



REQUEST FOR PROPOSAL (RFP)

NAME & ADDRESS OF FIRM	DATE: September 8, 2021
	REFERENCE: UNDP/RFP/27/2021

Dear Sir / Madam:

We kindly request you to submit your Proposal for **Evaluation of the UNDAF for Nepal (2018-2022)**.

Please be guided by the form attached hereto as Annex 2, in preparing your Proposal.

Proposals may be submitted on or before **1700 hours (Nepal Standard Time), Friday, September 17, 2021** and via email to procurement.np@undp.org.

The technical and financial proposals should be in separate email messages mentioning the following subject lines:

Technical Proposal: UNDP/RFP/27/2021 - Technical Proposal- {Bidder's Name}

Financial Proposal: UNDP/RFP/27/2021 - Financial Proposal- {Bidder's Name}

Your Proposal must be expressed in the English language, and valid for a minimum period of 90 days.

In the course of preparing your Proposal, it shall remain your responsibility to ensure that it reaches the address above on or before the deadline. Proposals that are received by UNDP after the deadline indicated above, for whatever reason, shall not be considered for evaluation. ***If you are submitting your Proposal by email, kindly ensure that they are signed and in the .pdf format, and free from any virus or corrupted files.***

Services proposed shall be reviewed and evaluated based on completeness and compliance of the Proposal and responsiveness with the requirements of the RFP and all other annexes providing details of UNDP requirements.

The Proposal that complies with all of the requirements, meets all the evaluation criteria and offers the best value for money shall be selected and awarded the contract. Any offer that does not meet the requirements shall be rejected.

Any discrepancy between the unit price and the total price shall be re-computed by UNDP, and the unit price shall prevail and the total price shall be corrected. If the Service Provider does not accept the final price based on UNDP's re-computation and correction of errors, its Proposal will be rejected.

No price variation due to escalation, inflation, fluctuation in exchange rates, or any other market factors shall be accepted by UNDP after it has received the Proposal. At the time of Award of Contract or Purchase Order, UNDP reserves the right to vary (increase or decrease) the quantity of services and/or goods, by up to a maximum twenty five per cent (25%) of the total offer, without any change in the unit price or other terms and conditions.

Any Contract or Purchase Order that will be issued as a result of this RFP shall be subject to the General Terms and Conditions attached hereto. The mere act of submission of a Proposal implies that the Service Provider accepts without question the General Terms and Conditions of UNDP, herein attached as Annex 3.

Please be advised that UNDP is not bound to accept any Proposal, nor award a contract or Purchase Order, nor be responsible for any costs associated with a Service Providers preparation and submission of a Proposal, regardless of the outcome or the manner of conducting the selection process.

UNDP's vendor protest procedure is intended to afford an opportunity to appeal for persons or firms not awarded a Purchase Order or Contract in a competitive procurement process. In the event that you believe you have not been fairly treated, you can find detailed information about vendor protest procedures in the following link: <http://www.undp.org/procurement/protest.shtml>.

UNDP encourages every prospective Service Provider to prevent and avoid conflicts of interest, by disclosing to UNDP if you, or any of your affiliates or personnel, were involved in the preparation of the requirements, design, cost estimates, and other information used in this RFP.

UNDP implements a zero tolerance on fraud and other proscribed practices, and is committed to preventing, identifying and addressing all such acts and practices against UNDP, as well as third parties involved in UNDP activities. UNDP expects its Service Providers to adhere to the UN Supplier Code of Conduct found in this link : http://www.un.org/depts/ptd/pdf/conduct_english.pdf

Thank you and we look forward to receiving your Proposal.

Sincerely yours,

Irene Kajuma
Irene Kajuma

Procurement Associate, UNDP Nepal

9/8/2021

Annex 1

Description of Requirements

Context of the Requirement	<p>The United Nations system in Nepal is implementing the United Nations Development Assistance Framework (UNDAF) for the period between 2018 and 2022. The UNDAF (2018 – 2022) represents the programmatic and operational framework for the UN's collective support to the people and Government of Nepal (GoN). It also outlines the UN's response to national contexts and development priorities and seeks synergies with all development partners in the country.</p> <p>At the penultimate year, it is mandatory for the UNCT to carry out the UNDAF Evaluation. This is one of the mechanisms for strengthening UNCT's accountability towards the host government. In Nepal, the UNCT plans to conduct this evaluation as its UNDAF is coming to an end in 2022.</p> <p>The UNDAF evaluation follows the most updated evaluation guidance, which addresses the previous UNDAF evaluation guidance's shortcomings and establishes a method and a system that would be fit for being the main accountability and learning instrument for the collective UN system support at the country level. The primary users of the evaluation are the UNCT members, including non-resident UN agencies, government counterparts, and civil society organizations that participate as implementing partners. In addition, development partners, multilateral development banks and international financial institutions are also seen as important audience of the evaluation.</p>				
Implementing Partner of UNDP	N/A				
Brief Description of the Required Services ¹	Evaluation of the UNDAF for Nepal (2018-2022)				
List and Description of Expected Outputs to be Delivered	The overall duration covers 1.5 months with 30 days of consultancy services.				
	Phase	Activities	Deliverables	Responsibility	Completion Time
	1. <u>Inception (8 days)</u>				
		1.1. Brief and support the Evaluation Team	Briefings with RC, UNCT members, programmes managers, Results Groups, RCO,	<ul style="list-style-type: none"> - Evaluation Manager (with EMC and RCO support) to organized - Evaluation Team to participate 	Mid of October

¹ A detailed TOR may be attached if the information listed in this Annex is not sufficient to fully describe the nature of the work and other details of the requirements.

			etc. conducted		
		1.2. Organize Theory-of-Change workshop(s)	Theory-of-Change workshop(s) with PMT members Agreement on Theories of Change	<ul style="list-style-type: none"> - Evaluation Manager (with EMC and RCO support) to organize - Evaluation Team to present on ToCs and facilitate the discussion - UNCT/PMT to participate and agree on ToCs 	
		2. Development of Inception Report	Inception Report, including Desk review Preliminary stakeholder analysis Theory of Change and evaluation matrix Data collection tools Work plan for evaluation as well as an annotated outline of report	<ul style="list-style-type: none"> - Evaluation Team to prepare - EMC (with M&E WG support and Evaluation Manager) and to review and endorse 	
	3. <u>Data collection and analysis (15 days)</u>				
		3.1. Data collection and analysis	Preparation for data collection, including piloting of instruments <ul style="list-style-type: none"> - Collect data and consultation with stakeholders - Preparation of interview reports, 	<ul style="list-style-type: none"> - Evaluation Team to implement - EMC (with M&E WG and Evaluation Manager support) to facilitate evaluation activities, assist the Evaluation Team in gaining access to stakeholders and additional information, and arrange meetings and logistics 	End of October

			FGD, survey findings etc. - Population of evaluation matrix - Preparation and delivery of Debrief Implementation of the evaluation, including review of literature, and conducting discussions and interviews, any field work, etc.		
4. <u>Reporting (15 days)</u>					
	4.1. Development of Draft Evaluation Report	- Draft Report - PowerPoint Presentation on key preliminary findings	- Evaluation Team to implement	Mid of November	
	4.2. Review and Validation of Draft Report	- Presentation on preliminary findings - Sharing of the draft report to Reference Group prior to validation workshop - Revised Draft Report	- Evaluation Team: to present key preliminary findings to Evaluation Management Committee and reference group, address comments and revise draft report - Evaluation Management Committee and Reference group: to comment on the draft report and participate in the meeting on presentation on		

				<ul style="list-style-type: none"> preliminary findings - Evaluation Manager (with EMC support): to conduct a pro forma quality check; manage the validation process by circulating the draft for comment to the Steering Committee, Reference Group, and any other key stakeholders, ensuring all comments and responses are properly recorded, using an audit trail; send comments to the Evaluation Team for draft revision; make sure all comments are addressed by the Evaluation Team; and organize a meeting on presentation on preliminary findings 	
		4.3. Finalization of Evaluation Report	<ul style="list-style-type: none"> - Final Evaluation Report - Evaluation brief (2 – 3 pager) including key findings, lessons, and recommendations 	<ul style="list-style-type: none"> - Evaluation Team to implement - Evaluation Management Committee: to facilitate the approval of the final report by the Steering Committee - Steering Committee: to approve the final report 	
	5. <u>Use the results</u>				
		5.1. Preparation of and follow-up on Management Response	<ul style="list-style-type: none"> - Management Response 	<ul style="list-style-type: none"> - Evaluation Management Committee: (with RCO) to prepare the Management Response in consultation with all UNCT members and do the follow-up 	End of November and onward

Person to Supervise the Work/Performance of the Service Provider	Head of United Nations Resident Coordinators Office
Frequency of Reporting	<i>As per the ToR</i>
Progress Reporting Requirements	As per the ToR
Location of work	<input checked="" type="checkbox"/> Kathmandu, Nepal.
Expected duration of work	30 working days over a period of 1.5 months
Target start date	22 September 2021
Latest completion date	15 November 2021
Travels Expected	As specified in the ToR
Special Security Requirements	<input checked="" type="checkbox"/> Others: Not Applicable
Facilities to be Provided by UNDP (i.e., must be excluded from Price Proposal)	<input checked="" type="checkbox"/> Others: Not Applicable
Implementation Schedule indicating breakdown and timing of activities/sub-activities	<input checked="" type="checkbox"/> Required

Company Registration Certificate	<input checked="" type="checkbox"/> Required
Company Profile	<input checked="" type="checkbox"/> Required
Latest Tax Clearance Certificate	<input checked="" type="checkbox"/> Required
VAT/PAN Registration	<input checked="" type="checkbox"/> Required (in case of the companies and firms)
List of similar assignments completed in the past for relevant experience and satisfactory completion certificates for similar work and value from at least two clients	<input checked="" type="checkbox"/> Required
Names and curriculum vitae of the Team Leader, National Evaluation Expert and National GESI Expert	<input checked="" type="checkbox"/> Required
Currency of Proposal	<input checked="" type="checkbox"/> United States Dollars <input type="checkbox"/> Euro <input checked="" type="checkbox"/> Local Currency: Nepalese Rupees (NPR.)
Value Added Tax on Price Proposal ²	<input checked="" type="checkbox"/> must be inclusive of VAT and other applicable indirect taxes <input type="checkbox"/> must be exclusive of VAT and other applicable indirect taxes

² VAT exemption status varies from one country to another. Pls. check whatever is applicable to the UNDP CO/BU requiring the service.

Validity Period of Proposals (Counting for the last day of submission of quotes)	<input checked="" type="checkbox"/> 90 days In exceptional circumstances, UNDP may request the Proposer to extend the validity of the Proposal beyond what has been initially indicated in this RFP. The Proposal shall then confirm the extension in writing, without any modification whatsoever on the Proposal.				
Partial Quotes	<input checked="" type="checkbox"/> Not permitted				
Payment Terms ³	Outputs	Percentage	Timing	Condition for Payment Release	
	Upon Acceptance of Inception Report	30%		Within thirty (30) days from the date of meeting the following conditions:	
	Upon Acceptance of Draft evaluation report	30%			
	Upon Acceptance of final evaluation report	40%		a) UNDP's written acceptance (i.e., not mere receipt) of the quality of the outputs; and b) Receipt of invoice from the Service Provider.	
Person(s) to review/inspect/ approve outputs/completed services and authorize the disbursement of payment	Click here to enter text. Head of United Nations Resident Coordinators Office\				
	<input checked="" type="checkbox"/> Purchase Order				

³ UNDP preference is not to pay any amount in advance upon signing of contract. If the Service Provider strictly requires payment in advance, it will be limited only up to 20% of the total price quoted. For any higher percentage, or any amount advanced exceeding \$30,000, UNDP shall require the Service Provider to submit a bank guarantee or bank cheque payable to UNDP, in the same amount as the payment advanced by UNDP to the Service Provider.

Type of Contract to be Signed	<input checked="" type="checkbox"/> UNDP's Contract for Services
Criteria for Contract Award	<input type="checkbox"/> Lowest Price Quote among technically responsive offers <input checked="" type="checkbox"/> Highest Combined Score (based on the 70% technical offer and 30% price weight distribution) <input checked="" type="checkbox"/> Full acceptance of the UNDP Contract General Terms and Conditions (GTC). This is a mandatory criteria and cannot be deleted regardless of the nature of services required. Non acceptance of the GTC may be grounds for the rejection of the Proposal.
Criteria for the Assessment of Proposal	<p><u>Technical Proposal (70%) - 700 points</u></p> <input checked="" type="checkbox"/> Expertise of the Firm - 210 points <input checked="" type="checkbox"/> Proposed Workplan and Approach - 315 points <input checked="" type="checkbox"/> Personnel – 175 points <p><u>Financial Proposal (30%) – 300 points</u></p> <p>To be computed as a ratio of the Proposal's offer to the lowest price among the proposals received by UNDP.</p>
UNDP will award the contract to:	<input checked="" type="checkbox"/> One and only one Service Provider
Annexes to this RFP ⁵	<input checked="" type="checkbox"/> Form for Submission of Proposal (Annex 2) <input checked="" type="checkbox"/> General Terms and Conditions / Special Conditions (Annex 3)⁶ <input checked="" type="checkbox"/> Detailed TOR – Annex 4 <p><i>[pls. specify]</i></p>

⁴ Minimum of one (1) year period and may be extended up to a maximum of three (3) years subject to satisfactory performance evaluation. This RFP may be used for LTAs if the annual purchases will not exceed \$100,000.00.

⁵ Where the information is available in the web, a URL for the information may simply be provided.

⁶ Service Providers are alerted that non-acceptance of the terms of the General Terms and Conditions (GTC) may be grounds for disqualification from this procurement process.

⁷ A more detailed Terms of Reference in addition to the contents of this RFP may be attached hereto.

Contact Person for Inquiries (Written inquiries only) ⁸	<p><i>Procurement Unit</i> <i>UNDP Nepal</i> <i>Email: query.procurement.np@undp.org</i></p> <p>Written inquiries must be submitted mentioning RFP Ref: UNDP/RFP/27/2021 (UG) before 5 days of date of bid submission. UNDP shall respond to the inquiries through a bulletin posted in UNDP Website: http://www.np.undp.org/content/nepal/en/home/operations/_procurement.html. Inquiries received after the above time shall not be entertained.</p> <p>Any delay in UNDP's response shall be not used as a reason for extending the deadline for submission, unless UNDP determines that such an extension is necessary and communicates a new deadline to the Proposers</p>
Other Information [pls. specify]	<p>The Financial evaluation will be carried out only for the technically qualified submission that pass the minimum technical score of 70% (490 points) of the obtainable score of 700 points in the evaluation of the technical proposals.</p> <p>The Financial Proposal and the Technical Proposal <u>MUST BE COMPLETELY SEPARATE</u> and <u>each of them must be submitted individually</u> with different subject line as mentioned above. Failing to submit the Technical and Financial Proposals separately will be treated as non-responsive.</p>

Summary of Technical Proposal Evaluation Forms		Score Weight	Points Obtainable
1	Expertise of firm/Organisation submitting proposal	30%	210
2	Proposed Work Plan and Approach	45%	315
3	Personnel	25%	175
	Total	100%	700

I. Expertise of firm / organisation submitting proposal (Points obtainable 210 Points)	
1.1 Reputation of Organisation and Staff (Competence / Reliability)	35
1.2 Litigation and Arbitration history	20
1.3 General Organisational Capability which is likely to affect implementation (i.e. loose consortium, holding company or one firm, size of the firm / organisation, strength of project management support e.g. project financing capacity and project management controls)	15
1.4 Extent to which any work would be subcontracted (subcontracting carries additional risks which may affect project implementation, but properly done it offers a chance to access specialised skills.	10

⁸ This contact person and address is officially designated by UNDP. If inquiries are sent to other person/s or address/es, even if they are UNDP staff, UNDP shall have no obligation to respond nor can UNDP confirm that the query was received.

1.5 Quality assurance procedures, warranty	20
Sub total (1.1 to 1.5)	100
1.6 Relevance of:	
- Specialised Knowledge	35
- Experience on Similar Programme / Projects	35
- Experience on Projects in the Region	20
- Work for UN/ major multilateral/ or bilateral programmes	20
Sub Total for 1.6	110
Total for Expertise of firm / organisation submitting proposal (I)	210
II. Proposed Work Plan and Approach (Points obtainable 315 Points)	
2.1 To what degree does the Offeror understand the task?	55
2.2 Have the important aspects of the task been addressed in sufficient detail?	35
2.3 Are the different components of the project adequately weighted relative to one another?	15
2.4 Is there evidence that the proposal been prepared based on an in-depth understanding and prior knowledge of the project environment?	35
2.5 Is the conceptual framework adopted appropriate for the task?	35
2.6 Is the scope of task well defined and does it correspond to the TOR?	70
2.7 Is the presentation clear and is the sequence of activities and the planning logical, realistic and promise efficient implementation to the project?	70
Total for Proposed Work Plan and Approach (II)	315
III. Personnel (Points obtainable 175 Points)	
3.1 Minimum 5 years of experience in evaluation of programmes, plans and projects in areas of development, peace building and humanitarian sector.	70
3.2 Demonstrated knowledge on the issues of the 2030 Agenda for Sustainable Development and UN development system	35
3.3 Extensive experience in the quantitative and qualitative data analysis of social and economic indicators	35
3.4 Demonstrated capacity in strategic thinking and policy advice, excellent writing skills	20
3.5 Proven engagement or knowledge of gender-sensitive evaluation.	15
Total for Personnel (III)	175
Grand Total (I+II+III)	700

Annex 2

FORM FOR SUBMITTING SERVICE PROVIDER'S PROPOSAL⁹***(This Form must be submitted only using the Service Provider's Official Letterhead/Stationery¹⁰)***

[insert: Location].

[insert: Date]

To: [insert: Name and Address of UNDP focal point]

Dear Sir/Madam:

We, the undersigned, hereby offer to render the following services to UNDP in conformity with the requirements defined in the RFP dated [specify date] , and all of its attachments, as well as the provisions of the UNDP General Contract Terms and Conditions :

A. Qualifications of the Service Provider

The Service Provider must describe and explain how and why they are the best entity that can deliver the requirements of UNDP by indicating the following :

- a) Profile – describing the nature of business, field of expertise, licenses, certifications, accreditations;*
- b) Business Licenses – Registration Papers, Latest Tax Payment Certification, etc.*
- c) Latest Audited Financial Statement – income statement and balance sheet to indicate its financial stability, liquidity, credit standing, and market reputation, etc. ;*
- d) Track Record – list of clients for similar services as those required by UNDP, indicating description of contract scope, contract duration, contract value, contact references;*
- e) Certificates and Accreditation – including Quality Certificates, Patent Registrations, Environmental Sustainability Certificates, etc.*
- f) Written Self-Declaration that the company is not in the UN Security Council 1267/1989 List, UN Procurement Division List or Other UN Ineligibility List.*

⁹ This serves as a guide to the Service Provider in preparing the Proposal.

¹⁰ Official Letterhead/Stationery must indicate contact details – addresses, email, phone and fax numbers – for verification purposes

B. Proposed Methodology for the Completion of Services

The Service Provider must describe how it will address/deliver the demands of the RFP; providing a detailed description of the essential performance characteristics, reporting conditions and quality assurance mechanisms that will be put in place, while demonstrating that the proposed methodology will be appropriate to the local conditions and context of the work.

C. Qualifications of Key Personnel

If required by the RFP, the Service Provider must provide :

- a) Names and qualifications of the key personnel that will perform the services indicating who is Team Leader, who are supporting, etc.;*
- b) CVs demonstrating qualifications must be submitted if required by the RFP; and*
- c) Written confirmation from each personnel that they are available for the entire duration of the contract.*

D. Cost Breakdown per Deliverable*

	Deliverables [list them as referred to in the RFP]	Percentage of Total Price (Weight for payment)	Price (Lump Sum, All Inclusive)
1	Upon Acceptance of Inception Report	30%	
2	Upon Acceptance of Draft evaluation report	30%	
3	Upon Acceptance of final evaluation report	40%	
	Total	100%	

**This shall be the basis of the payment tranches*

E. **Cost Breakdown by Cost Component:** *[This is only an Example]*

Description of Activity	Remuneration per Unit of Time in NPR	Total Period of Engagement	No. of Personnel	Total in NPR
I. Personnel Services				
International Consultant/Team Leader			1	
National Evaluation Expert			1	
National GESI Expert			1	
II. Out of Pocket Expenses				
1. Travel Costs				
2. Daily Allowance				
3. Communications				
4. Reproduction (IECs)				
5. Utilities				
6. Others				
III. Other Related Costs (please specify)				
Total				
VAT				
TOTAL WITH VAT IN NEPALESE RUPEES				

*[Name and Signature of the Service Provider's
Authorized Person]
[Designation]
[Date]*

Annex 3

General Terms and Conditions of Contract

Annex 4**Terms of Reference (ToR)****Duty Station:** Kathmandu**Type of Assignment:** National or International/ Institutional**Date of assignment:** 30 working days (From 22nd September to 15th November 2021)**1. INTRODUCTION**

The United Nations system in Nepal is implementing the United Nations Development Assistance Framework (UNDAF) for the period between 2018 and 2022. The UNDAF (2018 – 2022) represents the programmatic and operational framework for the UN's collective support to the people and Government of Nepal (GoN). It also outlines the UN's response to national contexts and development priorities and seeks synergies with all development partners in the country.

At the penultimate year, it is mandatory for the UNCT to carry out the UNDAF Evaluation. This is one of the mechanisms for strengthening UNCT's accountability towards the host government. In Nepal, the UNCT plans to conduct this evaluation as its UNDAF is coming to an end in 2022.

The UNDAF evaluation follows the most updated evaluation guidance, which addresses the previous UNDAF evaluation guidance's shortcomings and establishes a method and a system that would be fit for being the main accountability and learning instrument for the collective UN system support at the country level. The primary users of the evaluation are the UNCT members, including non-resident UN agencies, government counterparts, and civil society organizations that participate as implementing partners. In addition, development partners, multilateral development banks and international financial institutions are also seen as important audience of the evaluation.

2. COUNTRY CONTEXT AND UNDAF/UNSDCF HIGHLIGHTS

The UNDAF (2018 – 2022) was formulated by 18 resident and four non-resident UN agencies in close cooperation with the GoN, civil society organizations, and development partners. It is aligned with the Fourteenth Plan (FY 2016/17 – 2018/19) and the 2030 Agenda for Sustainable Development and the 17 Goals. The UNDAF is in line with the 2015 Constitution of Nepal and the Istanbul Programme of Action for the Least Developed Countries for the Decade 2011 – 2020 on the renewed and strengthened partnership for development. Therefore, at the core of this UNDAF are the SDGs, the priorities of the Constitution and Fourteenth and Fifteenth Plan, and the international commitments and norms.

The UNDAF (2018 – 2022) advances four outcome areas that weave together and build synergy with the national development priorities. The four outcome areas are: 1) Sustainable and Inclusive Economic Growth; 2) Social Development; 3) Resilience, Disaster Risk Reduction and Climate Change; and 4) Governance, Rule of Law and Human Rights. Each of these outcome areas are justified with a Theory of Change (ToC) [refer to the UNDAF (2018 – 2022) as provided in the Annex 1], building upon the key implementation principles of the 2030 Agenda, including 'leaving no one behind' and ensuring all people enjoy peace and prosperity, while protecting the planet. UNDAF applies the six global programming principles: leave no one behind, human rights-based approach to development, gender equality and

women's empowerment, sustainability, resilience, and accountability. It attempted to address the issues of social inclusion as a principle to address inequality and socio-cultural discrimination in the country. At the formulation, the UNDAF envisioned to mobilize US\$ 629,700,308, (20 percent or US\$ 12,594,006 of which form the core funding of the UN agencies) to achieve the outcomes, with a commitment to annual review and adjustment.

Developed with a commitment to the principles of Delivering as One (DaO), for coherent and coordinated work among UN agencies, the UNDAF draws on the diversified expertise and resources of the UN agencies. Advancing standards of joint leadership, Heads of Agencies (HoAs), led by Resident Coordinator (RC), continued to work closely with senior government officials to lead implementation of the UNDAF Outcomes. A Steering Committee jointly chaired by RC and Vice-Chair of the National Planning Commission (NPC), and represented by counterpart ministries and HoAs, provide oversight to the UNDAF implementation. Internally, the UN Country Team (UNCT) in Nepal established four Government-UN Joint Outcome Working Groups, Operational Management Team, and Monitoring and Evaluation Working Group for the implementation of the UNDAF. The UN Gender Thematic Group serves the Outcome Working Group by providing recommendations on the Annual Work Plans and the narrative reports to ensure that gender and social inclusion is mainstreamed throughout the UNDAF implementation.

Contextually, the formulation and implementation of the UNDAF (2018 – 2022) coincided with the shift to a federal system of governance from a unitary centralized system of governance. Emerging from the recovery from two major earthquakes, trade disruptions on the southern border, the country promulgated the Constitution in 2015 that adopted the federal system of governance. This governance reform aims to provide significant budget autonomy, responsibility for delivering most public services, and a key role in development planning for provincial and local governments. In 2017, the year of the last Common Country Analysis (CCA), elections were held under the 2015 Constitution, putting in place the envisaged three spheres of government and initiating the process of institutionalization of provincial and local governments. The new system has brought in a complex play of new and old institutions, with a dramatic improvement in representation of women and historically marginalized groups, but also highlighting the need for enhancing the capacity of local government institutions.

During the period of the implementation of the current UNDAF, the GoN started to show some progress towards the Sustainable Development Goals (SDGs), formulated the 15th Plan (2019/20 – 2023/24), integrated the 2030 Agenda and SDGs into national plans, and set the ambitious goal of graduating from the Least Developed Country (LDC) category in 2021 and reaching the Middle-Income Country (MIC) status in 2030. As the country continued to meet the threshold level for LDC graduation on two indicators, the Human Assets Index (HAI) and the Economic and Environmental Vulnerability Index (EVI), for the third consecutive round of triennial reviews (2015, 2018, and 2021), in 2021, Nepal has been recommended for graduation by the UN Committee for Development Policy (CDP/ECOSOC).

However, as the country was making progress towards these development goals, the COVID-19 pandemic not only impacted health sector but also hit Nepal's economy and resulted in an economic slowdown, with key sectors such as services, manufacturing and construction coming to a standstill. The lockdown has, for example, led to the closure of 61 percent of businesses during the strict lockdown of 2020, resulting in a reduction in economic activities by 73.8 percent and an estimated job loss of between 1.2 and 2 million. The impacts of COVID-19 surpassed the bounds of economic crisis to intensified inequalities across intersecting identities such as gender, sexuality, disability, caste, ethnicity, and economic status. Recognizing the far-reaching socio-economic impact of COVID-19, the UNCT in Nepal assessed existing programmes and adapted them to the emerging situation, launching an 18-months Socio-Economic

Response Framework (SERF), responding to the call by the Secretary General to support member states to respond and recover from the crisis. These new priorities shifted the UNDAF's focus on the requirements of these new approaches.

Internally, in 2018, the year when the UNDAF cycle began in Nepal, the UN launched the UN Development System (UNDS) Reform, which went into effect on 1 January 2019 and aimed for a more effective, coordinated, transparent and accountable UN development system dedicated to implementing the 2030 Agenda for Sustainable Development. Accordingly, a series of innovations were implemented at the country level, including the reinvigorated RC system and the strengthening of joint implementation and support to the SDGs. These innovations impacted the way the UN in Nepal operates as well as its progress in delivering UNDAF outcomes.

In this background, as the current UNDAF cycle approaches to end, UNCT Nepal decides to undertake an evaluation of the UNDAF (2018 – 2022) to learn from the ongoing work and inform the next United Nations Sustainable Development Cooperation Framework (UNSDCF). The UNDAF evaluation is the main accountability and learning instrument on the UN system's collective contribution at country level. It is a mandatory system-wide country evaluation that adheres to UNEG Norms and Standards and the programming principles of the UNDAF/CF. It is vital for ensuring greater transparency on results achieved, promoting joint work and efficiencies, and generating knowledge to inform and improve development programming. Hence, its focus is both on the development results achieved, as well as the identification of internal gaps and overlaps. It identifies and documents lessons from the current UNDAF implementation that witnessed implementation of the federalism, recommendation for the LDC graduation, global outbreak of the pandemic, and the UNDS reform. Overall, it assesses the progress towards expected (and unintended) results, and whether the UNDAF made a worthwhile, coherent, durable and cost-efficient contribution to collective United Nations system outcomes and national development processes towards the 2030 Agenda.

3. OBJECTIVES AND SCOPE OF THE EVALUATION

The overall purposes of the UNDAF evaluation are:

- ✓ To generate evidence on performance and adaptability of the UNDAF (2018 – 2022) based on selected criteria to contribute to greater learning of the UNCT in Nepal. This purpose emphasizes on what worked, what did not work, and why as well as adaptability allowed by the UNDAF for developing and implementing complementary strategies to respond evolving needs/contexts (UN Reform, COVID-19, and LDC Graduation) without compromising international values and norms in the context of the UNDAF implementation.
- ✓ To support greater accountability and transparency of UNCT in Nepal to UNDAF stakeholders. By objectively verifying results achieved within the framework of the UNDAF and assessing the effectiveness of the strategies and interventions used, the evaluation will enable the various stakeholders, including national counterparts and donors, to hold the UNCT and other parties accountable for fulfilling their roles and commitments.

The specific objectives of the evaluation are:

- a) To assess the relevance, effectiveness, and efficiency of the UNDAF.
- b) To assess the coherence and coordinated efforts of the UNCT support.

- c) To assess the orientation towards impact planned set in the UNDAF.
- d) To assess the adaptability and sustainability of UNDAF's results.
- e) To assess the conformity with the global programming principles.
- f) To deliver recommendations to support the formulation of the next UNSDCF.

These objectives will be translated into specific evaluation questions in Section 4.

Scope of the evaluation

The UNDAF evaluation will cover a period from 2018 to the time of the conduct of the data collection in third quarter of 2021. The Evaluation of the UNDAF will assess contributions of both resident and non-resident UN agencies to the UNDAF outcomes and focus the extent to which the UNDAF outcomes were consistent with the national development needs and priorities. Reference will be made to the UNDAF outcome-specific ToC provided in the result framework of the UNDAF (2018 – 2022). Due consideration will be given to contributions of agencies without a formal country programme, activities implemented as part of global or regional programmes and projects, and the activities of non-resident agencies. It will also cover resource mobilization to evaluate how they contributed to the delivery of results to the extent to which the UNDAF fostered partnerships and synergies with relevant stakeholders.

The UNDAF Evaluation will also examine the cross-cutting issues and the global UN programming principles (e.g. leaving no one behind (LNOB), human rights, gender equality and women's empowerment, environmental sustainability and resilience, and accountability). The UNDAF Evaluation will take into account emerging issues related to the COVID-19 pandemic in both the evaluation's contents (e.g. the UNCT's responsiveness, adaptation and reprioritization) and operation (e.g. methods for managing stakeholder participation and inclusiveness in the COVID-19 context). For sampling, the Evaluation will cover two of the seven provinces that have a high concentration of UN programmes, especially joint programmes, selected on the basis of a provincial mapping of the UN programmes. However, due to COVID-19, it may not be possible to physically visit and meet with rights holders.

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

4. EVALUATION CRITERIA AND EVALUATION QUESTIONS¹¹

The Evaluation will be guided by UNEG and OECD-DAC evaluation criteria and aim to answer the following evaluation questions:

a) Relevance

- To what extent the UNDAF was aligned with national development goals, priorities, and targets; country's international and regional commitments, including on the 2030 Agenda for Sustainable Development, leaving no one behind, human rights, and environment; and needs of women and marginalized groups in the country.

¹¹ The final total number of EQs should not exceed 15 with no evaluation criteria having more than 3 EQs

- To what extent is the UNDAF's design and implementation responsive to the changing contexts in the country like COVID-19 pandemic, transition to federalism and UN reforms at national and subnational levels and how it should have adapted to those changes?
- How well does the design of the UNDAF address the needs of the population, especially the most vulnerable and marginalized groups in the country?

b) Effectiveness

- To what extent does the interventions of the UNDAF address the needs of the population, especially the most vulnerable and excluded groups in the country?
- To what extent has UNCT achieved the UNDAF's intended or unintended results? What were the internal and external factors contributing to achieve and not achieve the results?
- To what extent has the UNDAF increased access of economically vulnerable people to sustainable livelihoods, safe and decent employment, and income opportunities?
- To what extent has the UNDAF improved equitable access, availability, and utilization of quality basic social services for all, particularly for vulnerable people?
- To what extent has the UNDAF have strengthened environmental management, sustainable recovery and reconstruction, and resilience to climate change and disaster at all levels in Nepal? To what extent is the UNDAF addressing bridging humanitarian responses and long-term development/resilience; what are the lessons learnt?
- To what extent has the UNDAF strengthened inclusive, democratic, accountable and transparent institutions towards ensuring rule of law, social justice and human rights for all, particularly for vulnerable people? Has the UN system support extended in such a way to build national and local capacities and ensure long-term gains in the federal context of Nepal?

c) Efficiency

- Has the UNDAF generated timely results through the most efficient use of inputs including financial and human resources and partnerships?
- To what extent were the UNDAF's budgetary resources and operational structures sufficient to achieve its intended results in a timely manner? Have adequate financial resources been mobilized for implementation of UNDAF across outcomes?
- Is there a common or collaborative resource mobilization strategy in place? Has it been effective in mobilizing results? To what extent is UNCT harmonizing Business Operations under the Delivering as One framework? To what extent have these efforts led to cost savings?
- To what extent were the monitoring of the UNDAF's activities carried out and whether the monitoring activities contributed to the results-based management (RBM) in efficient manner?
- Were resources (funds, human resources, time, expertise etc.) allocated and utilized strategically to track and achieve results, including equity and gender-related results?
- Has the UNDAF contributed to a reduction of transaction costs for the government and for each of the UN agencies? In what ways could transaction costs be further reduced in next UNSDCF cycle?

d) Coherence

- To what extent the UNDAF contributed to achieving better synergies among the programmes of UN agencies? Has the UNDAF enhanced joint programming by agencies and/or resulted in specific joint programmes?
- Has the UN system collectively prioritized activities based on the needs (demand side) rather than on the availability of resources (supply side), and reallocated resources according to the collective priorities if necessary?

- Has the UNDAF strengthened the coherence of support by UNCT members towards the common objectives and to deliver quality, integrated, SDG-focused policy support?
- Was the UNDAF supported by an integrated funding framework and by adequate funding instruments? What were the gaps?
- To what extent have the UNDAF's interventions complemented the government's work plans in a coherent manner to achieve intended results?
- In the UNDAF design phase and during the period of implementation, to what extent has the UN sought complementarity and synergy with interventions of other stakeholder, particularly development partners and multilateral development banks and international financial institutions.

e) Coordination

- To what extent are UN interagency coordination and joint programmes contributing to more integrated, joined-up, and efficient implementation of the UNDAF?
- Is the distribution of roles and responsibilities among the different UNDAF partners well defined and manifested in efficient, sufficient, and timely implementation of the UNDAF?
- Has the UNDAF strengthened the position, credibility, and reliability of the UN system as a partner for the government and other actors, and used effectively as a partnership vehicle?
- Has the coordination between the UN Agencies and with the Government and other partners resulted in a mutual collaborative work which led to the intended outcomes? What were setbacks and achievements in the UNDAF's coordination mechanism?
- Has UNDAF promoted effective partnerships and strategic alliances around the main UNDAF outcome areas (e.g. within Government, with national partners, donors and other external support agencies)?

f) Orientation towards impact

- To what extent are the UNDAF results orientated or likely to orient towards creating greater impact in the lives of people in the country?
- To what extent has the UNDAF's outcome results made an intended or unintended difference in achieving equitable access to and use of the social and economic sector services, especially by the most vulnerable and marginalized population in Nepal?
- To what extent has the UNDAF outputs and outcomes contributed or likely to contribute towards narrowing gaps in gender equality and human rights in Nepal within its results framework?

g) Sustainability

- To what extent is the UNDAF designed and implemented with a view towards sustainability (institutional, social, financial, etc.) of the interventions? What is evidence that demonstrate improved institutional capacity and performance particularly among national institutions that were supported by and through the UNDAF?
- To what extent are the results achieved with the contribution of the UNDAF likely to last and be sustained? To what extent do national stakeholders demonstrate commitment and ownership over the results?

h) Adaptability

- Did the UNCT adapt the implementation and operational strategies of the UNDAF to respond the evolving context of federalization, LDC graduation, and the COVID-19 pandemic and how did it ensure the continuation of business as planned without any compromise in the international human rights norms and values?

- To what extent were the UN Development System reform agenda adapted during the UNDAF implementation and to what extent were the examples of transformational changes caused by the reform were documented and communicated?

i) Conformity with global programming principles

- To what extent have the UNDAF programming principles (human rights-based approach development, gender equality, environmental sustainability, results-based management, capacity development) been considered and mainstreamed in the UNDAF design and implementation?
- Has the UN system support extended in such a way to promote gender equity and equality? To what extent and in what ways are the concepts of gender equity and equality and other cross-cutting issues reflected in programming? Were specific goals and targets set? Was there effort to produce sex disaggregated data and indicators to assess progress in gender equity and equality? To what extent and how is special attention given to girls and women's rights and empowerment?
- Has the UN system support designed and delivered in due consideration to environmental implications?
- Has UN System support addressed the issues of inequality and socio-cultural discrimination? What strategies were adopted during the UNDAF period?

During the inception phase, the UNDAF Evaluation Team will review and finalize the questions closely working with the Monitoring and Evaluation Working Group and in close consultation with the Programme Management Team. The Team will elaborate them into methodological sub-questions in their inception report as well as provide relevant suggestions and solutions in the final evaluation report. The final evaluation questions and the evaluation matrix will be finalized by the evaluation team in the design report.

5. METHODOLOGY; APPROACH; AND QUALITY ASSURANCE AND ASSESSMENT

Approach

The UNDAF Evaluation is a programmatic evaluation of the UNDAF and its specified strategic intent and outcomes. It assesses UNCT's contribution to national development outcomes contained in the UNDAF results framework. It will use mixed methods combining qualitative and quantitative methods and triangulation of data to compile a robust and credible evidence base. Quantitative analysis will be largely based on secondary data and existing documentation, including, but not only, agency's Country Program Evaluations and thematic and program/project evaluations. The evaluation methodology also uses innovative approaches as needed to capture the perspectives of the most excluded groups through the engagement of CSOs and networks to ensure they are represented in the evaluation. The overall approach is participatory, utilization focused and theory-based (using UNDAF theories of change). The evaluation should integrate gender equality throughout the evaluation¹², which entails not only analyzing the evaluation questions through a gender lens, but also the process itself should be transparent, participatory, inclusive and ensure fair power relations.

'Leave No One Behind' will be a cross-cutting concern throughout the methodology, deliverables, and final report of the evaluation. This implies involving all gender and disadvantaged groups meaningfully in the

¹² In line with UNEG Guidance on Integrating Human Rights and Gender Equality in Evaluation: <http://www.uneval.org/document/detail/1616>; all UN system evaluations are assessed against the UN-SWAP Evaluation Performance Indicator: <http://www.uneval.org/document/detail/1452>

consultation, evaluation analysis, and evaluation team. Moreover, the evaluators should review data and information that is disaggregated by sex, disability, caste and ethnicity and legal status along the constitutionally recognized categories and assess the relevance and effectiveness of gender and social inclusion-related strategies and outcomes.

Methodology

The evaluation will use a combination of document reviews, analysis of other quantitative secondary data, individual interviews with key informants and focus groups or other types of group discussion to collect data. The evaluation team will develop the evaluation methodology in accordance with the evaluation approach and design tools to collect appropriate data and information as strong, evidence-based answers to answer the overall evaluation questions. The methodological design will include: an analytical framework; a strategy for data collection and analysis; specially designed tools; an evaluation matrix; and a detailed work plan.

- **Sampling approach:** A systematic purposive sampling approach should be used to select programmes (joint workplans; UN agencies CPDs; etc) that will be covered in the scope of the UNDAF evaluation. The selected programmes should have sufficient level of transformational intent (depth, breadth and size) and maturity. The systematic purposive sampling approach will also be used to target groups and stakeholders to be consulted. The selection will be informed by the portfolio analysis and stakeholder mapping undertaken during the inception phase of the evaluation. This analysis will yield information on the relevant initiatives and partners to be part of the evaluation (including those that may not have partnered with the UNCT but play a key role in the outcomes to which UNDAF contributes). The evaluation team should clearly outline the sample selection criteria and process, and any potential bias and limitations. The sampling technique should ensure that the selected samples adequately reflect the diversity of stakeholders of the intervention and pay special attention to the inclusion, participation and non-discrimination of the most vulnerable stakeholders. Failing to do so may affect the credibility and technical adequacy of the information gathered.
- **Representativity:** Sampling will make adequate consideration of the different socioeconomic categories), then the choice of entities/partners/structures and other categories of informants to be interviewed according to the intervention area (outcomes; outputs) of the CF.
- **Data collection:** The evaluation will use quantitative and qualitative approaches, including literature review, statistics at national and local levels, survey data, semi-structured interviews, direct observation, focus groups and workshops.
- **Quality assurance:** The data collected should be subjected to a rigorous quality assurance for validation purposes, using a variety of tools including triangulation of information sources and permanent exchange with the UNDAF implementation entities at Country Office level. The quality assurance and quality assessment. The quality assurance will occur throughout the evaluation process and covers all deliverables
- **Evaluation Matrix:** The evaluation team will use the template of the evaluation matrix provided in the annex 7 to systematically structure and consolidate the data collected for each of the evaluation questions during the design/inception phase. This matrix will allow them, among other

things, to identify the missing data and thus fill these gaps before the end of the collection. This matrix will also help to ensure the validity of the data collected.

- **Participation and inclusion:** This evaluation should be conducted using a participatory and inclusive approach¹³, involving a wide range of partners and stakeholders. The evaluation team will carry out a stakeholder mapping in order to identify the direct and indirect partners of the CF, specifically targeting United Nations organizations and representatives of the national government. Stakeholders mapping may include civil society organizations¹⁴, the private sector, other multilateral and bilateral cooperation organizations and, above all, the beneficiaries of the program.
- **Contribution analysis (based on the "theory of change"):** The evaluation will be conducted on the basis of a theoretical approach, which means that the evaluation methodology will be based on a careful analysis of the expected results, outputs and contextual factors (which may affect the implementation of the CF interventions) and their potential to achieve the desired effects. The analysis of the CF's theory of change and the reconstruction of its intervention logic, if necessary, will therefore play a central role in the design of the evaluation, in the analysis of the data collected throughout the evaluation, in communicating results and in developing relevant and practical conclusions and recommendations. The theory of change analysis should be limited to the soundness of the agencies' and joint workplans outputs to the outcome level and SDG indicators. Evaluators will base their evaluation on the analysis and interpretation of the logical consistency of the results chain: linking program outputs to changes at a higher level of outcomes, based on observations and data collected during the process along the result chain. This analysis should serve as a basis for the judgment of the evaluators on the contribution of the current CF to the achievement of the outcome level results as targeted by the CF.
- **Finalization of the evaluation questions and assumptions:** The evaluation team will finalize the evaluation questions after consultations with the evaluation steering committee and thematic groups. The final evaluation questions should be a reasonable number, generally not exceeding 15. They should clearly reflect the evaluation criteria as well as the indicative evaluation questions listed in this Terms of Reference. They should also take advantage of the results of the reconstruction of the intervention logic of the cooperation framework. The evaluation questions will be included in the evaluation matrix (see appendix) and should be supplemented by sets of hypotheses that capture the key aspects of the intervention logic associated with the scope of the question. Data collection for each of the assumptions will be guided by clearly formulated quantitative and qualitative indicators, also indicated in the matrix.

The UNDAF evaluation will use a variety of validation methods to ensure that the data and information used, and conclusions made carry the necessary depth, including by sharing findings, conclusions and recommendations with evaluation participants and the evaluation reference group.

Evaluability Assessment

¹³ An inclusive approach entails ensuring the key groups are involved and that everyone involved has access to the same information on an equal basis.

¹⁴ In line with the UN Disability Inclusion Strategy, it is particularly important to include Organizations of Persons with Disabilities in your outreach to civil society organizations, as they are often forgotten and represent an important stakeholder group.

The UNDAF Evaluation Team will also undertake a rapid evaluability assessment during the inception phase. This should be aimed to assessing the quality of the UNDAF result framework, outcomes and indicators and gaps in the documentation and data/information availability. The evaluability assessment will inform the evaluation approach. Given that the UNDAF outcomes are set at a very high level which would be contributed by the work of many stakeholders (not only the UN) in the country. Hence, establishing the attribution of UN interventions to an observed result at UNDAF outcome level could be extremely difficult and, in many cases, infeasible. The evaluability assessment will also provide information on evaluation of attribution or contribution and guide further process.

Limitation

- Due to the ongoing crisis induced by the COVID-19, the UNDAF evaluation may need to rely on the remote data collection, including virtual discussions and consultations. The lack of access to internet service, virtual platforms, and technology of the most excluded and vulnerable population lack access could limit having their perspective in the evaluation process.
- The UNDAF Evaluation cannot apply full experimental impact analysis methods as the results sets in this planning document represent impact level changes which would be achieved in the contributions of all stakeholders in the country. The UNDAF evaluation will assess the UNDAF's result orientation towards impact at the national level.

Evaluation Ethics

The UNDAF evaluation should adhere to and be guided by the UNEG Norms and Standards (2016) and the UNEG Ethical Guidelines (2020) at every stage of the evaluation process, observing the following principles of integrity, accountability, respect and beneficence. The consultants 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. The consultant 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 the UNCT Nepal. The consultants will be held to the highest ethical standards and are required to sign a Code of Conduct upon acceptance of the assignment. In particular, the consultant(s) must be free and clear of perceived conflicts of interest. To this end, interested consultants will not be considered if they were directly and substantively involved, as an employee or consultant, in the formulation of strategies and programming relating to the UNDAF under evaluation.

6. EVALUATION PROCESSES

Evaluation process will have the following key steps: (i) preparation; (ii) design; (iii) field; (iv) reporting and (v) management response, and dissemination:

- a. **Preparatory Phase:** The preparatory phase includes the following key components: development of the roadmap; constitution of the evaluation steering committee; development of the ToR; publication of ToR; and identification and recruitment of the Evaluation Team.
- b. **Design phase:** In the design phase, the Evaluation Team will conduct the following key tasks: desk review; development of the methodology; assessment of the theory of change and reconstitution

(if necessary) to better adhere to the CF as implemented; constitution of the sampling frame¹⁵; sampling; and field planning.

- c. **Field Phase:** In the field phase, the Evaluation Team will carry out data collection in the field and validate the information.
- d. **Reporting Phase:** In the reporting phase, Evaluation Team will carry out the following key tasks: data management, analysis and report writing; report validation; and submission of draft report for evaluation quality assessment (EQA).
- e. **Management response; Dissemination and use Phase:** In consultation with the UNDAF Evaluation Joint Steering Committee, RCO and UNCT develop the management response and disseminate the findings of the report with the Government,

7. EXPECTED DELIVERABLES

The Evaluation Team will deliver the following outputs/deliverables:

- ✓ Inception report, including evaluation matrix, field work plan and an outline of report
- ✓ Draft report for consultation with PMT, M&E Working Groups, UNCT, UNDAF JSC, etc.
- ✓ The debriefing presentation to the UNCT at the end of the field phase 3
- ✓ Final Draft UNDAF Report presented to the UNDAF Steering Committee
- ✓ Presentation to the M&E Working Groups, PMT, UNCTs, Reference Groups, and UNDAF JSC
- ✓ Final Evaluation Report, including Power Point presentation of the evaluation report and annexes
- ✓ Evaluation brief (2 – 3 pager) including key findings, lessons, and recommendations

The reports and PowerPoint presentations will be submitted in English language. The presentation will need be made in English and Nepali depending on the nature of participants.

8. WORKPLAN AND INDICATIVE TIME SCHEDULE OF DELIVREABLES

¹⁵ Noting that to meet the requirements of the UN Disability Inclusion Strategy UNCT Accountability Scorecard, UNCTs should explicitly commit to the rights of persons with disabilities in the CF, visibly mainstream disability inclusion in at least one of the CF outcomes areas and joint workplans, and disaggregate outcomes indicators by disability, sex and age to the extent possible) this should be taken into consideration when designing the constitution of the sampling frame.

Phase	Activities	Deliverables	Responsibility	Completion Time
6. <u>Inception (8 days)</u>				
	6.1. Brief and support the Evaluation Team	<ul style="list-style-type: none">- Briefings with RC, UNCT members, programmes managers, Results Groups, RCO, etc. conducted	<ul style="list-style-type: none">- Evaluation Manager (with EMC and RCO support) to organized- Evaluation Team to participate	Mid of October
	6.2. Organize Theory-of-Change workshop(s)	<ul style="list-style-type: none">- Theory-of-Change workshop(s) with PMT members- Agreement on Theories of Change	<ul style="list-style-type: none">- Evaluation Manager (with EMC and RCO support) to organize- Evaluation Team to present on ToCs and facilitate the discussion- UNCT/PMT to participate and agree on ToCs	
	6.3. Development of Inception Report	<ul style="list-style-type: none">- Inception Report, including<ul style="list-style-type: none">- Desk review- Preliminary stakeholder analysis- Theory of Change and evaluation matrix- Data collection tools- Work plan for evaluation as well an annotated outline of report	<ul style="list-style-type: none">- Evaluation Team to prepare- EMC (with M&E WG support and Evaluation Manager) and to review and endorse	
7. <u>Data collection and analysis (15 days)</u>				
	7.1. Data collection and analysis	<p>Preparation for data collection, including piloting of instruments</p> <ul style="list-style-type: none">- Collect data and consultation with stakeholders- Preparation of interview reports, FGD, survey findings etc.- Population of evaluation matrix	<ul style="list-style-type: none">- Evaluation Team to implement- EMC (with M&E WG and Evaluation Manager support) to facilitate evaluation activities, assist the Evaluation Team in gaining access to stakeholders and additional information, and arrange meetings and logistics	End of October

		<ul style="list-style-type: none"> - Preparation and delivery of Debrief <p>Implementation of the evaluation, including review of literature, and conducting discussions and interviews, any field work, etc.</p>		
8. <u>Reporting (15 days)</u>				
	8.1. Development of Draft Evaluation Report	<ul style="list-style-type: none"> - Draft Report - PowerPoint Presentation on key preliminary findings 	<ul style="list-style-type: none"> - Evaluation Team to implement 	Mid of November
	8.2. Review and Validation of Draft Report	<ul style="list-style-type: none"> - Presentation on preliminary findings - Sharing of the draft report to Reference Group prior to validation workshop - Revised Draft Report 	<ul style="list-style-type: none"> - Evaluation Team: to present key preliminary findings to Evaluation Management Committee and reference group, address comments and revise draft report - Evaluation Management Committee and Reference group: to comment on the draft report and participate in the meeting on presentation on preliminary findings - Evaluation Manager (with EMC support): to conduct a pro forma quality check; manage the validation process by circulating the draft for comment to the Steering Committee, Reference Group, and any other key stakeholders, ensuring all comments and responses are properly recorded, using an audit trail; send comments to the Evaluation Team for draft revision; make sure all comments are addressed by the Evaluation Team; and organize a meeting on presentation on preliminary findings 	
	8.3. Finalization of Evaluation Report	<ul style="list-style-type: none"> - Final Evaluation Report - Evaluation brief (2 – 3 pager) including key findings, 	<ul style="list-style-type: none"> - Evaluation Team to implement - Evaluation Management Committee: to facilitate the approval of the final report by the Steering Committee 	

		lessons, and recommendations	- Steering Committee: to approve the final report	
9. <u>Use the results</u>				
	9.1. Preparation of and follow-up on Management Response	- Management Response	- Evaluation Management Committee: (with RCO) to prepare the Management Response in consultation with all UNCT members and do the follow-up	End of November and onward

9. MANAGEMENT OF EVALUATION

The **UNDAF Evaluation Steering Committee** is responsible for the proper conduct of the evaluation. The existing UNDAF/UNSDCF Joint Steering Committee (JSC), co-chaired by the Vice-Chair of the National Planning Commission and the UN Resident Coordinator, will assume this role. The JSC is supported by the UN Resident Coordinator Office (RCO) and the National Planning Commission that jointly provide secretariat support to the UNDAF JSC. (See Annex 2 for ToRs of the SC).

The UNDAF Evaluation will also have an **UNDAF Evaluation Management Committee (EMC)**, for providing day-to-day decision-making support. The EMC is composed of the Head of the RCO and programme heads or senior monitoring and evaluation officers from selected resident UN agencies. The management group will be limited to 5 members. This group will be responsible for the day-to-day implementation of the evaluation. The key roles of the EMC will be as provided in Annex 3.

The EMC will assign the Head of RCO, as **Evaluation Manager**. The Resident Coordinator and UNCT ensure that the Evaluation Manager could operate within an environment and conditions conducive to an independent and unbiased evaluation management and is not subject to undue pressure from any interested party. The Evaluation Manager is technically supported by the M&E Working Group, comprising M&E officers from UN agencies. The Evaluation Manager is also backed by RCO staff in coordination-related tasks.

The JSC will invite government counterparts and other key stakeholders of UN agencies to form a **Reference Group**. The Reference Group should be sufficiently inclusive to represent various sectoral interests. Key stakeholders include civil society representatives, in particular those who could reflect interest of various social groups, including women and people who are “left behind”, as well as international development or financing partners. The Group can also include UNCT members not on the JSC, or non-resident agency representatives. The Reference Group will provide inputs at key stages of evaluation, such as in the design and activity planning, the validation of findings and the forming of recommendations. (See Annex 4 for ToRs of the Reference Group)

The **Evaluation Team** comprises independent external evaluators. It has a team leader with extensive evaluation expertise and at least two members to allow triangulation of observations and validation of findings within the team. The evaluation team will be inclusive and will have at-least one female member. Any firm applying will have to demonstrate that they have adequate capacities across four UNDAF outcome areas and provide clear ideas in their proposal which team member will be responsible for which UNDAF outcome areas. The Evaluation Team will report to the Evaluation Manager (Head of RCO).

International Consultant/Team Leader: Team leader will have overall responsibility for providing guidance and leadership, and in coordinating the draft and final report. He/she holds the overall responsibility for the methodological design and implementation of the evaluation and therefore, should demonstrate adequate expertise in evaluation methods, management of evaluations, report writing skills. He/she will be responsible for the production and timely submission of all expected deliverables in line with the ToR. The team leader will also act as a technical expert for one or two UNDAF’s outcome areas.

Education, Experience, and Language:

- ✓ Master's degree (preferably PhD) in international relations, political science, international development, governance and public policy, social sciences, evaluation, or a related subject
- ✓ Minimum 10 years of experience in evaluation of programmes, plans and projects in developing countries.
- ✓ Demonstrated analytical capacity, including on political economy and financing for development.
- ✓ Demonstrated understanding of the role of the UN System in development cooperation in the context of the country in question with proven experience of conducting UNDAF evaluation is desirable.
- ✓ Documented previous experience in managing and leading complex UNDAF evaluations, and a solid understanding on the use of evaluation methodologies.
- ✓ Demonstrated knowledge on the issues of the 2030 Agenda for Sustainable Development and UN Development System.
- ✓ Extensive experience in the quantitative and qualitative data analysis of social and economic indicators.
- ✓ Demonstrated capacity in strategic thinking and policy advice, excellent writing skills.
- ✓ Proven engagement or knowledge of gender-sensitive evaluation and demonstrated understanding of issues related to gender mainstreaming and inclusion.
- ✓ Previous experience working in Nepal, or familiar with the federalization process, political landscape and or experience of working in the similar settings in the region is an advantage.
- ✓ Knowledge on diversity and culturally sensitive.
- ✓ Fluency in written and spoken English is essential

National Evaluation Expert: The National Evaluation Expert will be responsible to support the Team Leader in designing methodology, implementation of the evaluation, and writing reports. In addition, the Expert will provide thematic expertise (in one of two UNDAF's outcome area/s) and evaluation expertise and be responsible for drafting key parts of the report.

Education, Experience, and Language

- ✓ Master's degree in international relations, political science, international development, governance and public policy, social sciences, gender studies, evaluation, or a related subject
- ✓ Minimum 5 years of experience in evaluation of programmes, plans and projects in areas of development, governance and peace building and humanitarian sector.
- ✓ Demonstrated knowledge on the issues of the 2030 Agenda for Sustainable Development and UN development system.
- ✓ Extensive experience in the quantitative and qualitative data analysis of social and economic indicators.
- ✓ Demonstrated capacity in strategic thinking and policy advice, excellent writing skills.
- ✓ Proven engagement or knowledge of gender-sensitive evaluation.
- ✓ Demonstrated understanding of issues related to gender mainstreaming and inclusion.
- ✓ Previous work experience in Nepal and familiar with the federalization process, political landscape is an advantage.
- ✓ Knowledge on diversity and culturally sensitive.
- ✓ Previous experience working in Nepal or similar settings in the region is an advantage.
- ✓ Fluency in written and spoken Nepali and English is essential

National GESI Expert: The National GESI Expert will provide thematic expertise global programming principles (accountability, human rights-based approach to development, gender equality and women's

empowerment, LNOB, resiliency and sustainability). S/he will be responsible for providing inputs/writing sections on the GESI and LNOB and ensuring these six global principles have been effectively addressed in the design, data collection and analysis of the findings.

Education, Experience, and Language:

- ✓ Master's Degree in sociology, gender studies, international relations, political science, international development, gender studies, governance and public policy, social sciences, evaluation or a related subject
- ✓ Minimum 5 years of experience in the formulation, implementation, and evaluation of development programmes for Gender Equality and Social Inclusion (GESI) in Nepal.
- ✓ Demonstrated knowledge on the issues of diversity in Nepal, the 2030 Agenda for Sustainable Development, the Leave No One Behind, human rights and human rights-based approaches, and gender equality and social inclusion.
- ✓ Demonstrated capacity in strategic thinking and policy advice, excellent writing skills.
- ✓ Proven engagement or knowledge of gender-sensitive evaluation and demonstrated understanding of issues related to gender mainstreaming and inclusion.
- ✓ Previous work experience in Nepal and familiar with the federalization process, political landscape is an advantage.
- ✓ Knowledge on diversity and culturally sensitive.
- ✓ Fluency in written and spoken English and Nepali is essential

The UNDAF evaluation will be supported by the **United Nations Evaluation Development Group for Asia and the Pacific** (UNEDAP) in providing technical advice for the evaluation process and reviewing key products (including the evaluation TOR, inception report and draft evaluation report), and coordinating agency evaluations, to the extent possible, as inputs to the UNDAF evaluation. The evaluation will also receive guidance and support from the UNDCO to safeguard the independence and quality of the evaluation and to intervene in case of dispute.

10. Evaluation payment modalities

The Evaluation Team will be made their payment available upon quality delivery of the key deliverables within given time as follows:

SN	Key Deliverables	Percentage
1	Inception report, including evaluation matrix, field work plan and an outline of report	30%
2	Draft report after consultation with PMT, M&E Working Groups, UNCT, UNDAF JSC, etc.	30%
3	Final Evaluation Report, including Power Point presentation of the evaluation report, annexes, and evaluation brief (2 – 3 pager including key findings, lessons, and recommendations)	40%

11. BIBLIOGRAPHY

This section includes the initial list of documents and websites to be consulted by the evaluation team.

- United Nations Development Assistance Framework 2018 – 2022
- UNDAF Outcome Joint Workplans
- UNDAF Reports (2018, 2019, and 2020)
- Evaluations of the Country Programme Documents of the UN Agencies
- Common Country Analysis (2017 and 2021)
- UN Framework for Responding to the Socio-Economic Impacts of COVID-19 in Nepal 2020
- Multi-cluster Indicator Survey Report 2019 (UNICEF/NPC)
- Sustainable Development Progress Report 2020 (NPC)
- Any other report and documents prepared to update progress on the UNDAF
- Minutes of the Outcome Working Groups and Thematic Working Groups

12. ANNEXES

Annex 1: United Nations Development Assistance Framework 2018 – 2022

Please download it from the following link:

<https://nepal.un.org/en/91050-undaf-nepal-2018-2022>

Annex 2: UNEG Ethical Code of Conduct for Evaluations

Available online in this link

<http://www.unevaluation.org/document/detail/100>

Annex 3: A short outline for the structure of both the design and final evaluation reports

This will be provided to the selected firm.

Annex 4: Evaluation Matrix Template

This will be provided to the selected firm.

Annex 5: UN approved Editing Guidelines

Available online in this link

<https://www.un.org/dgacm/en/content/editorial-manual>