and safeguard the independence of evaluations; ▪ Provide the evaluation manager with all required data and documentation and contacts/stakeholders list, etc.; ▪ Support the arrangement of interview, meetings and field missions; ▪ Provide comments and clarification on the terms of reference, inception report and draft evaluation reports; ▪ In consultation with Government, respond to evaluation recommendations by providing management responses and key actions to all recommendations addressed to UNDP; ▪ Ensure dissemination of the evaluation report to all the stakeholders including the project boards; ▪ Responsible for the implementation of key actions on evaluation recommendations in partnership with Implementing partners.
Regional Evaluation Focal Points	▪ Support the evaluation process and ensure compliance with corporate standards; ▪ Provide technical support to country office including advice on the development of terms of reference; recruitment of evaluators and maintaining evaluator rosters; implementation of evaluations; and finalization of evaluations, management responses and key actions ▪ Ensure management response tracking and support M&E capacity development and knowledge-sharing; ▪ Dispute resolution when issues arise in implementation of evaluations. ▪ Contributes to the quality assurance process of the evaluation.
Evaluation team (led by Team leader)	▪ Fulfil the contractual arrangements under the terms of reference as appropriate; ▪ Ensure the quality (including editorial) of the report and its findings and recommendations; ▪ Develop the evaluation inception report, including an evaluation matrix, in line with the terms of reference, UNEG norms and standards and ethical guidelines; ▪ Draft reports and brief the evaluation manager, programme/project managers and stakeholders on the progress and key findings and recommendations; ▪ Finalize the evaluation, taking into consideration comments and questions on the evaluation report. Evaluators' feedback should be recorded in the audit trail; ▪ Support UNDP efforts in knowledge-sharing and dissemination if required.

11.TIME FRAME FOR THE EVALUATION PROCESS

The timeframe and responsibilities for the evaluation process are tentatively as follows:

Country Programme Evaluation (2018- 2022)

UNDP PAKISTAN

ACTIVITIES/ MILESTONES	Agency/Responsible partner	consulted/Coordinated	y 2021	March 2021					April 2021					May 2021					June 2021					July 2021			
			W4	W1	W2	W3	W4	W5	W1	W2	W3	W4	W5	W1	W2	W3	W4	W5	W1	W2	W3	W4	W5	W1	W2	W3	W4
UNDP Country Programme Evaluation			date 22-26	date 1-5	date 8-12	date 15-19	date 22-26	date 29-31	date 1-2	date 5-9	date 12-16	date 19-21	date 22-23; 26-28	date 29-30;3-5	date 6-7;10-11	date 12-14;17-18	date 19-21	date 24-28	date 1-4	date 7-11	date 14-18	date 21-25	date 28-30	date 1-2	date 5-9	date 12-14	date 16
Draft Terms of Reference	UNDP CO																										
Share the draft terms of reference for feedback and inputs	UNDP CO	RBAP, IEO & the Government																									
advertise for individual consultants	UNDP CO																										
Selection of individual consultants	UNDP CO	RBAP & IEO																									
Contract signed with the selected consultants	UNDP CO																										
Desk review conducted, Inception report submitted	Evaluation Team																										
Comments on the inception report provided	UNDP CO	RBAP & IEO																									
Final Inception report submitted																											
Data gathering/Field missions conducted	Evaluation Team	UN Task Team, the Government																									
Draft report produced and submitted to UNDP	Evaluation Team																										
Comments on the draft report provided	UNDP CO	IEO, RBAP																									
Comments on the draft report provided	UNDP CO	the Government																									
Final report submitted	Evaluation Team																										
Final report accepted	UNDP CO	RBAP																									
Dissemination workshop organized	UNDP CO	UN Task Team, the Government																									

Suggested working day allocation and schedule for evaluation

ACTIVITY	ESTIMATED # OF DAYS	DATE OF COMPLETION	PLACE	RESPONSIBLE PARTY
Phase One: Desk review and inception report				
Meet/discuss with UNDP	1 day	[indicate a proposed date DD/MM/YYYY]	UNDP or remote	Evaluation team & UNDP
Sharing of the relevant documentation with the evaluation team	-	[indicate a proposed date DD/MM/YYYY]	Via email	Evaluation manager
Desk review, Evaluation design, methodology, the specific timing for evaluation activities and deliverables and propose specific site visits and stakeholders to be interviewed and prepare the inception report	07 days	[indicate a proposed date DD/MM/YYYY]	Home- based	Evaluation Team
Submission of the inception report, 10 pages maximum (see the template in the annex section)	-	[indicate a proposed date DD/MM/YYYY]	Via email	Evaluation team
Comments and on approval of inception report		[indicate a proposed date DD/MM/YYYY]	Via email	UNDP
Submit the final inception report	4 days	[indicate a proposed date DD/MM/YYYY]	Via email	Evaluation team
Approve the inception report		[indicate a proposed date DD/MM/YYYY]	Via email	UNDP
Phase Two: Data-collection mission				
Update on the detailed work plan including field mission and agree upon with UNDP	0.5 day	[indicate a proposed date DD/MM/YYYY]	Via email	Evaluation team
Kick-off meeting with UNDP, Government and development partners.	0.5 day	[indicate a proposed date DD/MM/YYYY]		

Conduct data collection including field visits, in-depth interviews, focus group and etc.	07 days	[indicate a proposed date DD/MM/YYYY]	In country (subject to COVID pandemic restrictions)	
Phase Three: Evaluation report writing				
Preparation of draft evaluation report (see the template in the annex section)	14 days	[indicate a proposed date DD/MM/YYYY]	Home- based	Evaluation team
Draft report submission	-	[indicate a proposed date DD/MM/YYYY]	Via email	Evaluation team
UNDP and other stakeholder comments to the draft report		[indicate a proposed date DD/MM/YYYY]	UNDP	Evaluation manager
Update report taking into account UNDP/stakeholder comments	08 days	[indicate a proposed date DD/MM/YYYY]	Via email	Evaluation team
Submit the final report to UNDP for sharing to other stakeholders	-	[indicate a proposed date DD/MM/YYYY]	Via email	Evaluation team
Dissemination workshop organised	1 day	[indicate a proposed date DD/MM/YYYY]	UNDP	Evaluation manager
Estimated total days for the evaluation **Total working day of evaluation team**	**--** **43**			

12. APPLICATION SUBMISSION PROCESS AND CRITERIA FOR SELECTION

Evaluation team will be evaluated based on the merit of the proposed approach, including following:

- 15%. Qualification and experience
- 20%. Technical approach as illustrated in the description of the proposed methodology.
- 15% 3 Sample Evaluation/Assessment reports (relevant to the ToR) as identified in the CV
- 10%. Presentation demonstrating
  - skill-set evident through CV/technical proposal
  - understanding of the ToR
  - Communication skills
- 10%. Reference from Past performance. To enable this reference check is carried out, applicants are required to provide a list of all related consultancies/ evaluations conducted during the past three years with associated contact details of references.
- 30% Financial proposal

13. PAYMENT SCHEDULE

	Deliverables/ Outputs	**Percent (%) payment**
1	**Draft Evaluation inception report (up to 10 pages)**	30% (after the submission of deliverable 2)
2	**Final Evaluation inception Report**	
3	**Draft evaluation report**	40%
4	**Final evaluation report along with Evaluation report audit trail**	30% (after the submission of deliverable 5)
5	**Presentations to stakeholders**	

14. TOR ANNEXES

A. Country programme outcomes and indicative resources (2018-2022)
B. Key stakeholders and partners
C. Document to be reviewed
D. Evaluation matrix
E. Schedule of tasks, milestone and deliverables
F. Inception report template
G. Require format for the evaluation report
H. Evaluation recommendations
I. Evaluation quality assessment
J. Code of conduct

Annex A: Country programme outcomes and indicative resources (2018-2022)

Country Programme Outcome and Outputs	**Indicative resources (2018-2022)** *in thousands of United States dollars*	**Expenditure (2018-2020)** *in thousands of United States dollars*
Outcome 1: By 2022, the people in Pakistan, especially the most vulnerable and marginalized, have increased knowledge of their rights and improved access to more accountable, transparent and effective governance mechanisms and rule of law institutions 1.1 Democratic governance of state institutions, including Parliament, provincial assemblies, local governments and electoral management bodies, strengthened to be responsive to citizens and accountability, for improved service delivery. 1.2 Strengthened functioning, financing and institutional capacities facilitate access to justice and improve redress mechanisms by the rule of law institutions. 1.3 Through active citizen engagement, national/provincial governments shape public policy priorities and establish planning, financing and monitoring mechanisms, facilitating implementation of the Sustainable Development Goals	97,271	57,332
Outcome 2: By 2022, the resilience of the people of Pakistan, especially the most vulnerable populations is increased by addressing and mitigating natural and human induced disasters, including climate change mitigation and adaptation measures, and sustainable management of cultural and natural resources. 2.1 National and provincial policies, systems and institutions enabled to achieve structural transformation and promote inclusive economic, social and political opportunities 2.2 Revitalized productive capacities are sustainable and generate employment opportunities and improvement in sustainable livelihoods as part of broader development efforts 2.3 Legal and regulatory frameworks and policies are in place, and institutions capacitated for the conservation, sustainable use,	146,160	85,998

inclusive access and benefit-sharing of natural resources, biodiversity, chemicals, waste management and ecosystems 2.4 In line with international conventions and national policy frameworks, implementation mechanisms are effectively introduced that promote sustainable use of natural resources, protect ecosystem and biodiversity and effectively manage and mitigate the threats to this process (chemicals, waste, CO2 emissions, etc.).		
Total	**243,431**	**143,330**

Source: UNDP Pakistan Country Programme Document 2018-2022; Atlas financial data for expenditures

Annex B: Key stakeholders and partners

Engagement of stakeholders is vital to a successful evaluation. Stakeholder involvement should include interviews with stakeholders who have project responsibilities, including but not limited to:

- Government Coordinating Agency – Economic Affairs Division, Ministry of Finance
- Implementing Partners – Ministry of Climate Change, Trust for Democratic Education and Accountability (TDEA), Snow Leopard Foundation
- Responsible Partners (NGOs, CSOs, Provincial Planning and Development Departments, Government vocational institutes etc.) (10-12)
- Project beneficiaries including government at national and provincial level
- UN Agencies, RC Office, UN Working groups
- Donors and non-donor partners (approx. 8-10)
- Project Managers, Project Specialists
- UNDP staff (10-12)

Annex C: Documents to be reviewed and consulted.

Evaluation team are required to review various documents related to Pakistan and UNDP programme including but not limited to following documents:

- UNDP Strategic Plan (2018-2021) http://strategicplan.undp.org/
- United Nations Sustainable Development Framework (UNSDF 2018-2022)
- UNDP Country Programme Document (2018-2022)
- Project Documents and Project Brief
- Pakistan: Voluntary National Review on the Implementation of the 2030 Agenda for Sustainable Development
- UNDP Evaluation guidelines: http://web.undp.org/evaluation/guideline/index.shtml
- UNEG norms and standard: http://www.unevaluation.org/document/detail/1914
- Human Development Reports
- Other UNDP Evaluation Reports
- Annual Gender Marker Report
- Result Oriented Analysis Reports (2018-2020)
- Project Annual Progress Reports (2018-2020)
- Donor Agreements and reports
- Programme Monitoring Visit Reports
- Programme and Projects Quality Assurance Reports (2018 - 2020)
- Project Board Meeting Minutes
- Country Programme Resource Mobilisation Table
- CO PAK Programme Tree mapped with SP/IRRF (2018-2021)
- Updated Resource Pipeline Data
- Other relevant documents and resources.

Annex D: Evaluation matrix (suggested as a deliverable to be included in the inception report).

The evaluation matrix is a tool that evaluators create as map and reference in planning and conducting an evaluation. It also serves as a useful tool for summarizing and visually presenting the evaluation design and methodology for discussions with stakeholders. It details evaluation questions that the evaluation will answer, data sources, data collection, analysis tools or methods appropriate for each data source, and the standard or measure by which each question will be evaluated.

Table 1. Sample evaluation matrix

Relevant evaluation criteria	Key questions	Specific sub questions	Data sources	Data-collection methods/tools	Indicators/ success standard	Methods for data analysis

Annex E: Schedule of tasks, milestones and deliverables.

Based on the time frame specified in the TOR, the evaluators present the detailed schedule.

Annex F: Inception report template

Follow the link: Inception report content outline

Annex G: Required format for the evaluation report.

The final report must include, but not necessarily be limited to, the elements outlined in the quality criteria for evaluation reports. Follow the link: Evaluation report template and quality standards

Annex H: Evaluation Recommendations.

Follow the link: Evaluation Management Response Template

Annex I: Evaluation Quality Assessment

Evaluations commissioned by UNDP country offices are subject to a quality assessment, including this evaluation. Final evaluation reports will be uploaded to the Evaluation Resource Centre (ERC site) after the evaluations complete. IEO will later undertake the quality assessment and assign a rating. IEO will notify the assessment results to country offices and makes the results publicized in the ERC site. UNDP Pakistan aims to ensure evaluation quality. To do so, the consultant should put in place the quality control of deliverables. Also, consultants should familiarize themselves with rating criteria and assessment questions outlined in the Section six of UNDP Evaluation Guidelines

Annex J: Code of conduct.

UNDP requests each member of the evaluation team to read carefully, understand and sign the 'Code of Conduct for Evaluators in the United Nations system', which may be made available as an attachment to the evaluation report. Follow this link: http://www.unevaluation.org/document/detail/100

ANNEX - II

P-11 Form

UNITED NATIONS DEVELOPMENT PROGRAMME

Personal History Form

INSTRUCTIONS: Please answer each question clearly and completely. Type or print in ink. Read carefully and follow all directions. If you need more space, attach additional pages of the same size.

1. Family name (surname)	**2. First names**	**3. Maiden name, if applicable**

4. Date of birth day month year	**5. Place of birth**	**6. Nationality at birth**	**7. List all your current nationality(ies)**	**8. Gender** Male ☐ Female ☐

9. Marital status Single ☐ Married ☐ Separated ☐ Widow(er) ☐ Divorced ☐

10. Entry into United Nations service might require assignment and travel to any area of the world in which the United Nations has responsibilities. Do you have/experience any condition/situation which might limit your prospective field of work or your ability to engage in air travel?

No ☐ Yes ☐ If "Yes", please describe:

11. Permanent address	**12. Present address** if different from that indicated in box 11	**13. Telephone numbers** Home/Mobile; Work;
Telephone No.	Telephone No.	**14. Personal and/or professional e-mail address:**

15. Have you any dependents? Yes ☐ No ☐ If the answer is "Yes", give the following information:

;Name	Date of birth	Relationship	Name	Date of birth	Relationship

16. Have you taken up legal permanent residence status in any country other than that of your nationality? No ☐ Yes ☐ If "Yes", which country(ies)?	**17.** Have you taken any steps towards changing your present nationality? No ☐ Yes ☐ If "Yes", explain fully:

18. Are any of your family members (spouse/partner, father/mother, brother/sister, son/daughter) employed in the UN Common System, including UNDP? Yes ☐ No ☐ If "Yes", give the following information:

Name	Relationship	Name of Organization & Duty Station

19.Do you have any other (extended) family members employed by UNDP? No ☐ Yes ☐ If "Yes", give the following information:

Name	Relationship	Name of Unit & Duty Station

20. Would you accept employment for less than six months? Yes ☐ No ☐	**21.** Have you been interviewed for any UNDP positions in the last 12 months? If so, for which post(s)?

22.Languages – indicate mother tongue 1st	Ability to operate in the listed language(s) in a work environment			
	Read	**Write**	**Speak**	**Understand**
	☐ none ☐ limited ☐ working knowledge ☐ proficient	☐ none ☐ limited ☐ working knowledge ☐ proficient	☐ none ☐ limited ☐ working knowledge ☐ proficient	☐ none ☐ limited ☐ working knowledge ☐ proficient
	☐ none ☐ limited ☐ working knowledge ☐ proficient	☐ none ☐ limited ☐ working knowledge ☐ proficient	☐ none ☐ limited ☐ working knowledge ☐ proficient	☐ none ☐ limited ☐ working knowledge ☐ proficient
	☐ none ☐ limited ☐ working knowledge ☐ proficient	☐ none ☐ limited ☐ working knowledge ☐ proficient	☐ none ☐ limited ☐ working knowledge ☐ proficient	☐ none ☐ limited ☐ working knowledge ☐ proficient
	☐ none	☐ none	☐ none	☐ none

	☐ limited ☐ working knowledge ☐ proficient	☐ limited ☐ working knowledge ☐ proficient	☐ limited ☐ working knowledge ☐ proficient	☐ limited ☐ working knowledge ☐ proficient
	☐ none ☐ limited ☐ working knowledge ☐ proficient	☐ none ☐ limited ☐ working knowledge ☐ proficient	☐ none ☐ limited ☐ working knowledge ☐ proficient	☐ none ☐ limited ☐ working knowledge ☐ proficient
	☐ none ☐ limited ☐ working knowledge ☐ proficient	☐ none ☐ limited ☐ working knowledge ☐ proficient	☐ none ☐ limited ☐ working knowledge ☐ proficient	☐ none ☐ limited ☐ working knowledge ☐ proficient
	☐ none ☐ limited ☐ working knowledge ☐ proficient	☐ none ☐ limited ☐ working knowledge ☐ proficient	☐ none ☐ limited ☐ working knowledge ☐ proficient	☐ none ☐ limited ☐ working knowledge ☐ proficient

23. For General Service support level posts only, indicate if you have passed the following tests:

UN/ASAT – Administrative Support Assessment Test (formerly known as clerical test):
No ☐ Yes ☐ if "Yes", date taken:

UNDP/AFT – UNDP Accountancy and Finance Test: No ☐ Yes ☐ if "Yes", date taken:

24.EDUCATION: Give full details - NB Please give exact titles of degrees in original language

Degrees claimed in the job application (even if they are not a requirement for the post) must be completed at the time of the application.

UNDP only recognizes degrees and diplomas from educational institutions that have been recognized or otherwise approved by competent authorities at the time that they were obtained. Degrees requiring little or no actual course work, degrees awarded for payment of fees only, and degrees granting substantial credits for "lifetime achievements" or "life/work experience" will normally not be recognized. Incomplete degrees are unacceptable to UNDP, regardless of whether they are associated with a recognized higher educational institution.

A. List all educational institutions attended, including secondary school, and diplomas/degrees or equivalent qualifications obtained (highest level education first). Give the exact name of the institution and the title of degrees, diplomas, etc. (Please do not translate or indicate equivalent degrees).

Name, place and country	Attended from/to Mo/Year Mo. /Year		Degrees / Diplomas obtained	Main course of study	In person or online/remote?

B. **Post-qualification training courses / learning activities**

Name, place and country	Type	Attended from/to Mo/Year Mo. /Year		Certificates or Diplomas obtained	In person or online/remote?

C.**UN Language Proficiency Exams (if any)**

D. **UNDP Certification Programmes (if any)**

25. List membership of professional societies and activities in civic, public or international affairs

26. List any significant publications you have written (do not attach them) or any special recognitions you have received

27. Have you already been issued a UN Index Number? No ☐ Yes ☐ If "Yes", please indicate this number:

28. EMPLOYMENT RECORD: Starting with your present post, list in reverse order every employment you have had. Use a separate block for each employment. Include service in the armed forces and note any period during which you were not gainfully employed. If you need more space, attach additional pages of the same size. Provide gross salary per annum and **indicate currency** for your last or present post.

Are you a current or former UNV? Yes ☐ No ☐ If "Yes", please indicate roster number:

A. **PRESENT POST (Last post, if not presently employed)**

FROM	TO	SALARIES PER ANNUM		FUNCTIONAL TITLE: As specified in your Letter of Appointment/Contract: UN grade of your post (if applicable): (do not indicate equivalency) Last UN step in your post (if applicable):
Month/Year	Month/Year	Starting (gross)	Final (gross)	

NAME OF EMPLOYER:

TYPE OF BUSINESS:

EMPLOYMENT TYPE:
Full time: ☐
Part Time: ☐ (%)

Type of contract:

☐ 100 Series
☐ Permanent
☐ FTA
☐ SC
☐ 200 series
☐ Indefinite
☐ TA
☐ UNV
☐ ALD/300 series
☐ Continuing
☐ SSA / IC
☐ Other

ADDRESS OF EMPLOYER

NAME OF SUPERVISOR:
E-mail Address and Telephone No. of Supervisor:

Do/did you supervise staff? If so:
Number of professional staff supervised:
Number of support staff supervised:

Description of your duties and related accomplishments:

Reason for leaving:

B. **PREVIOUS POSTS (In reverse order i.e. most recent post first)**

FROM	TO	SALARIES PER ANNUM		FUNCTIONAL TITLE: As specified in your Letter of Appointment/Contract: UN Grade of your post (if applicable): (do not indicate equivalency) Last UN step in your post (if applicable):
Month/Year	Month/Year		Final (gross)	

NAME OF EMPLOYER

TYPE OF BUSINESS:

EMPLOYMENT TYPE:
Full time: ☐
Part Time: ☐ (%)

	Type of contract: ☐ 100 Series ☐ Permanent ☐ FTA ☐ SC	☐ 200 series ☐ Indefinite ☐ TA ☐ UNV	☐ ALD/300 series ☐ Continuing ☐ SSA / IC ☐ Other
ADDRESS OF EMPLOYER	NAME OF SUPERVISOR: E-mail Address and Telephone No. of Supervisor:		
	Did you supervise staff? If so: Number of professional staff supervised: Number of support staff supervised:		
Description of your duties and related accomplishments:			
Reason for leaving:			

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Description of your duties and related accomplishments:				
Reason for leaving:				

29. Have you any objections to our making inquiries of:
(a) your present employer? No ☐ Yes ☐
(b) your previous employers? No ☐ Yes ☐

30. Are you now, or have you ever been, a national civil servant in your government?
No ☐ Yes ☐

If "Yes", Indicate dates of service: Functions: Country:

31. References: list **three** persons not related to you who are familiar with your character and qualifications and who may be contacted for a reference

UNDP will not seek a reference from your *current* employer without obtaining prior consent. However, please note that UNDP may seek references from your former employers.

Full Name	Full Address, including E-Mail Address and Telephone Number	Name of Organization, Business or Occupation

32. State any other relevant facts in support of your application. Include information regarding any periods of residence outside the country of your nationality

33. Have you ever been convicted, fined, or imprisoned for the violation of any law (excluding minor traffic violations)?

No ☐ Yes ☐ If "Yes", give full particulars of each case in an attached statement

34. Have you ever had disciplinary measures imposed on you, including dismissal or separation from service, on the grounds of misconduct?

No ☐ Yes ☐ If "Yes", give full particulars of each case in an attached statement.

35. Have you ever been separated from service on the grounds of unsatisfactory performance?

No ☐ Yes ☐ If "Yes", give full particulars of each case in an attached statement.

36. I certify that the information I have provided in the present document is true, complete and correct to the best of my knowledge. I understand that any misrepresentation or material omission made in this document may lead to the termination of my appointment or to dismissal. I understand this also applies to any other information or document requested by the Organization for the purpose of my recruitment to and employment with UNDP.

In connection with this application, I authorize former employers and educational institutions to release information about my background to UNDP or its agent. My signature below releases the aforesaid parties providing information about me from any liability whatsoever in collecting and disseminating the information obtained.

DATE: **SIGNATURE**: _____

Note:

Applications for employment at UNDP must include a completed and signed Personal History form (P.11). By submitting a Personal History form, the applicant authorizes UNDP or its agent to verify and validate all information provided in the P.11. The P.11 form is not valid without signature. The signed P.11 form serves to release any party cited in the form from any liability whatsoever for releasing information to UNDP or its agent.

You may be requested to provide documentary evidence of 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 originals of any references, testimonials or certificates of academic achievement unless they have been obtained for the sole use of UNDP.

If Degrees/Certificates are in foreign language, you may be required to provide official English translation at time of request.

ANNEX - III

INDIVIDUAL CONSULTANT GENERAL TERMS AND CONDITIONS

G E N E R A L C O N D I T I O N S O F C O N T R A C T FOR THE SERVICES OF INDIVIDUAL CONTRACTORS

1. **LEGAL STATUS**: The Individual contractor shall have the legal status of an independent contractor vis-à-vis the United Nations Development Programme (UNDP), and shall not be regarded, for any purposes, as being either a "staff member" of UNDP, under the UN' Staff Regulations and Rules, or an "official" of UNDP, for purposes of the Convention on the Privileges and Immunities of the United Nations, adopted by the General Assembly of the United Nations on 13 February 1946. Accordingly, nothing within or relating to the Contract shall establish the relationship of employer and employee, or of principal and agent, between UNDP and the Individual contractor. The officials, representatives, employees or subcontractors of UNDP and of the Individual contractor, if any, shall not be considered in any respect as being the employees or agents of the other, and UNDP and the Individual contractor shall be solely responsible for all claims arising out of or relating to its engagement of such persons or entities.

2**. STANDARDS OF CONDUCT**: In General: The Individual contractor shall neither seek nor accept instructions from any authority external to UNDP in connection with the performance of its obligations under the Contract. Should any authority external to UNDP seek to impose any instructions on the Contract regarding the Individual contractor's performance under the Contract, the Individual contractor shall promptly notify UNDP and shall provide all reasonable assistance required by UNDP. The Individual contractor shall not take any action in respect of its performance of the Contract or otherwise related to its obligations under the Contract that may adversely affect the interests of UNDP, and the Individual contractor shall perform its obligations under the Contract with the fullest regard to the interests of UNDP. The Individual contractor warrants that it has not and shall not offer any direct or indirect benefit arising from or related to the performance of the Contract or the award thereof to any representative, official, employee or other agent of UNDP. The Individual contractor shall comply with all laws, ordinances, rules and regulations bearing upon the performance of its obligations under the Contract. In the performance of the Contract the Individual contractor shall comply with the standards of conduct set in the Secretary General's Bulletin ST/SGB/2002/9 of 18 June 2002, entitled "Regulations Governing the Status, Basic Rights and Duties of Officials other than Secretariat Officials, and Expert on Mission". The individual contractor must comply with all Security Directives issued by UNDP. Failure to comply with such security directives is grounds for termination of the Individual contractor for cause.

Prohibition of Sexual Exploitation and Abuse: In the performance of the Contract, the Individual contractor shall comply with the standards of conduct set forth in the Secretary-General's bulletin ST/SGB/2003/13 of 9 October 2003, concerning "Special measures for protection from sexual exploitation and sexual abuse". In particular, the Individual contractor shall not engage in any conduct that would constitute sexual exploitation or sexual abuse, as defined in that bulletin.

The Individual contractor acknowledges and agrees that any breach of any of the provisions hereof shall constitute a breach of an essential term of the Contract, and, in addition to any other legal rights or remedies available to any person, shall give rise to grounds for termination of the

Contract. In addition, nothing herein shall limit the right of UNDP to refer any alleged breach of the foregoing standards of conduct to the relevant national authorities for appropriate legal action.

3**. TITLE RIGHTS, COPYRIGHTS, PATENTS AND OTHER PROPRIETARY RIGHTS**: Title to any equipment and supplies that may be furnished by UNDP to the Individual contractor for the performance of any obligations under the Contract shall rest with UNDP, and any such equipment shall be returned to UNDP at the conclusion of the Contract or when no longer needed by the Individual contractor. Such equipment, when returned to UNDP, shall be in the same condition as when delivered to the Individual contractor, subject to normal wear and tear, and the Individual contractor shall be liable to compensate UNDP for any damage or degradation of the equipment that is beyond normal wear and tear.

UNDP shall be entitled to all intellectual property and other proprietary rights, including, but not limited to, patents, copyrights and trademarks, with regard to products, processes, inventions, ideas, know-how or documents and other materials which the Individual contractor has developed for UNDP under the Contract and which bear a direct relation to or are produced or prepared or collected in consequence of, or during the course of, the performance of the Contract, and the Individual contractor acknowledges and agrees that such products, documents and other materials constitute works made for hire for UNDP. However, to the extent that any such intellectual property or other proprietary rights consist of any intellectual property or other proprietary rights of the Individual contractor: (a) that pre-existed the performance by the Individual contractor of its obligations under the Contract, or (b) that the Individual contractor may develop or acquire, or may have developed or acquired, independently of the performance of its obligations under the Contract, UNDP does not and shall not claim any ownership interest thereto, and the Individual contractor grants to UNDP a perpetual licence to use such intellectual property or other proprietary right solely for the purposes of and in accordance with the requirements of the Contract. At the request of UNDP, the Individual contractor shall take all necessary steps, execute all necessary documents and generally assist in securing such proprietary rights and transferring or licensing them to UNDP in compliance with the requirements of the applicable law and of the Contract. Subject to the foregoing provisions, all maps, drawings, photographs, mosaics, plans, reports, estimates, recommendations, documents and all other data compiled by or received by the Individual contractor under the Contract shall be the property of UNDP, shall be made available for use or inspection by UNDP at reasonable times and in reasonable places, shall be treated as confidential and shall be delivered only to UNDP authorized officials on completion of work under the Contract

4. **CONFIDENTIAL NATURE OF DOCUMENTS AND INFORMATION**: Information and data that are considered proprietary by either UNDP or the Individual contractor or that are delivered or disclosed by one of them ("Discloser") to the other ("Recipient") during the course of performance of the Contract, and that are designated as confidential ("Information"), shall be held in confidence and shall be handled as follows. The Recipient of such Information shall use the same care and discretion to avoid disclosure, publication or dissemination of the Discloser's Information as it uses with its own similar information that it does not wish to disclose, publish or disseminate, and the Recipient may otherwise use the Discloser's Information solely for the purpose for which it was disclosed. The Recipient may disclose confidential Information to any other party with the Discloser's prior written consent, as well as to the Recipient's employees, officials, representatives

and agents who have a need to know such confidential Information solely for purposes of performing obligations under the Contract. Subject to and without any waiver of the privileges and immunities of UNDP, the Individual contractor may disclose Information to the extent required by law, *provided that* the Individual contractor will give UNDP sufficient prior notice of a request for the disclosure of Information in order to allow UNDP to have a reasonable opportunity to take protective measures or such other action as may be appropriate before any such disclosure is made. UNDP may disclose Information to the extent as required pursuant to the Charter of the United Nations, resolutions or regulations of the General Assembly or its other governing bodies, or rules promulgated by the Secretary-General. The Recipient shall not be precluded from disclosing Information that is obtained by the Recipient from a third party without restriction, is disclosed by the Discloser to a third party without any obligation of confidentiality, is previously known by the Recipient, or at any time is developed by the Recipient completely independently of any disclosures hereunder. These obligations and restrictions of confidentiality shall be effective during the term of the Contract, including any extension thereof, and, unless otherwise provided in the Contract, shall remain effective following any termination of the Contract.

5. **TRAVEL, MEDICAL CLEARANCE AND SERVICE INCURRED DEATH, INJURY OR ILLNESS**: If the Individual contractor is required by UNDP to travel beyond commuting distance from the Individual contractor's usual place of residence, and upon prior written agreement, such travel shall be at the expense of UNDP. Such travel shall be at economy care when by air.

UNDP may require the Individual contractor to submit a Statement of Good Health from a recognized physician prior to commencement of work in any offices or premises of UNDP or before engaging in any travel required by UNDP or connected with the performance of the Contract. The Individual contractor shall provide such a Statement of Good Health as soon as practicable following such request, and prior to engaging in any such travel, and the Individual contractor warrants the accuracy of any such Statement, including, but not limited to, confirmation that the Individual contractor has been fully informed regarding the requirements for inoculations for the country or countries to which travel may be authorized.

In the event of the death, injury or illness of the Individual contractor which is attributable to the performance of services on behalf of UNDP under the terms of the Contract while the Individual contractor is traveling at UNDP expense or is performing any services under the Contract in any offices or premises of UNDP, the Individual contractor or the Individual contractor's dependants, as appropriate, shall be entitled to compensation equivalent to that provided under the UNDP insurance policy, available upon request.

6. **PROHIBITION ON ASSIGNMENT; MODIFICATIONS**: The Individual contractor may not assign, delegate, transfer, pledge or make any other disposition of the Contract, of any part thereof, or of any of the rights, claims or obligations under the Contract except with the prior written authorization of UNDP, and any attempt to do so shall be null and void. The terms or conditions of any supplemental undertakings, licences or other forms of Contract concerning any goods or services to be provided under the Contract shall not be valid and enforceable against UNDP nor in any way shall constitute an Contract by UNDP thereto, unless any such undertakings, licences or other forms of Contract are the subject of a valid written undertaking by UNDP. No modification or change in the Contract shall be valid and enforceable against UNDP unless provided by means of a valid written amendment to the Contract signed by the Individual contractor and an authorized official or appropriate contracting authority of UNDP.

7. **SUBCONTRACTORS**: In the event that the Individual contractor requires the services of subcontractors to perform any obligations under the Contract, the Individual contractor shall obtain the prior written approval of UNDP for any such subcontractors. UNDP may, in its sole discretion, reject any proposed subcontractor or require such subcontractor's removal without having to give any justification therefore, and such rejection shall not entitle the Individual contractor to claim any delays in the performance, or to assert any excuses for the non-performance, of any of its obligations under the Contract. The Individual contractor shall be solely responsible for all services and obligations performed by its subcontractors. The terms of any subcontract shall be subject to, and shall be construed in a manner that is fully in accordance with, all of the terms and conditions of the Contract.

8. **USE OF NAME, EMBLEM OR OFFICIAL SEAL OF THE UNITED NATIONS**: The Individual contractor shall not advertise or otherwise make public for purposes of commercial advantage or goodwill that it has a contractual relationship with UNDP, nor shall the Individual contractor, in any manner whatsoever, use the name, emblem or official seal of UNDP, or any abbreviation of the name of UNDP, in connection with its business or otherwise without the written permission of UNDP.

9. **INDEMNIFICATION**: The Individual contractor shall indemnify, defend, and hold and save harmless UNDP, and its officials, agents and employees, from and against all suits, proceedings, claims, demands, losses and liability of any kind or nature, including, but not limited to, all litigation costs and expenses, attorney's fees, settlement payments and damages, based on, arising from, or relating to: (a) allegations or claims that the use by UNDP of any patented device, any copyrighted material or any other goods or services provided to UNDP for its use under the terms of the Contract, in whole or in part, separately or in combination, constitutes an infringement of any patent, copyright, trademark or other intellectual property right of any third party; or (b) any acts or omissions of the Individual contractor , or of any subcontractor or anyone directly or indirectly employed by them in the performance of the Contract, which give rise to legal liability to anyone not a party to the Contract, including, without limitation, claims and liability in the nature of a claim for workers' compensation.

10**. INSURANCE**: The Individual contractor shall pay UNDP promptly for all loss, destruction or damage to the property of UNDP caused by the Individual contractor, or of any subcontractor, or anyone directly or indirectly employed by them in the performance of the Contract. The Individual contractor shall be solely responsible for taking out and for maintaining adequate insurance required to meet any of its obligations under the Contract, as well as for arranging, at the Individual contractor 's sole expense, such life, health and other forms of insurance as the Individual contractor may consider to be appropriate to cover the period during which the Individual contractor provides services under the Contract. The Individual contractor acknowledges and agrees that none of the insurance arrangements the Individual contractor may make shall, in any way, be construed to limit the Individual contractor's liability arising under or relating to the Contract.

11. **ENCUMBRANCES AND LIENS**: The Individual contractor shall not cause or permit any lien, attachment or other encumbrance by any person to be placed on file or to remain on file in any public office or on file with UNDP against any monies due to the Individual contractor or to become due for any work donor or against any goods supplied or materials furnished under the Contract, or by reason of any other claim or demand against the Individual contractor.

12. **FORCE MAJEURE; OTHER CHANGES IN CONDITIONS**: In the event of and as soon as possible after the occurrence of any cause constituting *force majeure*, the Individual contractor shall give notice and full particulars in writing to UNDP of such occurrence or cause if the Individual contractor is thereby rendered unable, wholly or in part, to perform its obligations and meet its responsibilities under the Contract. The Individual contractor shall also notify UNDP of any other changes in conditions or the occurrence of any event, which interferes or threatens to interfere with its performance of the Contract. Not more than fifteen (15) days following the provision of such notice of *force majeure* or other changes in conditions or occurrence, the Individual contractor shall also submit a statement to UNDP of estimated expenditures that will likely be incurred for the duration of the change in conditions or the event. On receipt of the notice or notices required hereunder, UNDP shall take such action as it considers, in its sole discretion, to be appropriate or necessary in the circumstances, including the granting to the Individual contractor of a reasonable extension of time in which to perform any obligations under the Contract.

In the event of and as soon as possible after the occurrence of any cause constituting *force majeure*, the Individual contractor shall give notice and full particulars in writing to UNDP of such occurrence or cause if the Individual contractor is thereby rendered unable, wholly or in part, to perform its obligations and meet its responsibilities under the Contract. The Individual contractor shall also notify UNDP of any other changes in conditions or the occurrence of any event, which interferes or threatens to interfere with its performance of the Contract. Not more than fifteen (15) days following the provision of such notice of *force majeure* or other changes in conditions or occurrence, the Individual contractor shall also submit a statement to UNDP of estimated expenditures that will likely be incurred for the duration of the change in conditions or the event. On receipt of the notice or notices required hereunder, UNDP shall take such action as it considers, in its sole discretion, to be appropriate or necessary in the circumstances, including the granting to the Individual contractor of a reasonable extension of time in which to perform any obligations under the Contract.

Force majeure as used herein means any unforeseeable and irresistible act of nature, any act of war (whether declared or not), invasion, revolution, insurrection, or any other acts of a similar nature or force, *provided that* such acts arise from causes beyond the control and without the fault or negligence of the Individual contractor. The Individual contractor acknowledges and agrees that, with respect to any obligations under the Contract that the Individual contractor must perform in or for any areas in which UNDP is engaged in, preparing to engage in, or disengaging from any peacekeeping, humanitarian or similar operations, any delay or failure to perform such obligations arising from or relating to harsh conditions within such areas or to any incidents of civil unrest occurring in such areas shall not, in and of itself, constitute *force majeure* under the Contract

13. **TERMINATION**: Either party may terminate the Contract, in whole or in part, upon giving written notice to the other party. The period of notice shall be five (5) days in the case of Contracts for a total period of less than two (2) months and fourteen (14) days in the case of contracts for a longer period. The initiation of conciliation or arbitral proceedings, as provided below, shall not be deemed to be a "cause" for or otherwise to be in itself a termination of the Contract. UNDP may, without prejudice to any other right or remedy available to it, terminate the Contract forthwith in the event that: (a) the Individual contractor is adjudged bankrupt, or is liquidated, or

becomes insolvent, applies for moratorium or stay on any payment or repayment obligations, or applies to be declared insolvent; (b) the Individual contractor is granted a moratorium or a stay or is declared insolvent; the Individual contractor makes an assignment for the benefit of one or more of its creditors; (c) a Receiver is appointed on account of the insolvency of the Individual contractor ; (d) the Individual contractor offers a settlement in lieu of bankruptcy or receivership; or (e) UNDP reasonably determines that the Individual contractor has become subject to a materially adverse change in its financial condition that threatens to endanger or otherwise substantially affect the ability of the Individual contractor to perform any of its obligations under the Contract.

In the event of any termination of the Contract, upon receipt of notice of termination by UNDP, the Individual contractor shall, except as may be directed by UNDP in the notice of termination or otherwise in writing: (a) take immediate steps to bring the performance of any obligations under the Contract to a close in a prompt and orderly manner, and in doing so, reduce expenses to a minimum; (b) refrain from undertaking any further or additional commitments under the Contract as of and following the date of receipt of such notice; (c) deliver all completed or partially completed plans, drawings, information and other property that, if the Contract had been completed, would be required to be furnished to UNDP thereunder; (d) complete performance of the work not terminated; and (e) take any other action that may be necessary, or that UNDP may direct in writing, for the protection and preservation of any property, whether tangible or intangible, related to the Contract that is in the possession of the Individual contractor and in which UNDP has or may be reasonably expected to acquire an interest.

In the event of any termination of the Contract, UNDP shall only be liable to pay the Individual contractor compensation on a pro rata basis for no more than the actual amount of work performed to the satisfaction of UNDP in accordance with the requirements of the Contract. Additional costs incurred by UNDP resulting from the termination of the Contract by the Individual contractor may be withheld from any amount otherwise due to the Individual contractor from UNDP..

14. **NON-EXCLUSIVITY**: UNDP shall have no obligation respecting, and no limitations on, its right to obtain goods of the same kind, quality and quantity, or to obtain any services of the kind described in the Contract, from any other source at any time.

15. **TAXATION:** Article II, section 7, of the Convention on the Privileges and Immunities of the United Nations provides, *inter alia*, that the United Nations, including its subsidiary organs, is exempt from all direct taxes, except charges for public utility services, and is exempt from customs restrictions, duties and charges of a similar nature in respect of articles imported or exported for its official use. In the event any governmental authority refuses to recognize the exemptions of the United Nations from such taxes, restrictions, duties or charges, the Individual contractor shall immediately consult with UNDP to determine a mutually acceptable procedure. UNDP shall have no liability for taxes, duties or other similar charges payable by the Individual contractor in respect of any amounts paid to the Individual contractor under this Contract, and the Individual contractor acknowledges that UNDP will not issue any statements of earnings to the Individual contractor in respect of any such payments.

16. **AUDITS AND INVESTIGATIONS**: Each invoice paid by UNDP shall be subject to a post-payment audit by auditors, whether internal or external, of UNDP or by other authorized and qualified agents of UNDP at any time during the term of the Contract and for a period of two (2)

years following the expiration or prior termination of the Contract. UNDP shall be entitled to a refund from the Individual contractor for any amounts shown by such audits to have been paid by UNDP other than in accordance with the terms and conditions of the Contract.
The Individual contractor acknowledges and agrees that, from time to time, UNDP may conduct investigations relating to any aspect of the Contract or the award thereof, the obligations performed under the Contract, and the operations of the Individual contractor generally relating to performance of the Contract. The right of UNDP to conduct an investigation and the Individual contractor's obligation to comply with such an investigation shall not lapse upon expiration or prior termination of the Contract. The Individual contractor shall provide its full and timely cooperation with any such inspections, post-payment audits or investigations. Such cooperation shall include, but shall not be limited to, the Individual contractor's obligation to make available its personnel and any relevant documentation for such purposes at reasonable times and on reasonable conditions and to grant to UNDP access to the Individual contractor's premises at reasonable times and on reasonable conditions in connection with such access to the Individual contractor's personnel and relevant documentation. The Individual contractor shall require its agents, including, but not limited to, the Individual contractor's attorneys, accountants or other advisers, to reasonably cooperate with any inspections, post-payment audits or investigations carried out by UNDP hereunder.

17. **SETTLEMENT OF DISPUTES**:
AMICABLE SETTLEMENT: UNDP and the Individual contractor shall use their best efforts to amicably settle any dispute, controversy or claim arising out of the Contract or the breach, termination or invalidity thereof. Where the parties wish to seek such an amicable settlement through conciliation, the conciliation shall take place in accordance with the Conciliation Rules then obtaining of the United Nations Commission on International Trade Law ("UNCITRAL"), or according to such other procedure as may be agreed between the parties in writing.
ARBITRATION: Any dispute, controversy or claim between the parties arising out of the Contract, or the breach, termination, or invalidity thereof, unless settled amicably, as provided above, shall be referred by either of the parties to arbitration in accordance with the UNCITRAL Arbitration Rules then obtaining. The decisions of the arbitral tribunal shall be based on general principles of international commercial law. For all evidentiary questions, the arbitral tribunal shall be guided by the Supplementary Rules Governing the Presentation and Reception of Evidence in International Commercial Arbitration of the International Bar Association, 28 May 1983 edition. The arbitral tribunal shall be empowered to order the return or destruction of goods or any property, whether tangible or intangible, or of any confidential information provided under the Contract, order the termination of the Contract, or order that any other protective measures be taken with respect to the goods, services or any other property, whether tangible or intangible, or of any confidential information provided under the Contract, as appropriate, all in accordance with the authority of the arbitral tribunal pursuant to Article 26 ("Interim Measures of Protection") and Article 32 ("Form and Effect of the Award") of the UNCITRAL Arbitration Rules. The arbitral tribunal shall have no authority to award punitive damages. In addition, unless otherwise expressly provided in the Contract, the arbitral tribunal shall have no authority to award interest in excess of the London Inter-Bank Offered Rate ("LIBOR") then prevailing, and any such interest shall be simple interest

only. The parties shall be bound by any arbitration award rendered as a result of such arbitration as the final adjudication of any such dispute, controversy or claim.

18. **LIMITATION ON ACTIONS**: Except with respect to any indemnification obligations in Article 9, above, or as are otherwise set forth in the Contract, any arbitral proceedings in accordance with Article 17, above, arising out of the Contract must be commenced within three (3) years after the cause of action has accrued.

The Parties further acknowledge and agree that, for these purposes, a cause of action shall accrue when the breach actually occurs, or, in the case of latent defects, when the injured Party knew or should have known all of the essential elements of the cause of action, or in the case of a breach of warranty, when tender of delivery is made, except that, if a warranty extends to future performance of the goods or any process or system and the discovery of the breach consequently must await the time when such goods or other process or system is ready to perform in accordance with the requirements of the Contract, the cause of action accrues when such time of future performance actually begins,

19. **PRIVILEGES AND IMMUNITIES**: Nothing in or relating to the Contract shall be deemed a waiver, express or implied, of any of the privileges and immunities of the United Nations, including its subsidiary organs.

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ANNEX – IV

PROPOSAL SUBMISSION FORM

Dear Sir/Madam,

Having examined the Solicitation Documents, the receipt of which is hereby duly acknowledged, I undersigned, offer to provide individual consulting for **"UNDP-IC-2021-108"** to UNDP Pakistan in accordance with the Price Schedule attached herewith and made part of this proposal.
I undertake, if my proposal is accepted, to commence and complete delivery of all services specified in the contract within the time frame stipulated.

I agree to abide by this proposal for a period of **90 day**s from the date fixed for opening of proposal in the invitation for proposal, and it shall remain binding upon us and may be accepted at any time before the expiration of that period.

I understand that you are not bound to accept any proposal you may receive.

Dated: this -------day of ----------2021

Name and Signature

ANNEX – V

Note: This file should be password protected. The password should only be share once requested through Email **pramila.tripathi@undp.org;**
Submission will be rejected if financial proposal is not password protected or if the value for Financial Proposal is revealed in Technical Proposal**.**

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

Date _____

(Name of Resident Representative/Bureau Director)
United Nations Development Programme
(Specify complete office address)

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 2;

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 Email 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.

Annexes *[please check all that applies]*:

☐ CV shall include Education/Qualification, Processional Certification, Employment Records /Experience

☐ Breakdown of Costs Supporting the Final All-Inclusive Price as per Template

☐ Brief Description of Approach to Work (if required by the TOR)

ANNEX – VI

Note: This file should be password protected. The password should only be share once requested through Email **pramila.tripathi@undp.org;**
Submission will be rejected if financial proposal is not password protected or if the value for Financial Proposal is revealed in Technical Proposal**.**

FINANCIAL PROPOSAL

The Consultant is required to prepare the Price Schedule as a separate document from the rest of the technical response. All prices/rates quoted must be in **PKR.** The format shown below should be used in preparing the price schedule.

Sr. #	Description/Break-up of Financial Proposal	No of Working Days	Unit Cost (PKR)	Total Cost (PKR)
A.	**Consultancy Fee:**			
B.	**Travel**			
C	**Others**			
Total				

Deliverables *[list them as referred to in the TOR]*	**Percentage of Total Price (Weight for payment)**	**Amount (Currency)**
Total	100%	……

**Payment shall be made based on the deliverables agreed in the final contract that will be signed with the selected candidate.*

Name: ……..

Signature: …….. Date: ……