



Terms of Reference

UNDAF Bhutan One Programme (2014-2018) Evaluation

Commissioned by: Evaluation Management Group

BACKGROUND

The UNDAF Bhutan One Programme (2014-2018) was developed with the overall aim to support the Royal Government of Bhutan (RGoB) in achieving the 11th Five Year Plan (FYP) goals and objectives. More specifically, it aims to ensure continued focused, coordinated and effective support towards national development goals, the MDGs and the post 2015 agenda. The One Program formulation process included a review of the Gross National Happiness (GNH) Pillars and 11th Five Year Plan priorities – broken down into 16 National Key Result Areas and identification of five potential strategic areas – Poverty, Education, Health, Governance, and Sustainable Development and Climate Change – that became the basis of the current One Programme and its main 4 Outcomes indicated below.

Outcome 1: Sustainable Development - By 2018, sustainable and green economic growth that is equitable, inclusive, climate and disaster resilient and promotes poverty reduction, and employment opportunities particularly for vulnerable groups enhanced;

Outcome 2: Essential Social Services - By 2018, increased and equitable access, utilization and quality of inclusive essential social services for all with a focus on sustaining the MDGs and addressing emerging challenges;

Outcome 3: Gender Equality and Child Protection - By 2018, communities and institutions strengthened at all levels to achieve enhanced gender equality, empowerment and protection of women and children; and

Outcome 4: Good Governance - By 2018, governance institutions and communities exercise the principles of democratic governance at the national and local levels with a focus on inclusiveness, transparency, accountability and evidence-based decision making.

The One Programme was designed to ensure coherent and efficient delivery of UN support to Bhutan through Delivering as One. In doing so, the One Programme is expected to:

- Serve as the principal programming document for the UN system to ensure that UN support is operational in a coherent and effective manner;
- Act as the overall planning and accountability framework, setting out the specific actions of UN System Agencies and Government partners, including key partnerships and collaborative actions; and
- Act as a Common Budgetary Framework for UN System Agencies, the Government and implementing partners, and be a reference document for other development partners.

The One Programme sets out two levels of results expected from the UN and the RGoB: Outcome level and Output levels. At the Outcome level, the contribution is articulated in terms of specific development results that support national priorities. This is the level where the value added of the UN system as a whole is captured.

At the Output level, interventions target capacity gaps among all stakeholders. The focus of interventions is on enhancing knowledge and awareness of citizens to enable them to enjoy the rights (and services) that are guaranteed by Government and Constitution. This is the level of results which can be directly attributed, at least in part, to the products and services delivered by the UN system and where the United Nations Country Team (UNCT) is directly accountable.

To achieve these results the UNCT in all their activities have given priority to:

- Promotion of evidence-based policy making through supporting the national capacities for data collection and analysis, with particular emphasis on economic and social disadvantage;
- Support to policy integration between national and local levels and across all sectors to promote a multi-sectoral approach, with a focus on the socially excluded groups;
- Promotion of participatory approaches to ensure active engagement of all stakeholders in policy planning, implementation and monitoring; and
- A strong focus on demand creation and behavioral change at the individual / community level.

One Programme Coordination architecture: The One Programme has been implemented and monitored under the overall supervision and guidance of a joint Government – UN Country Programme Board (CPB). The Board is co-chaired by the Secretary, Gross National Happiness Commission (GNHC) and the United Nations Resident Coordinator. Board members comprise senior officials of key national implementing partners and UN Country Team members. Joint Government-UN Outcome Groups for each of four Outcomes are responsible for planning, implementation, monitoring and achievement of planned outputs and outcomes under the One Programme. Outcome Groups consist of representatives of relevant national implementing or strategic partners and UN agencies. In addition to these Outcome Groups, in late 2015, the UNCT introduced the Inter-Agency Theme Teams (IATA) ¹ to focus on integrated planning, implementation, monitoring and reporting effectively on the expected thematic results.

Total Resources Required in the beginning of the One Programme: Total required fund for the One Programme was estimated at USD 86,677,134.

Signatory UN Agencies to the One Programme: The UN Resident Agencies (RA) in Bhutan participating in the One Programme are FAO, UNDP, UNFPA, UNICEF, WFP and WHO. Non-Resident Agencies (NRA), Funds and Programmes include UNAIDS, UNCDF, UNCTAD, UNEP, UNESCO, UN-HABITAT, UNIDO, UN-OCHA, UNODC, UNOPS, UNV, UN Women and IFAD.

¹ The initial themes agreed by the UNCT were: Nutrition/Food Basket; Disability; Parliament, Emergency Preparedness and Response; Human Rights, and Data and transition from the 11th – 12th FYP. However, later in October 2016, the number of IATTs became five with Data, SDGs and Transition from 11th to 12th FYP (the only existing joint programme thus far in this One Programme), Nutrition, Disability, , Gender Based Violence and Emergency Preparedness and Response.

CONTEXT

The UNCT conducted the mid-term review in June 2016 and there was a revision of the One Programme result framework throughout in the second half year of 2016, identifying a number of opportunities as well as challenges of the One Programme in terms of its contribution to achieving the 11th FYP goals and objectives.

The following key opportunities have been identified:

- Strong alignment with the government's 11th FYP;
- Strong coordination by the GNHC increased efficient collaboration;
- Relatively well organized in-country UN coordination architecture in terms of collecting inputs from Outcome groups, Inter-Agency Theme Team, and Operation Management Team; and
- Delivering as One provides efficiencies and synergies and avoids duplication among implementing partners and UN agencies.

The following key challenges have been identified:

- Evidence on the contributions of UN to the One Programme outcomes and outputs is still scarce;
 - Almost a quarter of all indicators (47 out of 178) of the results framework have no or insufficient data especially disaggregated data. Data gaps are significant especially in Outcome 3 and 4;
 - Data of some indicators may not be available before the One Programme evaluation in June 2017; and
 - Some Outcome indicators are at impact level and maybe difficult to be measured during the 5 years programme period of the One Programme.
- In some cases, links cannot be established between outcomes and outputs, hence making it challenging to determine contribution towards outcomes;
- There is a general lack of evidence and evaluation records of the current One Programme;
- There is no methodology established to measure contributions of activities jointly implemented by agencies. Major focus is still on the agency-based contribution towards One Programme; and
- The focus of annual reviews has been laid on quantitative data without proper triangulation of evidence with various stakeholders, reducing the robustness of the evidence collected.

PURPOSE AND KEY OBJECTIVES

The evaluation aims to assess the contribution of the Bhutan One Programme (2014 – 2018) towards the achievement of the 11th FYP goals and objectives, while distilling lessons learned and best practices to feed into the formulation of the next Bhutan One Programme (2019 – 2023).

The evaluation findings will be disseminated to all stakeholders, including national counterparts, donors, UN agencies and other implementing partners. The following key objectives have been agreed upon:

1. Assessment of the contribution of the Bhutan One Programme (2014 – 2018) towards the achievement of the 11th FYP goals and objectives and to the 5 pillars of Delivering as One;
2. Verification of key results achieved, analysis of key factors that have contributed to achievement or non-achievement of intended results, assessment of effectiveness of strategies and interventions;
3. Assessment of management arrangements including that of the Joint Programme and capacity in place in sustaining the results achieved; and

4. Identification of lessons learned, best practices, and actionable recommendations to feed into the formulation of the next One Programme (2019 – 2023).

SCOPE

The evaluation will examine overall achievements of results, strategies, and interventions. The One Programme 2014-2018 will be evaluated against the strategic intent laid out in the One Programme document, determining its contribution to national development results. It will also assess cross-cutting issues including joint activities which have not been successfully monitored or evaluated before.

The Evaluation will start with the preparation of an inception report and end with the finalization of the evaluation report. The total duration of the evaluation is 48 days over May and June 2017. Key global UNDAF programming principles² will be applied. Data collection and evaluation interviews will mainly be conducted in Thimphu, the capital of Bhutan. This will be supplemented by 2 field visits to undertake target group case studies (Joint Programme and/or Joint Programming) out of Thimphu. The evaluation will also include a desk review of existing evidence and information, including mid-term review and review results of agencies, and the One Programme mid-term review result. The design of the One Programme evaluation will be built on the Mid-Term review findings, conclusions and recommendations as well as a number of exercises of reviewing the One Programme results framework.

The One Programme evaluation will apply the following approaches:

- Combination of formative and summative assessments that demonstrates a comprehensive picture of the UNCT's work in Bhutan, balancing out the following two methodologies;
 - Application of an evaluation methodology to focus on strategies and intervention contributing to achievement of results; and
 - Measuring progress towards the predetermined outcomes and outputs with sufficient level of data disaggregation.

METHODOLOGY

The evaluation process will involve a range of methods. The evaluation is expected to adopt a mix of quantitative and qualitative approaches including:

- Document review and analysis;
- Stakeholder mapping;
- Interviews with key target population and stakeholders including donors, government officials, implementing Partners, Participating UN agencies both Resident and non-resident;
- Target group case studies (Annex 3);
- Site inspections - accessibility is always an issue for site visits and inspections in remote areas of Bhutan. Considering the time constraint in the evaluation, site inspections might not be able to cover all the 2-3 case studies; and
- Assess and analyze the Business Operations Strategy.

The evaluation team will have access to all relevant documents (please see annex 5) and staff who have worked on One Programme. The team will develop a rigorous methodology and sampling strategy as part of this assignment with guidance provided by the Evaluation Management Group (EMG) and Evaluation

² Human rights-based approach, gender equality, environmental sustainability, results-based management, capacity development

Reference Group (ERG). The EMG and ERG will be established and will evaluate the proposed methodologies as part of the selection process.

Validation: The evaluation will use a variety of validation methods to ensure that the data and information used and conclusions made carry the necessary depth. Triangulate information sources and findings to improve validity, quality and use of evaluation.

Exclusion criteria: this evaluation will not measure the impact of the One Programme since it is difficult to measure the impact during the programme period.

EVALUATION QUESTIONS

Final decision on the evaluation questions (sample sub-questions are listed below in Annex 2) will emerge from consultations among the Evaluation Team (ET), Evaluation Reference Group (ERG) and Evaluation Management Group (EMG). In line with UNEG standards, the assessment of the contribution of the One Programme to development outcomes and the associated evaluation questions will be based on the following evaluation criteria:

Relevance

The extent to which the objectives of the One Programme are consistent with key development issues in Bhutan and especially with the 11th FYP goals and objectives, the country's regional and international commitments³.

Effectiveness

The extent to which the One Programme contributed to, or is likely contribute to, the achievement of the 11th FYP goals and objectives. The evaluation should also note how the unintended results, if any, have affected national development positively or negatively and to what extent have they been foreseen and managed.

Efficiency

The extent to which the One Programme results are achieved with the appropriate amount of resources.

Sustainability

The extent to which the benefits from the One Programme intervention have continued, or are likely to continue, after it has been completed.

IMPLEMENTATION ARRANGEMENTS

The evaluation implementation arrangements will be managed by following three groups:

- **Evaluation Management Group (EMG):** The EMG Co-chairs (the Resident Coordinator and Secretary of the Gross National Happiness) will act as the commissioner and decision-maker for the One Programme Evaluation. The EMG is composed of members of the UNCT and representatives from the Gross National Happiness Commission. The EMG will provide direct supervision to the Evaluation Team and function as the guardian of the independence of the evaluation. The key roles of the EMG are:

³ Agenda 2030, SDGs, Financing for Development, human rights (core human rights treaties, including CEDAW, CPRD, CRC, etc.) and the recommendations of Human Rights mechanisms (including the treaty bodies, special procedures and UPR), sustainable development, environment, a multi-dimensional approach to poverty reduction, and the needs of women and men, girls and boys in country, etc.

- To lead the hiring of the team of external consultants, reviewing proposals and approving the selection of the Evaluation Team;
- To supervise the Evaluation Team in each step of the evaluation process;
- To approve the inception report, including the work plan, analytical framework and methodology based on the recommendation of ERG;
- To review and provide substantive feedback to the draft and final evaluation reports for quality assurance purposes;
- To ensure the quality and independence of the evaluation and to guarantee its alignment with UNEG Norms, Standards and Ethical Guidelines;
- To identify and ensure the participation of relevant stakeholders throughout the evaluation process; and
- To ensure the dissemination of the evaluation findings and follow-up on the management response.
- **Evaluation Reference Group (ERG):** will be composed of key technical-level stakeholders. The ERG will be Co-chaired by the chair of the UN Planning, Monitoring and Evaluation (PME) group and chief of the GNHC Research and Evaluation Division. The ERG will provide advice to key consultant products and deliverables, including advance excerpts of findings and the full draft evaluation report. The ERG is constituted of UN agencies, implementing partners, Development Partner Group (DPG), target group representatives, and regional undg and regional United Nations Evaluation Development Group in the Asia Pacific (UNEDAP).
- **Evaluation Team:** will consist of a team leader and a member with following responsibilities:
 - **The evaluation team leader (international/national evaluator)** will lead the entire evaluation process. He/she will conduct the evaluation process in a timely manner and communicate with the Evaluation Management Group (EMG) on a regular basis and highlight progress made/challenges encountered. The team leader will be responsible for producing all the deliverables.
 - **The evaluation team member (national evaluator)** will contribute to the evaluation process substantively through data collection and analysis especially in the local context. He/she will share responsibilities for conducting desk review and interviews and conduct field visits to the project sites identified and collect data. He/she will provide substantive inputs to the deliverables.

TIMEFRAME FOR THE EVALUATION PROCESS

The evaluation team should provide the detail list of activities and timeframe during the inception report. However, evaluation activities should be carried out and deliverables produced following below stages and key activities.

	Key Activities	Start	Finish	No. days ⁴
Preparation	Establish the evaluation management structure		19-Jan	
	Develop the ToR	20-Jan	3-Mar	
	Review the ToR by the EMG and UNEDAP	6-Mar	15-Mar	
	Finalize and endorse the ToR		17-Mar	
	Recruit an Evaluation Team (1 International and 1 National)	21-Mar	14-Apr	
Implementation	Prepare an inception report	17-Apr	28-Apr	10 days
	Ppresent the inception report to the ERG and EMG		28-Apr	
	Review the inception report by the ERG, EMG and UNEDAP	1-May	12-May	
	Approve the inception report by the EMG	12-May	15-May	
	Conduct data collection and analysis	1-May	9-Jun	30 days
	Draft an evaluation report	12-Jun	16-Jun	5 days
	Present the draft evaluation report to the EMG and ERG		16-Jun	
	Review the draft report by the EMG, ERG and UNEDAP	19-Jun	23-Jun	
	Organize the validation workshop		23-Jun	1 day
Finalization	Finalize the report and prepare an infographic	26-Jun	27-Jun	2 days
	Develop the management response based on the report findings and recommendations by the EMG	28-Jun	7-Jul	
	Endorse the management response by the EMG Co-chairs	10-Jul	14-Jul	

DELIVERABLES

The main deliverables of the evaluation are the following. Evaluation teams are required to ensure the quality and independence of the evaluation and to guarantee its alignment with UNEG Norms, Standards and Ethical Guidelines.

1. **Inception report:** including proposed methodology, a refined work plan with clear timelines, and a comprehensive evaluation matrix (Annex 4) with a list of key questions (maximum 10) and main areas of analysis (sub questions); Data collection sources and methodologies, list of target groups for case studies (maximum 2-3), constructed draft theory of change, detailed outline of the evaluation report (Guidance for the outline of the report is contained in Annex 1 below).
2. **Draft evaluation report:** Including the summary of key findings, lessons learned, risk management and recommendations, which will be presented to the EMG and ERG. Feedback from the presentation and reviews by the EMG, and ERG will be shared with the ET for finalization of the report.
3. **Final evaluation report:** After incorporating feedback received on the draft report, the ET will submit a final report as per the agreed timeline.

⁴ Required number of days for evaluation consultancy.

PAYMENT MODALITY:

The payment modality would be based on the following milestones:

- a) After approval of the final Inception report (30%).
- b) Submission of Draft Evaluation Report (30%).
- c) After approval of the Final Evaluation Report (40%).

RECOMMENDED PRESENTATION OF OFFER

Please submit the below documents with your Presentation of Offer:

- a) Duly accomplished Letter of Confirmation of Interest and Availability;
- b) Personal CV or P11, indicating all experience from similar evaluation work, as well as the contact details (email and telephone number) of the Candidate and at least three (3) professional references;
- c) Brief description of why the individual considers him/herself as the most suitable for the assignment, and a methodology on how they will approach and complete the assignment.
- d) Financial Proposal that indicates the all-inclusive fixed total contract price, supported by a breakdown of costs.

The proposal should be submitted in electronic format by 31 March 2016 to procurement.bt@undp.org.

CRITERIA FOR THE SELECTION OF BEST OFFER

As the One Programme evaluation is an independent exercise, an external evaluation team must be composed of experts who have proven knowledge and relevant work experience in the context of UNDAF/One Programme evaluation as well as sound knowledge on results-based management. The criteria which shall serve as basis for evaluating offer will be:

Combined Scoring method – where the qualifications, professional experience, methodology will be weighted a max. of 70%, and combined with the price offer which will be weighted a max of 30%.

Team Leader

Criteria	Weight	Max. Point
Technical <ul style="list-style-type: none"> Master's degree or equivalent in economics, social sciences, international relations, political science or similar field; 	70	10
<ul style="list-style-type: none"> An excellent understanding of evaluation principles and methodologies including capacity in a range of qualitative and quantitative evaluation methods; A strong record in designing and leading evaluations; A strong strategic thinking skill; Experience in Bhutan and/or other South Asian countries will be an advantage; Strong experience and knowledge in the cross-cutting issues/programming principles (results-based management, human rights-based approach, gender equality, environmental sustainability, a multi-dimensional approach to poverty reduction, capacity development) Experience in engaging with government institutions and handling sensitive information; Data collection and analysis skills; 		15

Criteria	Weight	Max. Point
<ul style="list-style-type: none"> Demonstrate strong oral and written communications skills; and Good interpersonal and communications skills. 		
<ul style="list-style-type: none"> At least ten years of experience in programme evaluations, preferably in UNDAF/One Programme evaluation contexts; 		10
<ul style="list-style-type: none"> Methodology (2-3 pages) to conduct this One Programme evaluation 		20
<ul style="list-style-type: none"> Interview 		15
Sub-total A. (Technical)		70
Financial	30	30
Sub-Total B.(Financial)		30
Total (A+B)		100

ANNEX 1: SUGGESTED REPORT STRUCTURE

The final report will be kept reasonably short (30 pages maximum excluding annexes). More detailed information on the context, the One Plan or the comprehensive aspects of the methodology and analysis will be placed in the annexes. The report will be prepared in accordance with UNEG guidance (Quality Checklist for Evaluation Reports).

Indicative section	Description and comments
Title and opening pages	
Table of contents	
List of acronyms and abbreviations	
Executive summary (max. 3 pages)	This chapter should be an extremely short chapter, highlighting the evaluation mandate, approach, key findings, conclusions and recommendations. This should be prepared after the main text has been reviewed and agreed, and should not be circulated with draft reports.
Chapter 1: Introduction (Background and approach/methodology)	This chapter introduces objective, purpose and scope of the evaluation, describes the methodology and key features of the methodological approach, presents the case study selection process and data collection and analysis, and introduces limitations of the review.
Chapter 2: Progress and results up to date	This chapter is a descriptive synthesis of the results achieved through the One Programme. It provides narrative overview of the progress and results (up to date) under each outcome, presents the progress of indicators of the result framework, and analyses the One Programme budget.
Chapter 3: Case Study Findings	This chapter assesses the UN's performance in addressing issues of a limited number of target groups (2-3) to provide a better understanding of certain areas and modalities of work, while helping bridge the gap between outcome and output levels.
Chapter 4: Development results (Presentation of findings based on the evaluation criteria, questions and other cross-cutting issues).	This chapter analyzes findings without repeating information already provided. Also, minimize the need to mention additional information regarding One Programme (these should be described in Chapters 2 and 3). Focus on providing and analyzing evidence relating to the evaluation criteria. In addressing the evaluation criteria, the narrative should respond to the corresponding evaluation questions identified and agreed on during the inception stage. It should also provide a summary analysis of the findings.
Chapter 5: Conclusions, lessons learnt and actionable recommendations	Conclusions are judgments based on evidence provided in Chapter 4. They are pitched at a higher level and are informed by an overall, comparative understanding of all relevant issues, options and opportunities. Do not provide new evidence or repeat evidence contained in earlier chapters. Lessons learnt and recommendations should be derived from the evidence contained in Chapter 4. They may also, but need not necessarily, relate to conclusions.
Annexes Case Studies (Background, Selection Criteria, Achievement, Challenge, and Actionable Recommendations for the joint activity, project or programme)	

ANNEX 2: EVALUATION QUESTIONS (These are a list of sample of possible questions)

Relevance

- How well have the One Programme outcomes addressed key development issues in Bhutan, their underlying causes and challenges? And which are the gaps that should (have) receive(d) more attention in key development issues in Bhutan?
- To what extent have the agency-specific Country Programmes been relevant and mutually reinforcing to One Programme Outcomes, values and principles?
- To what extent was the One Programme flexible and relevant to respond to new issues including the country's regional and international commitments (Agenda 2030, SDGs, Financing for Development, etc.), and their causes as well as challenges that arose during the One Programme cycle?

Effectiveness

- To what extent has the UNCT been using its convening power to bring together various stakeholders and provide external and internal coordination (including on critical crosscutting issues such as gender equality, environmental sustainability, results-based management, capacity development, a multi-dimensional approach to poverty reduction, and rights-based approaches to development)?
- To what extent has the UNCT been providing evidence-based policy advice in line with international norms and standards? (Evidence-based policy advice)
- To what extent has the UNCT been advocating so that the voices of the most vulnerable and disadvantaged are heard, and issues of inequality are addressed? (Advocacy)
- To what extent has the UNCT been helping the RGoB in leveraging new and varied sources of funding to support the achievement of country development results? (Resource mobilization)
- To what extent has the UNCT been drawing on the collective global assets to provide technical expertise, exchange of knowledge and capacity development, based on international best practice, and support innovative approaches? (Capacity development)
- To what extent has the UNCT been facilitating a multi-sectoral approach and support the RGoB to coordinate its response to complex issues such as climate change, social protection, sustainable development, a multi-dimensional approach to poverty reduction, governance and gender equality, all of which require a cross-agency approach?
- To what extent was the One Programme efficient in transforming inputs into outputs and did the outputs contribute to the envisaged outcomes? (theory of change)

Efficiency

- How has the UN been working together to achieve cross-sectoral results more effectively and efficiently? How well (efficiently) has the One Programme coordination architecture ⁵ been functioning to achieve outcomes of One Programme? (in terms of resource mobilization, planning, implementation, monitoring, evaluation, and reporting)
- How well (efficiently) has the fund flow been managed at different levels? Were levels of subsequent fund disbursements comparable to the levels of physical progress made? Was there any functional monitoring system to track flow of funds, disbursement triggers and physical progress of projects and programmes?

⁵ UNCT, Development Partner Group (DPG), Inter Agency Task Team (IATT), Outcome Groups, Planning, Monitoring and Evaluation (PME) group, Operation and Management Team (OMT), etc

- How well (efficiently) has One Programme been coordinating with the RGoB and other development partners in terms of duplication of development programmes?
- To what extent has DaO, including One Programme, One Budget (Common Budgetary Framework and Joint Resource Mobilization), One Office (Common Premises), One Voice (Joint Communication), and Harmonized Business Practice and Common Services) been contributing to reducing transaction costs for the RGoB, and lower overhead costs for the UN system in Bhutan?
- Has the DaO, particularly One Office (Common Premises) been providing value for money in terms of costs and benefits? How can the next One Programme be formulated in a way that the DaO, particularly One Office (Common Premises) under the next One Programme, can be evaluated in terms of cost efficiency and value for money?
- How well has the One Programme been used by UN agencies and government institutions for coordination, in planning their activities and setting goals?

Sustainability

- To what extent are the benefits created under the One Programme likely to be utilized and maintained beyond the programme end by the intended beneficiaries?
- What is the level of commitment by the RGoB and other stakeholders in sustaining the One Programme outputs/outcomes and continue working for sustaining/enhancing the impact?
- What are the enabling as well as constraining factors that have influenced the sustainability of the policies and programmes (at national level and at sub-national level)?
- To what extent have the partnerships with the RGoB allowed the UNCT to make use of its comparative strengths, while, at the same time, safeguarding and promoting national ownership?

ANNEX 3: TARGET GROUP CASE STUDIES

- The evaluation will assess UN's performance in addressing issues of a limited number of target groups (2-3). Criteria for selection of target groups include:
 - 1) a group that the UN jointly supports (more than one agency);
 - 2) a group that is supported through a number of UN interventions across a number of One Programme Outcomes (more than one, but ideally not too many);
 - 3) a group for which the UN is a main actor in supporting and has provided a clear added value compared to other development actors;
- Examples of evaluation questions case studies will aim to answer include;
 - How were these groups identified?
 - How were their vulnerabilities defined?
 - How was it expected that UN interventions/policy support would contribute to addressing these vulnerabilities?
 - To what degree have UN interventions/policy support contributed – or are likely to contribute – to achievement of One Programme outcomes for these groups?

ANNEX 4: EVALUATION MATRIX

Evaluation criteria	Review question (Maximum number of questions)	Main areas of analysis (Sub-questions)	Data collection sources and methodologies
Relevance	(2)		
Effectiveness	(4)		
Efficiency	(4)		
Sustainability	(2)		

ANNEX 5: DOCUMENTs FOR STUDY BY THE CONSULTANTS

- UNDAF Bhutan One Programme (2014 – 2018)
- One Programme Mid Term Review Report
- Country Strategy Paper (Outcome of Mid Term Review)
- Agency specific programme review reports (UNFPA and UNICEF)
- One Programme Annual Result Reports (2014, 2015, and 2016)
- UNCT Annual Reports (2014, 2015, and 2016)
- Business Operation Strategy
- 11th Five Year Plan
- 11th Five Year Plan, Mid-term Review
- 12th Five Year Plan Guidelines
- Annual Work Plans (Outcome Groups)
- Documents relevant to Bhutan's regional and international commitments
- United Nations Evaluation Group (UNEG) – Norms and Standards for Evaluation
- Records of Annual and half-year Outcome Group planning and reviews meetings (2014, 2015 and 2016)
- Minutes of Country Programme Board (2014, 2015 and 2016)