



REQUEST FOR PROPOSAL (RFP)

NAME & ADDRESS OF FIRM	DATE: December 27, 2021
	REFERENCE: NPL10-RFP37-2021

Dear Sir / Madam:

We kindly request you to submit your Proposal for **Mid-term review of Provincial and Local Governance Support Programme (PLGSP)**. 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), Tuesday, January 11, 2022** and via UNDP eTendering module.

In case your company is not registered in the eTendering module, please use the following temporary username and password to register your company/firm: **Username: event.guest** and **Password: why2change**.

Bidders who will be registered on the e-tendering will be able to download the complete bidding documents from the e-tendering website at: <https://etendering.partneragencies.org> "Bidders can download the complete tender documentation from the e-Tendering upon registration".

Please note that **Pre-bid conference** will be conducted as follows;

Date: **04 January 2022**

Venue: online

Time: 2:30 PM

Note: Interested service providers are advised to send their request for zoom link on given email query.procurement.np@undp.org **by 03 January 2022**.

Your Proposal must be expressed in the English, and valid for a minimum period of 120 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.

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/content/undp/en/home/operations/procurement/business/protest-and-sanctions.html>

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.

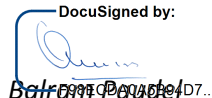
UNDP implements a zero tolerance on fraud and other proscribed practices, and is committed to preventing, identifying and addressing all such acts and practices against UNDP, as well as third parties involved in UNDP activities. UNDP expects its Service Providers to adhere to the UN Supplier Code of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

https://www.un.org/Depts/ptd/sites/www.un.org.Depts.ptd/files/files/attachment/page/pdf/unscc/conduct_english.pdf

Thank you and we look forward to receiving your Proposal.

Sincerely yours,

DocuSigned by:

Balram Paudel

Assistant Resident Representative (Operations)
12/27/2021

Annex 1**Description of Requirements**

Context of the Requirement	<p>UNDP is partnering with the Government of Nepal to provide support in the implementation of its Provincial and Local Governance Support Programme (PLGSP). The Programme envisages to have fully functional, sustainable, inclusive and accountable province and local governments. UNDP provides Technical Assistance (TA) to the Ministry of Federal Affairs and General Administration for the implementation of the PLGSP. The TA support includes the recruitment and capacity development of PLGSP staff, hiring and mobilizing the experts/consultants, procurement of vehicles, Development Partner (DP) coordination. Additionally, UNDP facilitates liaising continuously with DPs, other UN agencies, and the government to ensure mutual learning, improvement, and accountability focusing on effective implementation of the PLGSP.</p> <p>The PLGSP has just completed its second year of implementation and MoFAGA with the TA from UNDP is required (on behalf of the PLGSP National Steering Committee and as set out in the Programme Document and the Joint Funding Agreement) to commission a mid-term review to identify and document the achievements, challenges, lessons learned and good practice, and to make clear recommendations on amendment to the Theory of Change, improvements to governance, delivery, Technical Assistance and other aspects, for the remaining period of the programme. A mid-term review Terms of Reference (ToR) is prepared incorporating objectives of the assignment, scope of work, expected results/deliverables, and qualifications/experience required of the proposed review team to carry out the mid-term review of PLGSP. As a part of the TA arrangement and upon the request of MoFAGA, UNDP is in process of commissioning the mid-term review assignment to an agency/consulting firm.</p>
Implementing Partner of UNDP	PLGSP
Brief Description of the Required Services	<p>The overall objective of the mid-term review is to assess the PLGSP in terms of the Organization for Economic Co-operation and Development's (OECD's) six evaluation criteria: relevance, coherence, efficiency, effectiveness, impact, and sustainability. GESI perspectives will also be considered as cross-cutting throughout the whole review process.</p> <p>The Mid-Term Review will identify and document the achievements, challenges, lesson learned and good practices, and the findings of the review will provide guidance to the programme for the remaining implementation period, including learning from international good practice. Thus, the The Mid-Term Review is expected to provide specific recommendations for further improvement of the Programme.</p> <p>The specific objectives of the Mid-Term Review are set out below:</p> <ol style="list-style-type: none"> 1. To review, assess and recommend amendments to ToC, especially the ToC for intermediate outcomes, Programme outcomes and intermediate impacts, within the context of the Political Economy of Nepal

	<ol style="list-style-type: none"> 2. To review and assess the activities, sub-outputs and outputs with an evaluation of their effectiveness in contributing to meeting the Programme results 3. To assess and analyse the achievement of results towards the Programme outcomes as per the results matrix of the ProgDoc and make recommendations for adjustment to the Programme and targets for the remaining implementation period; 4. To assess the extent to which GESI has been mainstreamed in the organization and in the Programme implementation; 5. To Assess the performance and effectiveness of UNDP's role as TA Service Provider in the PLGSP. 6. Assess the effectiveness of the IPF implementation 7. Assess the relevance and quality of the capacity development tools and digital systems created with the support of PLGSP 8. Assess the alignment and complementarity with other governance support programmes 9. Drawing on international good practice, to recommend potential adjustments and improvements in the Programme approach including governance, funding levels, implementation modalities, or any other programme structure and the revised MEL framework, in the current federal context of Nepal, and in light of the COVID-19 crisis and related response efforts of the provincial and local governments (PLGs).
List and Description of Expected Outputs to be Delivered	As mentioned in the ToR
Person to Supervise the Work/Performance of the Service Provider	NPM + MTR management team
Frequency of Reporting	<i>As needed and mentioned in the ToR</i>
Progress Reporting Requirements	<i>As needed and mentioned in the ToR</i>
Location of work	<input checked="" type="checkbox"/> At Contractor's Location
Expected duration of work	2 Months
Target start date	January 2022
Latest completion date	March 2022
Travels Expected	
Special Security Requirements	Compliance of Nepal Government's COVID-19 guidelines as applicable

Facilities to be Provided by UNDP (i.e., must be excluded from Price Proposal)	None								
Implementation Schedule indicating breakdown and timing of activities/sub-activities	<input checked="" type="checkbox"/> Required <input type="checkbox"/> Not Required								
Names and curriculum vitae of individuals who will be involved in completing the services	<input checked="" type="checkbox"/> Required <input type="checkbox"/> Not Required								
Currency of Proposal	<input checked="" type="checkbox"/> Local Currency <i>Nepalese Rupees</i>								
Value Added Tax on Price Proposal	<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								
Validity Period of Proposals (Counting for the last day of submission of quotes)	<input checked="" type="checkbox"/> 120 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	<table border="1"> <tr> <th>Outputs</th> <th>%</th> <th>Timing</th> <th>Condition for Payment Release</th> </tr> <tr> <td>Upon submission of the Mid-Term Review Inception Report submission, presentation of the report by the MTR team,</td> <td>20%</td> <td>Within 12 days from commencement</td> <td>Within thirty (30) days from the date of meeting the</td> </tr> </table>	Outputs	%	Timing	Condition for Payment Release	Upon submission of the Mid-Term Review Inception Report submission, presentation of the report by the MTR team,	20%	Within 12 days from commencement	Within thirty (30) days from the date of meeting the
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	and finalization incorporating feedback			following conditions:
	Upon submission of draft Mid-Term Review Report	50%	Within 45 days	a) UNDP's written acceptance (i.e., not mere receipt) of the quality of the outputs; and
	Upon submission of the final Mid-Term Review Report, including the review brief (a concise summary of the review findings and recommendations in both English and Nepali language)	30%	Within 60 days	b) Receipt of invoice from the Service Provider.
Person(s) to review/inspect/ approve outputs/complete d services and authorize the disbursement of payment	NPM + Portfolio Manager			
Type of Contract to be Signed	<input checked="" type="checkbox"/> Purchase Order <input checked="" type="checkbox"/> Contract Face Sheet (Goods and-or Services) UNDP (<i>this template is also utilized for Long-Term Agreement⁴ and if LTA will be signed, specify the document that will trigger the call-off. E.g., PO, etc.</i>) <input type="checkbox"/> Other Type of Contract [pls.			
Criteria for Contract Award	<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 criterion 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	<u>Technical Proposal (70%) – 1000 points</u> <input checked="" type="checkbox"/> Expertise of the Firm [300] <input checked="" type="checkbox"/> Methodology, Its Appropriateness to the Condition and Timeliness of the Implementation Plan [400] <input checked="" type="checkbox"/> Management Structure and Qualification of Key Personnel [300] <u>Financial Proposal (30%)-300 points</u> To be computed as a ratio of the Proposal's offer to the lowest price among the proposals received by UNDP.			

UNDP will award the contract to:	<input checked="" type="checkbox"/> One and only one Service Provider
Contract General Terms and Conditions ¹	<input checked="" type="checkbox"/> General Terms and Conditions for contracts (goods and/or services) Applicable Terms and Conditions are available at: http://www.undp.org/content/undp/en/home/procurement/business/how-we-buy.html
Annexes to this RFP	<input checked="" type="checkbox"/> Form for Submission of Proposal (Annex 2) <input checked="" type="checkbox"/> General Terms and Conditions (Annex 3) <input checked="" type="checkbox"/> Detailed TOR (Annex 4)
Contact Person for Inquiries (Written inquiries only) ²	<p><i>UNDP Nepal</i> <i>Procurement Unit</i> query.procurement.np@undp.org</p> <p>Written inquiries must be submitted mentioning RFP Ref: NPL10-RFP37-2021, on or before 5:00PM, 02 January 2022. UNDP shall respond to the inquiries by posting queries and responses in UNDP Website: http://np.undp.org/content/nepal/en/home/procurement.html. Inquiries received after the above date and 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>

¹ 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.

² 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.

Other Information <i>[pls. specify]</i>	<p>The Financial evaluation will be carried out only for the technically qualified submission that pass the minimum technical score of 70% (700 points) of the obtainable score of 1000 points in the evaluation of the technical proposals.</p> <p>The Financial Proposal and the Technical Proposal <u>MUST BE SUBMITTED SEPARATELY</u>. The Financial Proposal must be submitted as per the form provided in the solicitation document. Financial proposal must be submitted as a separate file encrypted with a password. None of the financial proposal data is disclosed in other documents of submission. UNDP shall request password for opening of Financial Proposal only from the Technically qualified proposers. The Proposer shall assume the responsibility for not encrypting the financial proposal. Failing to submit the Financial Proposals as per the instruction mentioned above will be treated as non-responsive.</p> <p>DO NOT DISCLOSE YOUR PRICE IN THE LINE ITEMS. YOU MUST PUT PRICE AS 1 (ONE) AND PROVIDE THE FINANCIAL PROPOSAL AS ENCRYPTED FILE.</p>
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Proposed Technical Evaluation Criteria:

I. Expertise of firm / organization submitting proposal (Points obtainable 300 Points)	
1.1 Reputation of Organization and Staff (Competence / Reliability)	50
1.2 Litigation and Arbitration history	18
1.3 General Organizational Capability which is likely to affect the MTR (i.e. loose consortium, holding company or one firm, size of the firm/organization, strength of MTR process e.g. MTR conducting capacity and team management)	45
1.4 Extent to which any work would be subcontracted (subcontracting carries additional risks which may review process, but properly done it offers a chance to access specialized skills) (Audit etc)	18
1.5 Quality assurance procedures, warranty	32
Sub total (1.1 to 1.5)	163
1.6 Relevance of: (Points - 137)	
- Specialized Knowledge	50
- Experience on mid-term review/evaluation, final evaluation, assessment of a complex programmes/projects in partnership of development partners and government (On governance programmes)	70
- Experience on MTR in the Region	10
- Work for UNDP/ major multilateral/ or bilateral programmes	7
Sub Total for 1.6	137
Total for Expertise of firm / organization submitting proposal (I)	300

II. Proposed Work Plan and Approach (Points obtainable 400 Points)	
2.1 To what degree does the Offer or understand the MRT task?	70
2.2 Have the scope of work of the MTR been addressed in sufficient detail?	65
2.3 Are the different of review criteria and questions adequately weighted relative to one another?	65
2.4 Is there evidence that the proposal been prepared based on an in-depth understanding and prior knowledge of MTR?	60
2.5 Is the conceptual framework adopted appropriate for the task?	50
2.6 Is the scope of task well defined and does it correspond to the TOR?	45
2.7 Is the presentation clear and is the sequence of activities and the planning logical, realistic and promise efficient implementation to carry out MRT ?	45
Total for Proposed Work Plan and Approach (II)	400
III. Personnel (Points obtainable 300 Points)	
3.1. International Expert (Team Leader)	
General Qualification	23
Professional Experience in the area of coordination of the review team and the client, for the overall quality and timely submission of the review reports	23
Knowledge of political economic situation in Nepal	23
Language Qualifications	23
Sub Total for International Expert (Team Leader)	92
3.2 .National Expert on Organization Development and Institutional Strengthening (OD/IS) (Deputy Team Leader)	
General Qualification	14
Experience in assessing the progress in organizational and institutional strengthening from the perspective of local governance strengthening	14
Knowledge of political economic situation in Nepal	14
Language Qualifications	14
Sub Total for National Expert on Organization Development and Institutional Strengthening (OD/IS) (Deputy Team Leader)	56
3.3 National Expert on Public Finance Management (Team Member)	
General Qualification	14
Experience on assessing the progress in public finance management & public policy making process, public finance management and budget execution	14
Knowledge of political economic situation in Nepal	14
Language Qualification	14
Sub Total for National Expert on Public Finance Management (Team Member)	56

3.4 National Expert on Gender Equality and Social Inclusion (Team Member)	
General Qualification	14
Experience on assessing the progress on gender equality and social inclusion	14
Knowledge of political economic situation in Nepal	14
Language Qualification	14
Sub Total for National Expert on Gender Equality and Social Inclusion (Team Member)	56
3.5 Data Analyst (Team Member)	
General Qualification	10
Experience on data collection, data analysis, database creation/management	10
Knowledge of reporting, field survey, monitoring and evaluation	10
Language Qualification	10
Sub Total for 5. Data Analyst (Team Member)	40
Total for Personnel (III)	300
Grand Total (A+B+C)	1000

Annex 2**FORM FOR SUBMITTING SERVICE PROVIDER'S PROPOSAL³**

(This Form must be submitted only using the Service Provider's Official Letterhead/Stationery⁴)

[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) Experience - 5 years of relevant experience in mid-term review/evaluation, final evaluation, assessment of a complex programmes/projects in partnership of development partners and government.*
- c) Business Licenses – Registration Papers, Tax Payment Certification, etc.*
- d) Latest Audited Financial Statement – income statement and balance sheet to indicate its financial stability, liquidity, credit standing, and market reputation, etc. ;*
- e) Track Record – list of clients for similar services as those required by UNDP, indicating description of contract scope, contract duration, contract value, contact references;*
- f) Certificates and Accreditation – including Quality Certificates, Patent Registrations, Environmental Sustainability Certificates, etc.*
- g) 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.*

³ This serves as a guide to the Service Provider in preparing the Proposal.

⁴ 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.

In addition to this, responsive proposers who obtain at least 655 score in desk review of technical evaluation will be requested for a short presentation to the MTR management team. The presentation is one of the components of technical evaluation. UNDP will be sending a separate communication to the prospective service providers on date and timing of the presentation accordingly.

C. Qualifications of Key Personnel

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.; **As a minimum, at least one team member shall be female***
- 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 <i>[list them as referred to in the RFP]</i>	Percentage of Total Price (Weight for payment)	Price <i>(Lump Sum, All Inclusive)</i>
1	Upon submission of the Mid-Term Review Inception Report submission, presentation of the report by the MTR team, and finalization incorporating feedback	20%	
2	Upon submission of draft Mid-Term Review Report-	50%	
3	Upon submission of the final Mid-Term Review Report, including the review brief (a concise summary of the review findings and recommendations in both English and Nepali language)	30%	
	Total	100%	

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

E. Cost Breakdown by Cost Component:

Description of Activity	Remuneration per Unit of Time (A)	Total Period of Engagement (B)	No. of Personnel (C)	Total Amount (AXBXC)
I. Personnel Services As a minimum, at least one team member shall be female				
1. International Expert (Team Leader)				
2. National Expert on Organization Development and Institutional Strengthening (OD/IS) (Deputy Team Leader)				
3. National Expert on Public Finance Management (Team Member)				
4. National Expert on Gender Equality and Social Inclusion (Team Member)				
5. National Data Analyst (Team Member)				
Total for I. Personnel				
II. Out of Pocket Expenses*				
1. Travel Costs				
2. Communications				
3. Others, if any				
Total for II. Out of Pocket Expenses				
III. Other Related Costs				
Total I+II+III				
VAT				
Grand Total				

**Please provide also a detailed cost breakdown of these components.*

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

[Date]



Annex 3

General Terms and Conditions of Contract

<http://www.undp.org/content/undp/en/home/procurement/business/how-we-buy.html>



Annex 4

**Ministry of Federal Affairs and General Administration (MoFAGA)
Provincial and Local Governance Support Programme (PLGSP)
Terms of Reference (ToR)
For
Mid-term Review of PLGSP**

1. Project background

The Provincial and Local Governance Support Programme (PLGSP) (2019/20 – 2022/23) is a national flagship program of the Government of Nepal (GoN) aimed at building institutional, organizational and individual capacity at all levels of government, with special focus on the provincial and local levels, thereby supporting the Constitutional requirements of federalism. The ultimate goal of the Programme is to attain functional, sustainable, inclusive, and accountable provincial and local governance. The Programme aims to contribute to the delivery of quality services at provincial and local levels, promote local development, and enhance economic prosperity. The Programme intends to achieve the overarching goal through three outcome areas, namely:

- I. Outcome 1: Government institutions and inter-governmental mechanisms at all levels are fully functioning in support of the federal governance as per the Constitution.
- II. Outcome 2: Provincial and local governments have efficient, effective, inclusive, and Accountable institutions.
- III. Outcome 3: Elected representatives and civil servants at provincial and local governments have the capacity and serve citizens to their satisfaction.

The Ministry of Federal Affairs and General Administration (MoFAGA) is the executive agency of the Programme. The seven Provincial Governments and the 753 local governments are the implementing agencies of the Programme. The Programme has a total budget of US\$ 130 million and is supported by international development partners (DPs), namely the British Embassy Kathmandu, the European Union, the Government of Norway, the Swiss Agency for Development and Cooperation, and the United Nations. The United Nations Development Programme (UNDP) is a Technical Assistance (TA) partner for the implementation of the PLGSP.

The PLGSP has just completed its second year of implementation and MoFAGA is required (on behalf of the PLGSP National Steering Committee and as set out in the Programme Document and the Joint Funding Agreement) to commission a mid-term review to identify and document the achievements, challenges, lessons learned and good practice, and to make clear recommendations on amendment to the Theory of Change, improvements to governance, delivery, Technical Assistance and other aspects, for the remaining period of the programme.

These Terms of Reference (ToR) are 'output based' and describe the objectives of the assignment, scope of work, expected results/deliverables, and qualifications/experience required of the proposed review team to carry out the mid-term review of PLGSP.

The mid-term review must be completed (ie final report approved) within 60 (sixty) calendar days of the contract being finalized.

2. Rationale of the Mid-Term Review

The joint financing agreement (JFA) for the PLGSP requires an external, independent Mid-Term Review of the Programme in collaboration with the JFA-DPs during 2021. Further, the Programme Document specifically states that:

“A MTR of the programme will be done to take stock of the progress of the programme implementation and achievement of results as per the result matrix of the ProgDoc.”

As a strategic process, the MTR will look at the results achieved through the implementation of PLGSP, assess the utilization of funds and evaluate the effectiveness under which achievements are made against programme strategies. A vital component of the MTR is to assess the role of Technical Assistance and consider its contribution. The MTR will identify and document the lessons learned, challenges faced while implementing the programme and provide clear recommendations for improvements in the next programme period; these will be incorporated into the Annual Strategic Implementation Plan.

Hence, PLGSP plans to conduct a Mid-Term Review of the Programme with the objectives as set out herein. The findings and recommendations of the MTR will be reviewed by the National Executive Committee (NEC) and will serve to take the necessary policy measures to improve the governance, performance and quality of the Programme during the remaining implementation period.

3. Purpose of the Mid-Term Review

The purpose of MTR is to assess the continued relevance of the PLGSP within the Political Economic context of Nepal including its principals, ToC, assumptions and the progress made towards achieving its planned objectives, and enable timely decisions on appropriate Programme modification / amendment to ensure the achievement of the programme’s intended objectives within the lifetime of the project.

4. Objectives of the Mid-Term Review

The overall objective of the mid-term review is to assess the PLGSP in terms of the Organization for Economic Co-operation and Development’s (OECD’s) six evaluation criteria: relevance, coherence, efficiency, effectiveness, impact, and sustainability. GESI perspectives will also be considered as cross-cutting throughout the whole review process.

The Mid-Term Review will identify and document the achievements, challenges, lesson learned and good practices, and the findings of the review will provide guidance to the programme for the remaining implementation period, including learning from international good practice. Thus, the The Mid-Term Review is expected to provide specific recommendations for further improvement of the Programme.

The specific objectives of the Mid-Term Review are set out below:

10. To review, assess and recommend amendments to ToC, especially the ToC for intermediate outcomes, Programme outcomes and intermediate impacts, within the context of the Political Economy of Nepal
11. To review and assess the activities, sub-outputs and outputs with an evaluation of their effectiveness in contributing to meeting the Programme results
12. To assess and analyse the achievement of results towards the Programme outcomes as per the results matrix of the ProgDoc and make recommendations for adjustment to the Programme and targets for the remaining implementation period;

13. To assess the extent to which GESI has been mainstreamed in the organization and in the Programme implementation;
14. To Assess the performance and effectiveness of UNDP's role as TA Service Provider in the PLGSP.
15. Assess the effectiveness of the IPF implementation
16. Assess the relevance and quality of the capacity development tools and digital systems created with the support of PLGSP
17. Assess the alignment and complementarity with other governance support programmes
18. Drawing on international good practice, to recommend potential adjustments and improvements in the Programme approach including governance, funding levels, implementation modalities, or any other programme structure and the revised MEL framework, in the current federal context of Nepal, and in light of the COVID-19 crisis and related response efforts of the provincial and local governments (PLGs).

5. Scope of the Mid-Term Review

19. The review will assess the theory of change (ToC) within the Political Economic context of Nepal, the intermediate programme outcomes and impact, the assumptions and strategies in the ToC;
 - a) Review Programme processes, principles, approaches, funding modalities including JFA Terms & Conditions, strategies and methods of programme implementation
 - b) Review the monitoring, reporting, and the results chain of activities, outputs, outcome and impact and recommend all changes required to adjust and adapt PLGSP.
 - c) Review the results achieved during the PLGSP period (2019 to date) but, where relevant, will look backwards to review and understand the evolving approaches, lessons learned from previous governance projects were adopted and utilized by PLGSP.
- i) Review PLGSP's contribution to clarifying of the roles and responsibilities of each tier of government in sectors, in particular with regards to concurrent rights;
- ii) Review and integrate the findings and perceptions from PLGs and assess how well PLGSP has been effective to respond to their demands, as well as how the programme is perceived by the PLGs.
- iii) Review the revised Monitoring, Evaluation and Learning Framework
- iv) Critically review and make recommendations for improvements to the programme components & structure:
 - a) Review key programme components and policy structure including, but not limited to, PFM, E-Governance/IT, GESI, IPF implementation, Communication, Coordination and sustainability, the outcome of gender targeted funding and the effectiveness of contribution of e-governance in service delivery
 - b) Review key deliverables including, but not limited, to LISA framework, FRRAP strategy & Plan, CDMIS and CMIS.
 - c) Review and assess the provision of TA structure, staffing and funding arrangements.
 - d) Review effectiveness of governance and decision making structures such as NSC, NEC, NAFRMSC, TASC and PCC, and Programme implementing units such as PCU, PPIUs and PCGGs
 - e) Critically review PLGSP decision-making and make recommendations for improvements

- f) Review the PLGSP's institutional mechanism, financing and process of fund flow and spending units including those PPIU, PCGG and FCGO and institutional synergies and make recommendations for improvements.
 - g) The review will also assess the process initiated to implement the IPF
 - h) Explore the mobilization of the PLGSP resources for strengthening service delivery units and developing institutional infrastructures of LGs
 - i) Explore the mobilization of PLGSP to implement the core framework of the local governments such as environment friendly local governance, urban development and the outcomes-oriented indicators of LISA and Fiduciary Risk Reduction Action Plan
- v) Review the engagement, coordination, communication and participation of stakeholders in the PLGSP:
 - a) Review the ASIP formulation process including the participation of LGs and LG Associations and how well it has been able to integrate their voices
 - b) Review and assess the communication and coordination of PLGSP with DPs both at federal and provincial level for the implementation of PLGSP.
 - c) Review and assess the role and participation of Local Governments in the Programme implementation
 - d) Review and assess how the Programme can contribute to local economic development and service delivery
 - e) Review and assess where and how PPIU and PCGG have been able to work together and/or build on each other's strengths and results to improve capacity of PLGs to deliver services
 - f) Assess the coordination and communication processes of MOFAGA towards federal, provincial and local governments, including assessment of the information sharing, approval of the necessary procedures, formation of the PLGSP structures at provincial and local levels, i.e. the overall enabling environment for PLGSP (procedures and institutional framework)
 - g) Assess the Partnership approach followed by the PLGSP with other governance programmes for better synergies with focus at sub-national level;
- vi) Review cross cutting issues:
 - a) Review PLGSP's intervention in strengthening and application of rights-based approach, fiduciary risk reduction/anti-corruption and environment.
 - b) Assess how PLGSP has responded to the needs caused by COVID-19 outbreak and the effect COVID-19 has had on the PLGSP activities
 - c) Examine and analyze challenges and limitations faced by the programme and mitigation strategies adopted; with specific focus on ownership, accountability, inclusiveness and effectiveness

6. Mid-Term Review Criteria and Questions

Relevance

- To what degree is the Programme justified and appropriate within the national Political Economic environment and development priorities?
- To what extent were the ToC, objectives and design appropriate at the time the Programme was initiated, and will they remain so throughout the programme period

- To what extent are the objectives of the Programme relevant and are they still valid?
- To what extent does the Programme contribute to gender equality, social inclusion, the empowerment of women, people from other marginalized and excluded groups i.e. Dalit, disadvantaged Janajatis, Madeshi, persons with disabilities, etc.?
- To what extent does the Programme contribute to advancing anti-corruption, human right base approach and environment in the implementation of the project?
- Has the programme support been relevant for and responded flexibly to the aspirations of PLGs?
- To what extent is the PLGSP responsive to the changing environment in country at national, subnational levels and local level?
- To what extent is the current governance structure and reporting line of the PLGSP appropriate in view to promote unified approach of its programmatic engagement strategy to enhance clarity on accountability, expectations and minimize duplication of effort?
- What appropriate Programme modification / amendments are required to ensure the achievement of the programme's intended objectives?

Effectiveness

- To what extent is the Programme on track to achieve its outputs? What were the major factors influencing the achievement or non-achievement of the outputs?
- To what extent is the PLGSP on track to achieve planned results in the result framework?
- To what extent has PLGSP been able to address the needs of the Federal, Provincial and Local Governments and their relevant ministries and agencies?
- How effective has the Programme been in enhancing service delivery and governance systems at each of the three levels of government?
- To what extent have stakeholders been involved in project implementation?
- In what areas is the programme lagging behind most?
- What were the key contributing factors for achieving or not achieving the intended results?
- What strategic and programmatic revisions should MoFAGA consider to achieve the intended results?
- What evidence is there that PLGSP has contributed towards an improvement in sub-national governance, including institutional strengthening and individual capacity building?
- Identify the most notable contributions made by PLGSP
- What could have PLGSP done more and/or better?
- To what extent has PLGSP been able to establish and maintain intergovernmental relationships?

Efficiency

- To identify to what extent have the programme outputs been efficient and cost effective, using suitable metrics of value for money?
- To what extent have resources (financial, human, institutional and technical) been allocated strategically?
- Is the implementation timeframe reasonable given the political economic context?
- Has the implementation modality been appropriate and cost-effective?

- Has the program been consistently and clearly communicating with its Development Partners?
- To what extent did the coordination with other organizations working in the areas of governance reduce transaction costs, optimize results and avoid duplication?
- To what extent has the PLGSP been able to utilize the core resources to leverage external funding to support achieving the PLGSP result?
- What factors have delayed implementation / delivery and what remedial / mitigation measures should be pursued?
- Are the monitoring and evaluation systems PLGSP serving the purpose of RBM?
- What have been the key successes and failures of the Programme?
- Is the program successfully addressing and mitigating identified risks for implementation?

Outcome analysis

- Is PLGSP's support designed effectively to achieve the intended Programme outcomes?
- Is PLGSP's support on track to achieve the outcomes?
- What progress has already been made towards the outcomes? Has that progress benefitted end beneficiaries?
- What transformational changes have been made in system and behaviour of the government institutions and individuals through the capacity development support?
- What are the challenges in achieving the intended outcomes? Identify any factors that are adversely affecting progress towards the outcomes

Gender Equality and Social Inclusion

- What results has PLGSP achieved in promoting Gender Equality And Social Inclusion?
- What mechanisms, procedures and policies exist to ensure Gender Equality and Social Inclusion, empowerment of women, human rights, and human development?
- Did women, men, and marginalized groups (i.e. Dalit, Indigenous Peoples, Madhesi and other vulnerable communities), benefit from the Programme activities? Identify supporting evidence of how the project managed or failed to promote inclusiveness, gender and social inclusion mainstreaming
- What have been the key successes and failures of the Programme?

Coherence

- To what extent the intervention is coherent with changed federal governance system of Nepal?
- To what extent the intervention addressed the synergies and linkages with other interventions carried out by other development partners or Government of Nepal?

COVID-19 impact

- Has the Programme been flexible to adapt to COVID-19 pandemic?
- What does the programme require to strengthen the review of Covid-19 impact of Programme implementation, and identify any necessary adjustments

Sustainability

- How sustainable (or likely to be sustainable beyond the intended life of the PLGSP Programme) are the outputs and outcomes of the PLGSP?
- To what extent does the programme build capacities among government stakeholders?

- To what extent is/are the targeted governance institutions, particularly the PCGGs, capable of continuing the achievements after the programme ends?
- To what extent has the PLGSP been able to create capacities (human resource, systemic and structural) for sustained results of its programmes?
- To what extent do PPIUs and PCGGs have the institutional capacities, including sustainability strategies, in place to sustain the results?
- What has and has not worked?
- What could be done to strengthen sustainability?

Others

- To what extent the programme can support Local Economic Development ?
- To what extent has local government have been able to roll out LED and what could be the role of PLGSP in this regard?
- Assess the likely effectiveness of IPF as vehicle for LED, governance and service delivery?

7. Indicative Methodology

The reviewer should combine both qualitative and quantitative information, analysis of the findings and interpretation to formulate sound recommendations.

The Programme will provide extensive social and gender disaggregated quantitative data on the progress of the Programme to date, hence, the Mid-Term Review should be primarily based on qualitative information collection methods (e.g. key stakeholder interviews (KSI), focus group discussions, observations, content analysis, literature review) as appropriate to compare different approaches and results, complemented by statistically sound and robust quantitative methods where necessary. The review will include, but not be limited to, desk review, KSIs (including with key partners, decision makers and beneficiaries at various levels), observations and field visits to collect the required information. International good practices should be included where this is directly relevant to programme improvements and recommendations.

In line with international good practices, the partners have adopted an 'output based' approach in commissioning this work. Consultants should therefore identify and propose a suitable (costed) methodology and work plan, consistent with delivering against these Terms of Reference in full and to meet the required deadline of completion (ie final report approved) within 60 (sixty) calendar days of the contract being finalized, as part of their proposals. Proposals will be assessed on quality, relevance of the proposed methodology, experience of the proposed team, timescale and cost.

Geographical coverage and travel requirement: The Mid-Term Review will be carried out at three levels of the governments: federal, provincial and local. Travel will be required to visit provincial and the local governments on a statistically robust sampling basis. The sampling will be done systematically, reflecting the diversity of the PLG/LGs in terms of delivery rate, to cover representative sample of the beneficiaries and target groups of the PLGSP activities.

The review team is required to propose a clear review method including tools and techniques, checklist, etc. and a framework to analyze and transcribe the findings which shall be discussed in and agreed between MoFAGA, DPs and the consultant before actual start of the review work.

An introductory meeting between MoFAGFA, DPs and Consultants will manage expectations and interests, to be held as soon as possible after the appointment has been concluded. Proposals should propose a specific date for this in the workplan.

i) Introductory meeting with MoFAGA and DPs

An introductory meeting between MoFAGA, DPs and Consultants will manage expectations and interests, to be held as soon as possible after the appointment has been concluded. Proposals should propose a specific date for this in the workplan.

The objective of the meeting will be to harmonize the understanding on the ToRs and expectations related to the MTR and for the appointed consultants to produce the required Inception Report.

ii) Desk review

A wealth of information on the Programme already exists. The review team will focus first on reviewing the existing documentation and information, including but not limited to:

- i) Programme Document, including ToC and associated assumptions, principles, strategies, etc.;
- ii) Updated MEL Framework of the programme, including Results Framework;
- iii) PLGSP data base on progress (including CD-MIS, CMIS);
- iv) PLGSP Baseline Report 2021;
- v) Other relevant documents, including FCNA report, MoFAGA 10th year strategy;
- vi) PLGSP ASIPs and Provincial ASIPs, APRs, minutes of NEC, TASC, NAFRMSC, and PCC meetings (where possible);
- vii) Policies and normative frameworks developed by PLGSP like LISA, FRRAF, GESI strategy, and other knowledge products for federal, Provincial and local governance;
- viii) Provincial governments' official records and minutes as appropriate;
- ix) Third party monitoring report of PLGSP 2021

The Review Team should identify any other relevant sources for review, including instances of international good practices for comparison and in framing recommendations.

iii) Interactions/Consultations

Interactions/consultations meeting with key stakeholders including i) NPC, MoFAGA, OCMCM, OPMCM, FCGO, MoF and other sectoral ministries; ii) NSC, NEC, PCCs, PPIUs, PCGGs; iii) LGs' associations, iv) TA partner, development partners; v) CD service recipients both elected representatives and civil servants, to understand their opinions and perceptions towards the PLGSP and its implementation.

iv) Field visit for data collection

Conduct field visits to the selected provincial and local governments and collect information within the scope of the study. The number of provinces should be at least three and a statistically representative number of 753 LGs from four categories, covering the three ecological zones of Nepal. However, if the COVID-19 situation worsens again, field visit will be virtual. The following tools and techniques of data collection can be used;

a. FGDs

FGDs with different institutions and individuals who have benefitted from PLGSP support will be conducted and their perceptions towards the changes they realized, knowledge, attitude and practices (KAP) they demonstrated from PLGSP support will be documented. Selected participants for both FGD and KIIs from different areas will be gender balanced and socially inclusive (representing different social groups). FGDs with key institution's representatives would be conducted to understand the transformative changes in the systems, policy, acts and operation. Likewise, the FGDs with trainees including the Mayor, Deputy Mayor, provincial ministries/agencies and assembly members who have received capacity development training on different thematic areas will be conducted to understand changes in KAP. For both categories, three FGDs in each province will require at the minimum.

b. Key Stakeholder Interviews

Interviews will be conducted with a statistically representative sample of persons across relevant areas of the programme who were involved in the design and implementation phases, and governance, with a significant understanding of PLGSP and serve as good source of information, including government officials, policy makers, political leaders, NEC members, development partners, TA partner/UNDP, representatives of District Coordination Committees, LGs' associations, PPIU, PCGG, OCMCM, PCU. Review question/checklist will be used for conducting KSIs as per the scope of the ToR.

c. Observation

The team will observe transformative changes, institutional systems and procedures and analyse behaviour and inferences. A checklist/questions and appropriate techniques will be developed and used to observe systems, products and services delivered, as appropriate.

- v) **Additional interviews at the federal/province/local levels:** Based on the field visit findings, follow-up or additional interviews with the institutions at the federal/province/local levels can be arranged if required. Review Team should make related recommendations to the MTR steering group.

8. Mid-Term Review - Deliverables

The Mid-Term Review team is expected to produce the following deliverables:

1. Mid-Term Review Inception Report: Expected date of delivery is within ten days after the contract is signed.
 - i) Inception report is expected to be an overall roadmap how the review will move forward. Thus the inception report must detail the reviewers' understanding of what is being reviewed and why, showing how each review question will be answered. In addition, the inception report should include, but not be limited to, a detailed review of methods and tools, checklists for collecting data, key review criteria, indicators and questions with means of verification, review participants, target groups, including the key PLGSP structures, decision making bodies and end beneficiaries. The inception report should include an evaluation matrix and an agreed project timeline.
 - ii) The inception report must identify all the documents reviewed, such as ProgDoc, updated risk matrix, results matrix, Annual Strategic Implementation Plans, progress reports, monitoring, evaluation and learning plan, the detailed methodology, review criteria and questions and other necessary checklists/questionnaires for key stakeholder interviews.

- iii) The report must also include a work plan detailing activities and steps to be taken, including the travel plan for field visits and a tentative schedule of interviews and consultations. The methodology should propose the statistically robust representative sample of provinces and LGs, and beneficiaries e.g. GESI communities. Weekly progress review meetings with the nominated PLGSP PCU lead should be incorporated.
- 2. Presentation by Mid-Term Review team: The presentation on the inception report including overall plan of conducting MTR will be made to and discussed with a reference group that comprises government, DPs, other stakeholders. Expected date of delivery is within twelve days of contract conclusion.
- 3. Draft Mid-Term Review Report to be shared with MoFAGA, DPs and UNDP for feedback and quality assurance at an agreed stage / date. Expected date of delivery is within 45 days of contract conclusion.
- 4. Final Mid-Term Review Report that contains executive summary, key findings, conclusions and recommendations. Review findings should be based on the analysis of the data and consideration of relevant international good practice and should be structured in a way that makes clear connections between what was asked and what was found. Conclusions should be comprehensive and balanced and substantiated by evidence. This report should meet MoFAGA's quality standards for review. The language of the report should be duly edited and the format and the structure of the report should have professional outlook and the data and the content should be authentic and robust. Expected date of delivery is within 60 (sixty) days of contract conclusion.
- 5. A Review Brief, providing a concise summary of the review findings and recommendations in both English and Nepali language that can be widely circulated, is required to accompany their Final Report. Expected date of delivery is within 60 (sixty) days of contract conclusion.

9. Mid-Term Review Consultancy Team Indicative Composition

It is envisaged that, as a minimum, a consultancy team of 5 (five) will be required, as given below:

- International Expert (**Team Leader**) – this is a pre-requisite
- National Expert on Organization Development and Institutional Strengthening (OD/IS) (**Deputy Team Leader**)
- National Expert on Public Finance Management (**Team Member**)
- National Expert on Gender Equality and Social Inclusion (GESI) (**Team Member**)
- National Data Analyst (**Team Member**)

As a minimum, at least one team member shall be female.

Consultants should identify and propose a suitably qualified and experienced review team, with details (CVs) solely of those individuals **who will actually lead and undertake the assignment** and consistent with delivering against these Terms of Reference to quality and time, as part of their proposals. The number of days and costs per team member should be clearly stated in the bidding documentation / work plan.

Suitably qualified and experienced International and /or National organizations/companies/legal entities may apply for this assignment and a single consultancy contract will be issued. Individual consultants may

not bid for this work in whole or in part. The bidding organization should submit an organizational profile with track record of relevant experience, competencies and the quality assurance mechanism to carry out the assignment.

9.1 Required Qualifications and Experience of the Proposed Consultancy Team Leader

1. International Expert (Team Leader) – Pre-requisite

Specifically, the International Expert (**Team Leader**) will have following responsibilities;

- Lead and manage the **Mid-Term Review** ensuring its independence and the completion to time, quality, cost and that these ToRs and requirements are fully met;
- Design the detailed scope and methodology (including the methods for data collection and analysis) for the report;
- Decide the division of the role and responsibilities between the team members
- Conduct an analysis of programme outputs, outcome, effectiveness and efficiency; and within the scope of the given ToR;
- Ensure the coordination of the review team and the client, for the overall quality and timely submission of the review reports and briefing to the MoFAGA/DPs, and for ensuring a gender and social inclusion perspective is incorporated throughout the review work and the report.
- Ensure the study is robustly contextualized within the Political Economic situation in Nepal and draws upon appropriate international good practice
- The Team Leader will write the final report and submit it to MoFAGA.

Qualification and Experience: Advanced university degree (minimum Master's degree; PhD preferred) in Economics, social science or other relevant subjects; extensive experience and strong understanding (at least of 10 years) in federal governance system, policy analysis and institutional strengthening; proven relevant experience of leading the reviews/evaluations of multi-partner programmes; thorough understanding about the federalization process, governance processes, federalism principles, challenges of the implementation of constitution; excellent analytical and English report writing skill; knowledge of on-going federal systems, GESI issues in Nepal will be preferred.

2. National Expert on Organization Development and Institutional Strengthening (OD/IS) (Deputy Team Leader)

Work with the Team Leader to ensure the overall quality and timely submission of the review report. Responsible for assessing the progress in organizational and institutional strengthening and individual capacity building from the perspective of local governance strengthening in PLGSP.

Qualification and Experience: Advanced university degree in Social Sciences or in other relevant field; at least seven years' experience working in the areas of local governance, organization development and institutional strengthening and individual capacity development with development organization and government institutions; have hands on relevant experience of at least five years in reviewing and evaluating programmes from organizational development and management (O &M) as well as capacity development perspectives; have substantive knowledge and understanding of the federal governance processes, advanced knowledge of institutional transformation process including issues and risks associated: thorough understanding of capacity development initiatives undertaken in different thematic areas by different GoN/NGO institutions including training standardization tools, modules, and packages in Nepal; excellent facilitation skills with an extensive experiences of using different participatory

social/M&E tools to assess the effectiveness of capacity development initiatives; excellent analytical and English report writing skills, ability to meet tight deadlines.

3. National Expert on Public Finance Management (Team Member)

Work with the Team Leader to ensure the overall quality and timely submission of the review report. Responsible for assessing the progress in public finance management & public policy making process, and budget execution in PLGSP.

Qualification and Experience: Advanced university degree in Public Finance Management or in other relevant field; at least seven years' experience working in the areas of Public finance management, policy making, planning and budget execution with development organization and government instruction; have key skill on the M&E tools and techniques; relevant experience of at least five years in reviewing and evaluating reforms in public finance management at different levels of government, fiduciary risk management, budget planning and execution; have advanced knowledge of public finance reforms including issues and challenges associated; thorough understanding about the federalization process, governance processes, federalism principles, challenges of the implementation of constitution; ongoing federalism process in Nepal and issues at different levels of the government in Nepal; excellent analytical and English report writing skills, ability to meet tight deadlines.

4. National Expert on Gender Equality and Social Inclusion (Team Member)

Work with the Team Leader to ensure the overall process of review is GESI sensitive including the overall quality and timely submission of the review report. Responsible for assessing the process, products and overall PLGSP progress from GESI perspectives.

Qualification and Experience: Advanced university degree in Social Sciences, Gender Studies; at least seven years' of experience of leading GESI components/ providing GESI technical support in similar assessments, studies and researches including in designing and operation of programme and plan in gender, social inclusion and social development sector; have thorough knowledge and understanding of gender and social inclusion dynamics, governance process, participation of women and other excluded groups in Nepal; excellent facilitation skills with an extensive experiences of using different participatory social/M&E tools to capture the views/opinions of women, people from marginalized and excluded social groups; Excellent analytical and English report writing skills, ability to meet tight deadlines;

5. National Data Analyst (Team Member)

The Data Analyst will be responsible for collection and analysis of the data. The analyst will create and maintain a database and will produce analytical narrative and statistical work. The data analyst will contribute significantly to the design of frameworks to input data from desk review and interviews, collection and analysis of data, productions of the final report in cooperation and under the guidance of the Team Leader.

Qualification and Experience: University Degree in statistics, economics or similar field; at least five years of experience in data collection, data analysis, database creation and/or maintenance, reporting, field survey, monitoring and evaluation or similar; excellent analytical and English report writing skills; excellent skills in data presentation and database management; ability to meet tight deadlines.

Should the consultants identify a requirement for additional or alternative team members in order to meet these ToRs in full, to quality and to time, then these individuals, their role, qualifications and experience (CVs) should be included in proposals and costed in the required workplan / financial proposal.

10. Review/Evaluation Ethics:

All reviewers/evaluators must be independent and objective, and therefore should not have had any prior involvement in design, implementation, decision-making or financing any of the PLGSP intervention contributing to this outcome. In addition, to avoid any conflict of interest, reviewer/evaluators should not be rendering any service to the implementation agency of the projects and programme to be evaluated for a year following the evaluation. The evaluation will be conducted in accordance with the principles outlined in the UNEG “Ethical Guidelines for Evaluation” and evaluators will take necessary measures to protect the rights and confidentiality of informants.

20. Review management arrangements

Based on the work plan of the review team, MoFAGA PLGSP will assist with logistics, facilitate and coordinate the review team, including arranging meetings and field visits. PLGSP has provisioned an MTR management team to provide dedicated oversight and help to expedite the effective implementation of the assignment and a main management team point of contact will be identified. Weekly progress calls with the consultancy team leader and management team will be required.

The management team will be coordinated by MoFAGA Planning and Monitoring Division, and the team members will be representatives from DPs, UNDP, PLGSP NPD, NPM and M&E Specialist. The management team will review these Terms of Reference with the review team and agree on any necessary amendments including methodology and review criteria and questions; share all relevant documentation; review, provide feedback and accept the inception report; assist in identifying relevant GO/ministries /agencies; review and provide feedback on the draft report; assist in organizing the debriefing meeting; and, accept the final report. The management team will have responsibility to interact with expert team and provide all the information and suggestions. However, the review team will remain fully independent to conclude their findings and recommendations.

21. Duration of the study

The final report is to be approved within 60 (sixty) calendar days of contract conclusion.

13. Use of Mid-Term Review

The findings of this Mid-Term Review will be used to guide and to make potential adjustments to the PLGSP for the remaining period of the Programme. The Mid-Term Review report must therefore include specific recommendations for adjusting programme design to achieve the intended Programme results and for updating the PLGSP Annual Strategic Implementation Plan (ASIP) and MEL framework. Thus, the recommendations should be linked to findings and conclusions and should be practical and feasible within the political economic context of Nepal.