Annex 1

Formative Evaluation of UNDP's Integration of Leaving No One Behind Principles

Terms of Reference for
Think Tank/Research Institute to Conduct Comparative Study

Background
The Independent Evaluation Office (IEO) of the United Nations Development Programme (UNDP) will carry out a formative evaluation of UNDP’s Integration of Leaving No One Behind Principles. The evaluation is part of the IEO’s medium-term plan and is scheduled to be presented at the January 2023 Executive Board session.

Rationale
Leave no one behind (LNOB) is a central transformative promise of the 2030 Agenda for Sustainable Development and its Sustainable Development Goals (SDGs). In practice, it means taking explicit action to address inequalities and differential access; challenge power structures, social norms and beliefs hampering inclusion; confront overt and covert discrimination; and fast-track progress for those left furthest behind first. It requires the generation and disaggregation of additional data to ensure that all grounds of discrimination prohibited under international law and other root causes of inequalities are identified and addressed. And it throws up many practical challenges in UNDP’s work, including the increasing marginal costs of reaching the last mile, and partnership and procurement models that hamper social contracting at the boundary of the state.

The intent of this formative evaluation is to assess the evolving conceptual and operational frameworks used by UNDP to translate the LNOB principle into concrete action, and to make recommendations on how to strengthen UNDP contributions to results for those furthest behind.

Objective
The think-tank will review how other multilateral/bilateral organizations and relevant organizations incorporate the principle of LNOB in their strategies and operationalize it in their programmes. The review will include a critical analysis of the UNDP approach as it compares to other development partners. The exercise will be a combination of desk based review and select stakeholder interviews and roundtables/virtual workshops to discuss the issue with experts from the Global South. The sample of organization strategies to review will be provided by IEO, the think-tank can make additional suggestions to the suggested sample. In the analysis, the think-tank will answer the following key questions:

1. How was the LNOB principle conceptualized and what were the different strategies used by the sample organisation in integrating the LNOB principle?
2. How was the LNOB principle operationalized into select programmes and procedures of the selected organizations?
3. How would you compare UNDP strategy and its operationalization to those of other sample organizations? What has UNDP done well? What could it do better?
4. What are your key recommendations for UNDP to further integrate the LNOB principle?

Duties and responsibilities
Under the overall guidance of the (Associate) IEO Lead Evaluator, the think tank will carry out the following assignments:

- **Conduct desk review** of strategies of 10 bilateral/multilateral organizations suggested by the IEO and the selected think tank.
- **Conduct selected interviews** with select 5 organizations to understand the operationalization of LNOB strategies.
- **Engage with two regional experts** for regional inputs to the review.
- **Organize roundtables/virtual workshops to discuss** emerging issue with experts from the Global South, and other key actors.
- **Prepare a short comparative study** that analyses UNDP positioning compared to other organizations, answers key questions and contains specific recommendations on how UNDP can improve its approach towards integrating the LNOB principle. The think-tank will submit a short paper (maximum 20 pages), with ample annexes providing detail of the comparative analysis carried out. The report should be articulate, critical but constructive.

**Expected outputs and indicative timeframe**

The research institute/think-tanks, under the guidance of the IEO Lead Evaluator and Associate Lead Evaluator, will contribute to the timely development of a high-quality analytical report, based on targeted consultation. The payment will be made upon satisfactory receipt, and approval of all deliverables at the IEO, as agreed to by the institute.

All deliverables submitted to the IEO are produced in English. The specific outputs and tentative timeframe for the institute’s contribution are as follows:

- **Desk review report**: a draft report containing preliminary findings of the desk review, and next steps in organizing the roundtable/virtual workshop. Due February 2022
- **Final analysis paper**: This will incorporate the feedback from virtual roundtables. Due March 2022

All report will be produced in English.

**Remuneration and duration of contract**

The contract will be from the date of contract signature until May 2022 with most of the work happening between January and March 2022.

The total amount of the contract will be based on an agreed lumpsum. Payments will be based on the delivery of outputs, as follows:

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<tr>
<th>Description of Deliverable</th>
<th>Percentage</th>
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<tr>
<td>Upon acceptance of the desk review report</td>
<td>20%</td>
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<tr>
<td>Upon completion of the final analysis paper</td>
<td>50%</td>
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<tr>
<td>Upon acceptance by the Lead Evaluator of necessary adjustments to the paper</td>
<td>30%</td>
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Eligibility

Academic institutions, research institutions and think-tanks with work experience in human rights, gender, marginalized populations, inequality and inclusion are encouraged to apply. To ensure the independence and impartiality of the evaluation, institutions with any conflict of interest will not be considered for this call, including grant recipients and/or implementing partners of the UNDP LNOB related programming.

Impact of COVID-19 on the assignment

The World Health Organization declared COVID-19 a global pandemic on 11 March 2020 as the virus rapidly spread to all regions of the world. While these extraordinary circumstances present a critical limitation for the conduct of the evaluation, the IEO will continue to monitor the situation as it evolves and reserves the right to adjust the evaluation plan as appropriate and in line with UNDPs principles of ‘do no harm’ and ‘duty of care’ for its staff and consultants.

In line with UNDP’s financial regulations, when determined by the IEO and/or the research institute that a deliverable or service cannot be satisfactorily accomplished, that deliverable or service cannot be paid. Due to the ongoing COVID-19 situation and its ramifications, the IEO may consider making a partial payment if the institute invested time towards the deliverable but was not able to complete it due to circumstances beyond its control.

Required Skills and Experience

The Institute may propose a team of 1 to 3 key expert(s) to cover the various topics under this assignment. Each should have the following qualifications:

- Master’s degree or higher in any of the fields relevant area.
- At least 10 years of relevant experience for the lead author;
- Strong understanding of the LNOB Principle and its operationalization
- Strong understanding of the UN/UNDP mandate, operations and programmes;
- Excellent analysis and synthesis skills; experience in gender analysis is a must;
- Documented track record of delivering high-quality research, on time and on budget;
- Excellent writing skills in English.

Competencies

In addition to the required skills and experience above, all experts must possess the following competencies:

Functional competencies

- Strong analytical skills, including ability to quickly assess a diverse range of information with a discerning sense for quality of data; and
- Good mastery of information technology required for organized presentation of information.

Development and Operational Effectiveness

- Ability to work under pressure, multi-tasking skills; and
- Availability to conduct required analysis within the agreed timelines.

Corporate Competencies
• Ability to work in multicultural and multidisciplinary teams, acting with professionalism, diplomacy, tact and courtesy.

Application Instructions
Applicants are expected to submit their applications via email to ieo.procurement@undp.org by 5:00pm (EST) on 16 December 2021, following the instructions detailed in the RFQ. In addition, applications must include:

• A short cover letter that introduces the national institute, highlights relevant expertise and indicates any involvement with UNDP activities from the period of 2015 to the present. The cover letter should also include an overview of the institute’s proposed approach for conducting the analysis, and links to relevant publications, ideally authored by the experts proposed for this assignment.

• CVs of all proposed experts or the P11 forms.

Contact details of 3 institutional references