SUPPORT TO NSEDP, SDGS & LDC GRADUATION PROJECT MID-TERM EVALUATION
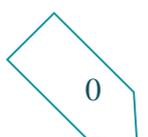
Terms of Reference

17 April 2020

Contents

1. Project Information

Project title	Support Programme to Ministry of Planning and Investment (MPI) and Ministry of Foreign Affairs (MoFA) for National Social Economic Development Plan (NSEDP) Implementation toward LDC Graduation, MIC Transition and SDG Achievement 2017-2021.
Short Name	Support to NSEDP, SDGs & LDC graduation project
Atlas ID	Project ID 00086274, output ID: 00093565
Corporate outcome and output	Outcome 1: Advance poverty eradication in all its forms and dimensions Output 1.1: National and sub-national systems and institutions enabled to achieve structural transformation of productive capacities that are sustainable and employment
Country	Lao's People Democratic Republic
Region	Asia and Pacific
Date project document signed	3 April 2017
Project dates	**Start** — 3 April 2017 / **Planned end** — 31 December 2021
Project budget	USD 10 million as per signed project document (US$ 3.6 million has been mobilised so far, out of which 2.6 million was from UNDP Regular Resources)
Project expenditure at the time of evaluation	USD 2,4 million (24 Jan 2020)
Funding source	Grand Duchy of Luxembourg, New Zealand & UNDP
Implementing party[1]	Ministry of Planning and Investment (MPI) with 4 responsible parties for ach of the 4 outputs of the project

2. Background and context

Over the last two decades, Lao PDR has experienced consistently high economic growth, with poverty reduction, infrastructure development and progress in education. The Government has made similar strides in terms of improving its capacities to manage the with economic growth and the changing nature of the national economy. However, challenges remain, and it will be important for Lao PDR to fully capitalise on its human resources, plan and budget, accordingly, improve productivity, diversify economically, and reduce inequality. This will be particularly important in the context of the upcoming LDC graduation (2024) and the likely changes it will bring about to the overall development scenario & agenda including Official Development Assistance (ODA) and other instruments available to the Government to promote sustainable development.

The development challenge this project seeks to focus on is overall support to Government in developing and strengthening individual and institutional capacities, to facilitate implementation of the National Socio-Economic Development Plan (NSEDP), to support the efforts in achieving graduation from the status of

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[1] It is the entity that has overall responsibility for implementation of the project (award), effective use of resources and delivery of outputs in the signed project document and workplan.

Least Developed Country (LDC), and progress towards the achievement of the Sustainable Development Goals by 2030.

The programme has been designed based on the recommendations of the "Review and Assessment of the Support Programme to the Ministry of Planning and Investment" (June 2016), the "Country Analysis Report" (November 2015) and other analyses; is aligned with the UNDP Country Programme Document (2017-2021) and the Lao PDR-United Nations Partnership Framework (2017-2021). The project seeks to build on the previous phase the programme to support the achieving the MDGs (2011-2015).

Capacity development is the key expected result, across the main partners, both nationally and sub-nationally. The principle foci are the Department of International Cooperation and Department of Planning of the Ministry of Planning and Investment (MPI), the Department of International Organisations of Ministry of Foreign Affairs (MOFA) and the Lao Statistics Bureau (LSB).

The project aims to enhance the Government's ability to formulate and implement plans, strategies and policies including the adoption of results-based management, to achieve LDC graduation and cope with the associated impacts of the transition. The project also supports the fulfilment of the vision of and the achievement of Sustainable Development Goals, which advocates for policy coherence across sectors and across policy domains to ensure that sustainable development is advanced in an integrated manner in its social, economic and environmental dimensions. The programme thus contributes to improving coordination between different national institutions involved in the implementation of the SDGs.

Crucial to this coordination across all activities are the Sector Working Groups (SWGs). Each of the ten SWGs concentration a thematic area of development established to contribute to the annual Lao PDR Round Table Process, which helps set the annual development priorities / agenda. They are led by the Government and co-chaired by, among others, by UNDP and development partners. Some of these partners include other UN entities, Australia, the EU, Japan, Switzerland and the US.

The programme has four thematic outputs and one crosscutting theme:

Output 1: The Government, at central and provincial levels, has fully adopted results-based five-year/annual planning towards green growth and sustainable development and has taken steps to link planning with budgeting.

Output 2: The Government has stronger and diversified platforms for effective development partnerships in line with the Vientiane Declaration on Partnership for Effective Development Cooperation (2016-2025).

Output 3: The Government has accelerated progress towards SDGs achievement.

Output 4: The Government has improved quality of national statistics and research, allowing for increased evidence-based policy making and the overall better public accessibility of quality information.

Cross-cutting theme: Gender equality and women's empowerment.

Apart from a Programme Management Unit in the Dept of International Cooperation in the Ministry of Planning & Investment, which is the primary implementing partner, currently, there is one national consultant associated with the project: a Partnership Advisor for effective development. Until December 2019 there was a second national consultant working with the project, in support of the national SDG secretariat on localisation, stakeholder engagement and implementation.

Giving the critical and strategic entry point of the implementing partners, several traditional and non-traditional donors had expressed positive views and strong support to the project's initiatives at the designing stage. Per project document, a total of USD 10 million was identified as the budget for the five-year period. The project has so far received USD 2.6 million during 2017 and 2019. The government of Luxembourg committed to supporting exclusively the Round Table Process for a period of 4 years with a total grant of EUR 400,000, New Zealand has agreed in 2019 to support the 9th NSEDP (2021-2025) preparation process with USD 500,000 starting from 2020, while UNDP's core resources for Lao PDR support project activities across four thematic areas. In addition, contributions from other entities like UNCTAD, UN RC's office and others have also contributed to the programme.

3. Evaluation purpose, scope and objectives

UNDP, in consultation with the government of Lao PDR, will recruit an evaluation team to conduct a mid-term evaluation which is expected to provide recommendations to guide the project strategic focus and implementation during the rest of the project cycle. The main purposes of this evaluation are:

(a) To measure the level of progress against expected results in the four thematic areas/outputs outlined in the results framework, and assess any early signs of success in enabling Government institutions, nationally and sub-nationally, to effectively implement the 8th NSEDP, preparation of the 9th NSEDP, achievement of the 2030 Agenda, and address the challenges related to the graduation from LDC status;

(b) To review the existing level of project inputs, interventions, strategies, outputs, outcomes and impacts in order to define more clearly the project's theory of change and the complementarity between the outputs. This will help define and prioritise activities to best achieve goals for the remainder of the project;

(c) Analyse the efforts made to mobilize additional resources into the development projects, including government co-financing to accelerate the SDG achievements. The evaluation team will consult with government stakeholders to map out policies and procedures to access to government funding.

(d) To analyse the perceived attractiveness of the project to Government and prospective donors to improve the potential mobilisation of resources for the remainder of the project.

The evaluation results will be used to dialogue with government and development stakeholders to foster further the effectiveness and efficiency of project to broaden development impacts in the short and long-term stage.

4. Evaluation criteria and key guiding questions

The evaluation will address 3 fundamental questions:

- What did the project intend to achieve during the period under review?
- To what extent has the project achieved its intended objectives so far?
- What factors have contributed to or hindered the project's performance and eventually the sustainability of the results?

Strategy

- To what extent are the project outputs aligned with UNDP's current strategic plan and contribute to CPD outcome level?
- How well has gender been integrated in the project activities and output levels? In what ways can the project better incorporate gender elements in the next two years?
- Are there any potential risks that may pose constraints in achieving the project objectives?
- Looking at the past and current project, what are valuable lessons that can inform future project formulation and give recommendations on the way forward to achieving the project objectives?
- To what extent has the project applied the result-based project management concept?

Relevance

- To what extent are the objectives of the programme still valid with respect to the current national development priorities / needs?
- Has the project researched and, if necessary, adopted initiatives to stay relevant with any changes to national priorities or in the development context?
- Are the activities and outputs of the programme consistent at each level with the overall objectives?

Effectiveness

- To what extent did the project contribute to CPD outcomes and outputs, the SDGs, the UNDP strategic plan, and national priorities? What are the most important areas that the project should focus on in the next two years?
- To what extent are the objectives likely to be achieved?
- How can UNDP exercise its integrator role best with this project?
- How effectively did the project manage and mitigate the risks identified during the project design and implementation stages? What lessons can be learned from this element?
- In which areas did the project have the greatest achievements? Why and what have been the supporting factors? How can the project build on or expand these achievements?
- In which areas did the project have the least achievements? What have been constraining factors and why? How can they or could they be overcome?
- To what extent have the SDG indicators been integrated and implemented at provincial and district levels? And in what ways can this potentially be done better?
- How effective, in itself, is the annual Round Table Meeting, as well as towards the achievement of the project's objective?
- How effective has the project been so far in building the capacity of national implementing partners in particular MPI?

Efficiency

- Are activities cost-efficient?

- Can it be considered that, if progress is being made, it is fast enough?
- Is the programme or project implemented in the most efficient way compared to potential alternatives?
- Has the project helped mobilize other development partners and used UNDP's network to bring about opportunities for South-South exchange and facilitated external expertise for the government?
- How well have the resources been utilized within four thematic areas?
- How well has the project utilized resources (Human resource, technical and financial) as well as the national capacity to support the delivery of project outputs, in particular, RTP and NSEDP & SDG component?
- How well did the project mobilize resources to fill the funding gaps? What lessons can be learned from this element? And how can the project do better?

Sustainability and national ownership

- To what extent has the project passed over the knowledge and expertise to individual and government institutions? What lessons can be learned from this element and in what ways can the project do better?
- How well did the project integrate the green growth concepts into the planning process? in what way can the project do better?
- How well is government prepared to manage the objectives at the end of the project?

5. Methodology

The consultants are required to propose an evaluation methodology and a detailed plan for the assignment as part of the evaluation inception report, in line with the UN Evaluation Group Norms and Standards. In general, the evaluation team should adopt an integrated approach involving a combination of data collection and analysis tools to generate concrete evidence to substantiate all findings. The methodology should be robust enough to ensure high quality, triangulation of data sources, and verifiability of information. It is expected that the evaluation methodology will comprise of the following elements:

- Review documents and project theory of change (Desk Review);
- Interviews with key stakeholders including government line ministries, development partners, civil society and other relevant partners through a participatory and transparent process;
- Consultations with beneficiaries;
- Triangulation of information collected from different sources/methods to enhance the validity of the findings.

6. Evaluation products (deliverables)

These products could include:

- **Evaluation inception report (10-15 pages).** The inception report, including the theory of change, should be carried out following and based on preliminary discussions with UNDP after the desk review and should be produced and endorsed by UNDP in consultation with the relevant government partners before the evaluation starts (before any formal evaluation interviews, survey distribution or field visits) and prior to the country visit in the case of international evaluators. **(see template in Annex G).**

- **Kick-off meeting.** Evaluators can seek further clarification and expectations of UNDP and other project implementing / responsible partners in the kick-off meeting.
- **Evaluation debriefings.** Immediately following an evaluation, evaluators are required to present preliminary debriefing and findings to UNDP and if required including to other project implementing / responsible partners.
- **Draft evaluation report (within an agreed length).**[2] UNDP, project implementing / responsible partners and other designated (by UNDP & Government) key stakeholders in the evaluation will review the draft evaluation report and provide an amalgamated set of comments to the evaluator within an agreed period of time, addressing the content required (as agreed in the TOR and inception report) and quality criteria as outlined in these guidelines.
- **Evaluation report audit trail.** Comments and changes by the evaluators in response to the draft report should be retained by the evaluators to show how they have addressed comments.
- **Final evaluation report (see template in Annex F).**
- **Presentations to stakeholders**
- **Evaluation brief and other knowledge products** or participation in knowledge-sharing events, if relevant.

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

7. Evaluation team composition and required competencies

The evaluation will be conducted by a team of two; an Evaluation Team Leader (International); and a national consultant who will provide knowledge of national context and support the full evaluation process as well as serve when needed as an interpreter *(The National Evaluation consultant who will work with the Team leader is being recruited separately by UNDP)*. The Team Leader is responsible for the timely delivery of the evaluation report. The evaluation team should be balanced in its gender and geographical composition to the extent possible.

(a) Evaluation Team Leader (30 working days)

S/he has overall responsibility for providing guidance and leadership on conducting the evaluation. S/he will be responsible for developing a methodology for the assignment that reflects best practices and encourages the use of participatory and consultative approach as well as delivering the required outputs to meet the objective of the assignment. S/he prepares and revises the draft and final reports, ensuring the assignments have been completed in an agreed timeframe.

Specific responsibilities include the following:
- Leading the documentation review and framing of evaluation questions;
- Leading the evaluation team in planning, execution and reporting;
- Incorporating the use of best practice with respect to evaluation methodologies;
- Conducting – jointly with the national consultant - the kick-off meeting and debriefing meeting with stakeholders (MPI, MoFA, UNDP, selected development partners);
- Leading the drafting and finalization/quality control of the evaluation report;
- Guiding and mentoring of the national consultant.

Required Qualifications
- Master's degree or equivalent in economics, international relations, political science, development, governance and public policy, social sciences, or a related subject;

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[2] A length of 40 to 60 pages including executive summary is suggested.

- Proven record – over 10 years – of leading complex programmatic evaluations, including experience of the results-based management framework and/or UNDP Monitoring and Evaluation Policy;
- Substantive knowledge of development issues – especially related to Effective Development Cooperation, Governance and Equitable Growth/poverty reduction – addressed by the UNDAF and an understanding of the current development challenges;
- Demonstrated capacity in strategic thinking, problem solving and policy advice;
- Strong inter-personal skills, teamwork, analytical skills and organizational skills;
- Excellent presentation and drafting skills, and familiarity with information technology, including proficiency in word processing, spreadsheets, and presentation software;
- Fluency in English, both in speaking and writing;
- Previous experience of both the UNDP programme context and programme evaluations as well as Government working / functioning is an advantage.
- Previous experience workingin Lao PDR or similar settings in the region is an advantage;
- Knowledge of the sensitivities of the context of Lao PDR is an asset.

(b) National Evaluation Consultant (30 working days) *(Advertised and Recruited Separately)*

S/he will support the Team Leader and provide knowledge of the development context in Lao PDR. S/he is well aware of Lao cultural context and working with different government institutions; and when needed support as an interpreter between English and Lao and vice versa. S/he will arrange meetings with relevant stakeholders and be a holder of mission programme/schedule. S/he collects all relevant documents and reports needed for the review. S/he will draft some parts of the report as assigned by the team leader. The consultant will advise the Team Leader on relevant aspects of the local context where the projects have operated.

Required Qualifications:
- Master's degree or equivalent in Development, Economics, Public Policy, Communications, English, Social Sciences, Humanities or any other relevant field;
- Extensive experience in undertaking an evaluation in the development sector;
- Thorough understanding of the development issues and challenges in the Lao PDR;
- Experience with assessment methodologies; programme development and project implementation
- Familiarity with the Lao Government's poverty reduction and development policies (including the NSEDP, SDG and LDC);
- Experience in interpretation and translation of development related documents;
- Experience with social science research.

8. Evaluation ethics

This evaluation will be conducted in accordance with the principles outlined in the UNEG 'Ethical Guidelines for Evaluation' which are available here: http://www.unevaluation.org/document/detail/102. The consultants must safeguard the rights and confidentiality of information providers, interviewees and stakeholders through measures to ensure compliance with legal and other relevant codes governing collection of data and reporting on data. The consultant must also ensure security of collected information before and after the evaluation and protocols to ensure anonymity and confidentiality of sources of information where that is expected. The information knowledge and data gathered in the evaluation process must also be solely used for the evaluation and not for other uses without the express authorization of UNDP and partners.

9. Implementation arrangements

The below table outlines key roles and responsibilities for the evaluation process. UNDP and evaluation stakeholders will appoint an Evaluation Manager, who will assume the day-to-day responsibility for managing the evaluation and serve as a central person connecting other key parties.

Role	Responsibilities
Commissioner of the Evaluation: UNDP	- Lead and ensure the development of comprehensive, representative, strategic and costed evaluation; - Determine scope of evaluation in consultation with key partners; - Provide clear advice to the Evaluation Manager on how the findings will be used; - Respond to the evaluation by preparing a management response and use the findings as appropriate; - Safeguard the independence of the exercise; - Approval of TOR, inception report and final report. - Allocate adequate funding and human resources.
Evaluation Manager: M&E Focal Point/PSU	- Lead the development of the evaluation TOR in consultation with stakeholders; - Manage the selection and recruitment of the Evaluation Team; - Manage the contractual arrangements, the budget and the personnel involved in the evaluation; - Provide executive and coordination support; - Provide the Evaluation Team with administrative support and required data; - Liaise with and respond to the commissioners; - Connect the Evaluation Team with the wider programme unit, senior management and key evaluation stakeholders and ensure a fully inclusive and transparent approach to the evaluation - Review the inception report and final report.
PROGRAMME/ PROJECT MANAGER	- Provide inputs/advice to the evaluation on the detail and scope of the terms of reference for the evaluation and how the findings will be used; - Ensure and safeguard the independence of evaluations; - Provide the evaluation manager with all required data and documentation and contacts/stakeholders list, etc.; - Support the arrangement of interview, meetings and field missions; - Provide comments and clarification on the terms of reference, inception report and draft evaluation reports; - In consultation with Government, respond to evaluation recommendations by providing management responses and key actions to all recommendations addressed to UNDP - Ensure dissemination of the evaluation report to all the stakeholders including the project board; - Responsible for the implementation of key actions on evaluation recommendations in partnership with Implementing partners.
Regional Evaluation Focal Points	- Support the evaluation process and ensure compliance with corporate standards; - Provide technical support to country offices including advice on the development of terms of reference; recruitment of evaluators and maintaining evaluator rosters; implementation of evaluations; and finalization of evaluations, management responses and key actions - Ensure management response tracking and support M&E capacity development and knowledge-sharing; - Dispute resolution when issues arise in implementation of evaluations.

Evaluation Partner- MPI & MoFA	▪ Involved in the review of key evaluation deliverables, including terms of reference, the inception report and successive versions of the draft evaluation report ▪ Provide inputs/advice how the findings will be used; ▪ Assist in collecting required data; ▪ Review draft evaluation report for accuracy and factual errors (if any); ▪ Responsible for the implementation of key actions on evaluation recommendations and integrate the evaluation lessons learned in the project.
Evaluation team (lead by Team leader)	▪ Fulfil the contractual arrangements under the terms of reference as appropriate; ▪ Develop the evaluation inception report, including an evaluation matrix, in line with the terms of reference, UNEG norms and standards and ethical guidelines; ▪ Draft reports and brief the evaluation manager, programme/project managers and stakeholders on the progress and key findings and recommendations; ▪ Finalize the evaluation, taking into consideration comments and questions on the evaluation report. Evaluators' feedback should be recorded in the audit trail. ▪ Support UNDP efforts in knowledge-sharing and dissemination if required

10. Time frame for the evaluation process

This section lists and describes all tasks and deliverables for which the evaluation team will be responsible and accountable, as well as those involving the commissioning office, indicating for each the due date or time frame (e.g., workplan, agreements, briefings, draft report, final report), as well as who is responsible for its completion.

Example of working day allocation and schedule for an evaluation

ACTIVITY	ESTIMATED # OF DAYS	DATE OF COMPLETION	PLACE	RESPONSIBLE PARTY
Phase One: Desk review and inception report				
Meeting briefing with UNDP (programme managers and project staff as needed)	1 day	At the time of contract signing [indicate a proposed date DD/MM/YYYY]	UNDP or remote	Evaluation manager, commissioner and programme unit
Sharing of the relevant documentation with the evaluation team	-	At the time of contract signing [indicate a proposed date DD/MM/YYYY]	Via email	Evaluation manager
Desk review, Evaluation design, methodology and updated workplan including the list of stakeholders to be interviewed	7 days	Within one week of contract signing [indicate a proposed date DD/MM/YYYY]	Home- based	Evaluation Team
Submission of the inception report (15 pages maximum)	-	Within two weeks of contract signing [indicate a proposed date DD/MM/YYYY]	Via email	Evaluation team
Comments and approval of inception report	3 days	Within two weeks of contract signing [indicate a proposed date DD/MM/YYYY]	Via email	Evaluation manager, commissioner and programme unit
Revise the inception report	1 days	Within third week of contract signing [indicate a proposed date DD/MM/YYYY]	Home- based	Evaluation team
Submit the final inception report	-	Within third week of contract signing [indicate a proposed date DD/MM/YYYY]	Via email	Evaluation team
Approve the inception report	2 days	Within third week of contract signing [indicate a proposed date DD/MM/YYYY]	Via email	Commissioner
Phase Two: Data-collection mission				
Prepare a detailed work plan and agree upon with UNDP	1.5 days	Within third week of contract signing [indicate a proposed date DD/MM/YYYY]	Via email	Evaluation team, Evaluation Manager and programme unit
Consultations and field visits, in-depth interviews, focus group and field visits (if needed)	7 days	Within four and five weeks of contract signing [indicate a proposed date DD/MM/YYYY]	In country (subject to COVID pandemic restrictions)	UNDP to organize with local project partners, project staff, local authorities, NGOs, etc.
Debriefing to UNDP and key stakeholders	1 day	[indicate a proposed date DD/MM/YYYY]	In country (subject to COVID pandemic restrictions)	Evaluation team
Phase Three: Evaluation report writing				
Preparation of draft evaluation report (50 pages maximum excluding annexes), executive summary (5 pages) and lessons learned.	8 days	Within two weeks of the completion of the field mission [indicate a proposed date DD/MM/YYYY]	Home- based	Evaluation team

Draft report submission	-	[indicate a proposed date DD/MM/YYYY]	Via email	Evaluation team
Consolidated UNDP comments to the draft report	3 days	Within three weeks of submission of the draft evaluation report [indicate a proposed date DD/MM/YYYY]	UNDP	Evaluation manager
Update report taking into account UNDP comments	2 days	Within three weeks of submission of the draft evaluation report [indicate a proposed date DD/MM/YYYY]	Via email	Evaluation team
Submit the updated draft to UNDP for sharing to other stakeholders	-	Within three weeks of submission of the draft evaluation report [indicate a proposed date DD/MM/YYYY]	Via email	Evaluation team
Consolidated stakeholder comments to the draft report	1 days	Within three weeks of submission of the draft evaluation report [indicate a proposed date DD/MM/YYYY]	UNDP	Evaluation manager
Submit the final report to UNDP	-	Within three weeks of submission of the draft evaluation report [indicate a proposed date DD/MM/YYYY]	Via email	Evaluation team
Debriefing with UNDP	0.5 day	Within one week of receipt of comments [indicate a proposed date DD/MM/YYYY]	Remotely UNDP	UNDP, evaluation stakeholder and evaluation team
Estimated total days for the evaluation **Total working day of evaluation team**	**--** **30**			

11. Application submission process and criteria for selection

Evaluation team will be evaluated based on the cumulative analysis methodology

Criteria	weigh	Max.Points
Technical Criteria	0.70	70
a. Education / background	**0.10**	**10**
• Individual team member meets educational requirements, with experience in relevant evaluations.	0.10	10
b. Experience and competencies of consultant	**0.45**	**45**
• Proven record – over 10 years – of leading complex programmatic evaluations, including experience of the results-based management framework and/or UNDP Monitoring and Evaluation Policy;	0.11	11
• Substantive knowledge of development issues – especially related to Effective Development Cooperation, Governance and Equitable Growth/poverty reduction – addressed by the UNDAF and an understanding of the current development challenges;	0.10	10
• Sound teamwork skills, analytical and organizational skills;	0.10	10
• Excellent presentation and drafting skills, and familiarity with information technology, including proficiency in word processing, spreadsheets, and presentation software;	0.10	10
• Previous experience working in Lao PDR or similar settings in the region is an advantage;	0.02	2
• Knowledge of the context of Lao PDR is an asset.	0.02	2
c. Proposed work plan and approach to carry out the assignment	**0.15**	**15**
• All aspects of the TOR have been addressed in sufficient detail.	0.06	6
• Implementation schedule (and timing).	0.06	6
• Quality assurance measures	0.03	3
Financial Criteria	**0.30**	**30**
• Transportation and DSA costs should be factored into the financial proposal		
Total points obtainable	**1.0**	**100**

Cumulative analysis: The award of the contract will be made to a consultant who offer has been evaluated and determined as:
a. responsive/compliant/acceptable, and
b. Having received the highest score out of a pre-determined set of weighted technical and financial criteria:
* Technical Criteria weight; [0.7]
* Financial Criteria weight; [0.3]

12. TOR annexes

Annex A: Intervention results framework.

CPD 2017-2021 Outcome 1: All women and men have increased opportunities for decent livelihoods and jobs.
CPD Outcome indicator 1.1: Percentage of population living below the national poverty line. **Baseline 1.1:** 23.2% (2012-2013); **Target 1.1:** 16.2% (2020)
CPD Outcome indicator 1.2: Gini coefficient. **Baseline 1.2:** 36.2 (2012/2013); **Target 1.2:** To be determined (2021)
UNDP Strategic Plan 2014-2017 Output 1.1: National and sub-national systems and institutions enabled to achieve structural transformation of productive capacities that are sustainable and employment - and livelihoods- intensive.
Project title and Atlas Project Number: Support Programme for NSEDP Implementation towards LDC Graduation, MIC Transition and SDG Achievement.

OUTPUTS / INDICATORS / ACTIVITY RESULTS	DATA SOURCE	BASELINE		TARGETS (by frequency of data collection)				
		Value	Year	2017	2018	2019	2020	2021
Output 1. The Government, at central and provincial levels, has fully adopted results-based five-year/annual planning towards green growth and sustainable development and has taken steps to link planning with budgeting.								
Activity Result 1.1: The Department of Planning at the Ministry of Planning and Investment is better able to support results-based planning and management practices and to link the NSEDP with Medium Term Expenditure Framework (MTEF) in the line ministries and provincial governments.								
Indicator 1.1.1: Availability of the national institutional mechanism for systematic capacity building of line ministries and the provincial governments on basic RBM concepts, focusing on results-based planning.	Training curriculum; Resource Group records	There is no systematic training on RBM	2016	The national Resource Group is established with the assigned staff for the Training of Trainers.	The training curriculum is prepared and the national Resource Group conducted the first two trial trainings.	National capacity on results-based planning is systematically improved by the national Resource Group through the institutionalized curriculum (at least two extensive trainings a year)	National capacity on results-based planning is systematically improved by the national Resource Group through the institutionalized curriculum (at least two extensive trainings a year)	National capacity on results-based planning is systematically improved by the national Resource Group through the institutionalized curriculum (at least two extensive trainings a year)

OUTPUTS / INDICATORS / ACTIVITY RESULTS	DATA SOURCE	BASELINE		TARGETS (by frequency of data collection)				
		Value	Year	2017	2018	2019	2020	2021
Indicator 1.1.2: Number of line ministries and provincial governments that have increased knowledge of basic RBM and fully adopted results-based planning, monitoring and reporting. *(capacity is assessed on the scale from 1-5 through pre/post training surveys).*	Published Annual Plans of the ministries and provincial governments that are in line with RBM; pre/post assessment surveys	0	2016	0	1 ministry; 2 provincial governments (with the assessment rate ≥4)	2 ministries and 5 provincial governments (with the assessment rate ≥4)	3 ministries and 5 provincial governments (with the assessment rate ≥4)	2 ministries and 5 provincial governments. Cumulatively, 8 ministries and 17 provincial governments by 2021. (with the assessment rate ≥4)
Indicator 1.1.3: Number of line ministries and provincial governments with increased knowledge of Medium Term Expenditure Framework (MTEF) concepts *(assessed on the scale from 1-5 through pre/post training surveys).*	Summary of the training modules & pre/post assessment surveys	0	2016	0	1 ministry; 2 provincial governments (with the assessment rate ≥4)	2 ministries and 5 provincial governments (with the assessment rate ≥4)	3 ministries and 5 provincial governments (with the assessment rate ≥4)	2 ministries and 5 provincial governments Cumulatively, 8 ministries and 17 provincial governments by 2021. (with the assessment rate ≥4)

OUTPUTS / INDICATORS / ACTIVITY RESULTS	DATA SOURCE	BASELINE		TARGETS (by frequency of data collection)				
		Value	Year	2017	2018	2019	2020	2021
Activity Result 1.2: The national and provincial governments benefit from improved capacity for monitoring of the 8th NSEDP implementation and for formulation of the 9th NSEDP in a results-based manner.								
Indicator 1.2.1: Extent to which national and provincial governments show improved capacities for results-based monitoring and reporting on 8th NSEDP implementation and planning for 9th NSEDP (CPD Indicator 1.2.1).	8th NSEDP annual progress reports; *(indicator is measured on the scale 1-4)*	1 - not adequately	2016	1 - not adequately	2 – very partially, a Programme-Based Approach and Sector-Wide Approach concepts are adopted taking into account needs at the national, provincial and village levels.	3 – partially, national and provincial work plans on 8th NSEDP achievement are monitored and reported based on Results-Based Management principles.	4 – largely, national and provincial work plans on 8th NSEDP achievement are monitored and reported based on Results-Based Management principles, with the means of verification. The national and provincial authorities are able to retrieve lessons learned and the unfinished agenda from the 8th NSEDP.	4 – largely, national and provincial governments are able to apply Results-Based Management in their inputs to the 9th NSEDP.

Indicator 1.2.2: Extent to which policies, systems and/or institutional measures are in place at the national and sub-national levels to generate and strengthen gender-sensitive employment and livelihoods (UNDP SP Output Indicator 1.1.2).	8th NSEDP annual progress reports; MPI Programme Review/Evaluation *(indicator is measured on the scale 1-4 as per UNDP SP IRRF method. note)*	2 – very partially, there has been a national policy debate and an agenda for change agreed for policies, systems and institutional measures at the national or sub-national levels to generate and strengthen employment and livelihoods.	2016	2 – very partially, there has been a national policy debate and an agenda for change agreed for policies, systems and institutional measures at the national or sub-national levels to generate and strengthen employment and livelihoods.	3 – partially, policy reform or new and improved systems and institutional measures have been formally agreed and budgeted that are intended to generate and strengthen gender-sensitive employment and livelihoods at national or sub-national levels.	3 - partially, policy reform or new and improved systems and institutional measures have been formally agreed and budgeted that are intended to generate and strengthen gender-sensitive employment and livelihoods at national or sub-national levels.	4 – largely, a change in policies, systems and/or institutional measures has occurred and is being demonstrably implemented at the national and sub-national levels aimed at generating or strengthening gender-sensitive employment and livelihoods.	4 – largely, a change in policies, systems and/or institutional measures has occurred and is being demonstrably implemented at the national and sub-national levels aimed at generating or strengthening gender-sensitive employment and livelihoods.

OUTPUTS / INDICATORS / ACTIVITY RESULTS	DATA SOURCE	BASELINE		TARGETS (by frequency of data collection)				
		Value	Year	2017	2018	2019	2020	2021
Output 2. The Government has stronger and diversified platform for effective development partnerships in line with the Vientiane Partnership Declaration (2016-2025).								
Activity Result 2.1: By 2021, the Round Table Process has graduated into the Lao Development Forum (tentatively name – subject to change later) enabling timely progress towards the Vientiane Partnership Declaration Country Action Plan (2016-2025).								
Indicator 2.1.1: Transition to the post-2020 Lao Development Forum that is fully consulted and officially adopted in line with the Vientiane Partnership Declaration (2016-2025).	RTIM progress reports (annual) and a decision on the set up of the Lao Dev Forum.	In its current form, the RTP is successful but will become increasingly irrelevant post-2020.	2016	In progress - capacity needs assessment of the DIC is completed and a plan for the transition to the new Lao Development Forum is ready.	In progress - consultations with all line ministries, DPs, civil society and private sector on the shape and form of the new RTP completed.	In progress – design of the post-2020 Lao Development Forum concept is under development, taking into account feedback from all line ministries, DPs, civil society and private sector through expanded Sector Working Groups.	Design of the new Lao Development Forum concept is completed and announced through a Government decision as a replacement of the RTP.	The 2021 Lao Development Forum is conducted as a policy dialogue focusing on key development issues (beyond NSEDP) and resulting in a specific, measurable, attainable, realistic and time bound follow-up Action Plan involving the SWGs (with Government, DPs, civil society and private sector) in its implementation.

Indicator 2.1.2: Progress in implementation of the Vientiane Partnership Declaration Country Action Plan (2016-2025), in %	Progress reports on the VD-CAP II implementation (annual).	VD-CAP II is developed.	2016	10% of VD-CAP II is implemented.	20% of VD-CAP II is implemented.	30% of VD-CAP II is implemented.	40% of VD-CAP II is implemented.	50% of VD-CAP II is implemented.

Activity Result 2.2: The Round Table Process is based on measurable outcome results and indicators from the annual meetings that are followed through by the Sector Working Groups.

Indicator 2.2.1: Extent to which annual Round Table (Implementation) Meetings result in clear and measurable outcomes and indicators in the spirit of the Vientiane Partnership Declaration (2016-2025).	Outcome Documents of the RT(I)Ms. *(indicator is measured on the scale 1-4)*	1 – not adequately; the outcomes are articulated without indicators to measure progress.	2016	≥3 – more than partially, outcomes and indicators are set in consultation with all line ministries, DPs, civil society and private sector	≥3– more than partially, outcomes and indicators are set in consultation with all line ministries, DPs, civil society and private sector	4 – largely, measurable outcomes and indicators are set reflecting all relevant recommendations of line ministries, DPs, civil society and private sector	4 - largely, measurable outcomes and indicators are set reflecting all relevant recommendations of line ministries, DPs, civil society and private sector	N/A
Indicator 2.2.2: % of the Round Table process outcomes and indicators implemented through the Sector Working Groups and other relevant mechanisms.	RTIM progress reports (annual)	RTMs have stated outcomes but not systematically applied and followed up on.	2016	≥70 %	≥80 %	≥90 %	100 %	N/A

OUTPUTS / INDICATORS / ACTIVITY RESULTS	DATA SOURCE	BASELINE		TARGETS (by frequency of data collection)				
		Value	Year	2017	2018	2019	2020	2021
Output 3. The Government has accelerated progress towards SDG achievement.								
Activity Result 3.1: The national roadmap has been adopted with the strong SDG Secretariat in place to coordinate multilateral development cooperation for achievement of SDGs.								
Indicator 3.1.1: Availability of a national roadmap for the achievement of SDGs by 2030 with costed Annual Work Plans and their implementation progress.	Government decree/endorsement of the National Roadmap and the plan of action; Annual Progress reports on the Roadmap implementation.	The Prime Minister issued a decision on establishment of the National Steering Committee on SDGs under his leadership;	2016	The National SDG Roadmap 2030 is developed together with an implementation plan 2017-2021, incorporating inputs from Government (central & provincial), DPs, civil society and private sector. Action Plan for 2017 is implemented.	A costed 2018 Action Plan of the National SDG Roadmap is up to date, approved and implemented through sectoral strategies/work plans and other mechanisms.	A costed 2019 Action Plan of the National SDG Roadmap is up to date, approved and implemented through sectoral strategies/work plans and other mechanisms.	A costed 2020 Action Plan of the National SDG Roadmap is up to date, approved and implemented through sectoral strategies/work plans and other mechanisms.	A costed 2021 Action Plan of the National SDG Roadmap is up to date, approved and implemented through sectoral strategies/work plans and other mechanisms.

Indicator 3.1.2: Extent to which the SDG Secretariat is able to coordinate information sharing, dialogue, engagement and cooperation on SDGs among the Government ministries/agencies, DPs, civil society and private sector in the spirit of "transparency and accountability to each other"[3]	Feedback from the ministries/agencies, DPs, civil society and private sector at the annual RT(I)Ms; Mid-Term evaluation of the programme.	The Prime Minister issued a decision on establishment of the National Steering Committee on SDGs under his leadership;	2016	3 – partially: The inter-agency SDG Secretariat is established and has successfully facilitated preparation of the SDG Roadmap and implementation plan 2017-2021 in a consultative manner.	≥3 –more than partially: The SDG Secretariat is well-functioning with regular coordination and monitoring of the Annual Work Plan of the SDG Roadmap in a consultative and transparent way.	4 – largely: The SDG Secretariat is well-functioning with regular coordination and monitoring of the Annual Work Plan of the SDG Roadmap in a consultative and transparent way, ensuring active flow of information, dialogue, better coordination and stronger ownership among stakeholders.	4 – largely: The SDG Secretariat is well-functioning with regular coordination and monitoring of the Annual Work Plan of the SDG Roadmap in a consultative and transparent way, ensuring active flow of information, dialogue, better coordination and stronger ownership among stakeholders.	4 – largely: The SDG Secretariat is well-functioning with regular coordination and monitoring of the Annual Work Plan of the SDG Roadmap in a consultative and transparent way, ensuring active flow of information, dialogue, better coordination and stronger ownership among stakeholders.

OUTPUTS / INDICATORS / ACTIVITY RESULTS	DATA SOURCE	BASELINE		TARGETS (by frequency of data collection)				
		Value	Year	2017	2018	2019	2020	2021

Activity Result 3.2: SDG localization and dissemination at national and provincial levels supported.

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[3] Outcome Document of the 4th High Level Forum on Busan Partnership for Effective Development Cooperation, 2011

Indicator 3.2.1: Level of understanding among the central and provincial authorities of the National SDG Roadmap and their ability to contribute to its implementation.	pre/post assessment surveys	1 - not adequately, general familiarity with the SDG indicators & targets exists but not on the way how to achieve them.	2016	2 - very partially A communication and training strategy has been completed.	≥3 – more than partial level of understanding is achieved through implementation of the communication and training strategy.	4 – large level of understanding is achieved through systematic communication and training. Authorities at all levels are able to contribute to the National SDG Roadmap implementation.	4 – large level of understanding is achieved through systematic communication and training. Authorities at all levels are able to contribute to the National SDG Roadmap implementation.	4 – large level of understanding is achieved through systematic communication and training. Authorities at all levels are able to contribute to the National SDG Roadmap implementation.
Indicator 3.2.2: Extent to which the SDG targets are integrated and implemented under the sectoral strategies/work plans with a clear financing strategy (including SWGs' costed annual plans).	Sectoral strategies/ plans & costed work plans of the Sector Working Groups. *(indicator is measured on the scale 1-4)*	60% of 8th NSEDP indicators are linked to the SDGs, including those linked to LDC graduation. No linkage to the sectoral strategies done yet.	2016	1 - not adequately, sectoral strategies and work plans are in progress of integrating the relevant SDG targets with a clear financing strategy.	3 – partially, sectoral strategies/work plans both at central and provincial levels partially incorporate the SDG targets and are formally approved with a financing strategy, contributing to implementation of the National SDG Roadmap.	≥3 – more than partially, sectoral strategies/work plans both at central and provincial levels more than partially incorporate the SDG targets and are formally approved with a financing strategy, contributing to implementation of the National SDG Roadmap.	4 – largely, sectoral strategies/work plans both at central and provincial levels largely incorporate the SDG targets with a financing strategy and are well on track, contributing to implementation of the National SDG Roadmap.	4 – largely, sectoral strategies/work plans both at central and provincial levels largely incorporate the SDG targets with a financing strategy and are well on track, contributing to implementation of the National SDG Roadmap.

OUTPUTS / INDICATORS / ACTIVITY RESULTS	DATA SOURCE	BASELINE		TARGETS (by frequency of data collection)				
		Value	Year	2017	2018	2019	2020	2021
Output 4. The Government has improved quality of national statistics and research, allowing for increased evidence-based policy making and the overall better public accessibility of quality information.								
Activity Result 4.1: The Lao Statistics Bureau has a well-functioning public platform (LaoInfo) for monitoring progress on NSEDP / SDG targets and is able to produce, analyze and disseminate a better-quality data for evidence-based policy making.								

Indicator 4.1.1: Extent to which national statistical systems allow collection of relevant data to track progress against NSEDP and localized SDGs with necessary disaggregation (UNDP CPD Output Indicator 1.2.2).	LSB reports (annual)	1 – not adequate, LaoInfo functions reasonably well but needs further improvements and strengthening; no metadata is publicly available; horizontal exchange of data among ministries is limited; information disaggregation needs improvement.	2016	2 – very partially, LSB has a costed Action Plan to monitor and assess progress towards 8th NSEDP and SDG targets; LaoInfo Dashboard is developed in a user-friendly manner in coordination with the relevant ministries/Govt agencies.	3 – partially, LSB is on track in implementing its Action Plan and the LaoInfo Dashboard provides an up-to-date monitoring data for the 8th NSEDP Mid-Term Review and any revision of the SDG targets with disaggregation on key target groups and areas.	3 – partially, LSB is on track in implementing its Action Plan and the LaoInfo Dashboard provides an up-to-date monitoring data on the 8th NSEDP/SDG targets with disaggregation on key target groups/areas and a possibility to generate metadata.	4 – largely, LSB is on track in implementing its Action Plan and the LaoInfo Dashboard provides public with an up-to-date monitoring data on the 8th NSEDP/SDG targets with disaggregation on key target groups/areas and a possibility to generate metadata. LSB has sufficient data and capacity to inform final review of 8th NSEDP and design of 9th NSEDP, as well as any update on SDG targets.	4 – largely, LSB is on track in implementing its Action Plan and the LaoInfo Dashboard provides public with an up-to-date data on the 9th NSEDP/SDG targets with disaggregation on key target groups/areas and a possibility to generate metadata. LSB has sufficient data and capacity to inform status of SDG targets and to facilitate the overall evidence-based policy making.
Indicator 4.1.2: Progress in implementation of the Strategy for the Development of the National Statistical System (SDNSS 2016-2025).	Progress reports by LSB; final review by PARIS21 of the SDNSS 2016-2025.	LSB with the assistance from PARIS21 conducted Mid-Term Review of the Strategy	2016	50% of SDNSS 2016-2025 is implemented.	65% of SDNSS 2016-2025 is implemented.	80% of SDNSS 2016-2025 is implemented.	≥95% of SDNSS 2016-2025 is implemented.	-

OUTPUTS / INDICATORS / ACTIVITY RESULTS	DATA SOURCE	BASELINE		TARGETS (by frequency of data collection)				
Indicator 4.1.3: The level of satisfaction of the national/sub-national authorities and DPs with the quality of statistical products and their accessibility.	Measured through annual surveys on the scale 1-4	LSB data are used by other ministries for planning and monitoring policy implementation, however data accessibility and sharing needs improvement.	2016	≥2 – very partially	≥2 – very partially	≥3 – partially	≥4 – largely	≥4 – largely

OUTPUTS / INDICATORS / ACTIVITY RESULTS	DATA SOURCE	BASELINE		TARGETS (by frequency of data collection)				
		Value	**Year**	**2017**	**2018**	**2019**	**2020**	**2021**

Activity Result 4.2: The national research capacity is improved to inform policy making and to measure progress towards LDC graduation and achievement of 8th NSEDP and SDG targets.

Indicator 4.2.1: Publication of high quality National Human Development Reports and % of recommendations that feed into the policy acts/sectoral programmes/legislation.	Follow-up to NHDR recommendations; Government decisions/policies.	The 5th NDHR on LDC graduation is prepared and launched.	2016	25% of NHDR recommendations feed into the policy acts/sectoral programmes/legislation, targeting LDC graduation.	40% of NHDR recommendations feed into the policy acts/sectoral programmes/legislation, targeting LDC graduation; The 6th NHDR is prepared.	55% of NHDR recommendations feed into the policy acts/sectoral programmes/legislation, targeting LDC graduation.	70% of NHDR recommendations feed into the policy acts/sectoral programmes/legislation. The 7th NHDR is prepared.	85% of NHDR recommendations feed into the policy acts/sectoral programmes/legislation.

| **Indicator 4.2.2:** Number of studies, research products and policy briefs produced to inform decision-making and to fill in the data gaps for 8th NSEDP/SDG targets monitoring. | MPI records; publications | The 5th NDHR on LDC graduation is prepared and launched; The SDG Baseline Report is under preparation. | 2016 | At least 5 high quality studies / research products / policy briefs are produced, filling the data gap for the 8th NSEDP / SDG targets monitoring. | Cumulatively at least 10 high quality studies / research products / policy briefs are produced, filling the data gap for the 8th NSEDP / SDG targets monitoring. | Cumulatively at least 15 studies / high quality research products / policy briefs are produced, filling the data gap for the 8th NSEDP / SDG targets monitoring. | Cumulatively at least 20 studies / high quality research products / policy briefs are produced, filling the data gap for the design of 9th NSEDP and the SDG targets monitoring. | Cumulatively at least 25 studies / high quality research products / policy briefs are produced, filling the data gap for the 9th NSEDP / SDG targets monitoring. |

Annex B: Key stakeholders and partners

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

- Implementing Partner – Ministry of Planning and Investment – Dept of International Cooperation
- Responsible Partners – Ministry of Foreign Affairs – Dept of International Organizations, Ministry of Planning & Investment – Dept. of Planning and Lao Statistics Bureau.
- Project beneficiaries including government at national, and provincial (there may be a field mission at provincial level)
- Sector Working Groups (approx. 1-3)
- Sub-Sector Working Groups
- Donors and non-donor partners (approx. 3-4)
- Civil Society Organization, NGOs, Academic Institutions and Private Sector (approx. 3-4)
- Chair of the National Project Board
- The National Project Director (NPD) – Deputy Minister to the Government
- Deputy National Project Directors (2)
- Project Manager (PM)
- Project Staff in Vientiane Capital (3)
- National Consultants (1-2)
- UNDP staff (3)
- UN agencies (approx. 3-4)

Annex C: Documents to be reviewed and consulted.

Evaluation team are required to review various documents related to projects including but not limited to following documents:

- UNDP Strategic Plan (2018-2021)
  http://strategicplan.undp.org/
- Lao PDR-United Nations Partnership Framework (UNPAF 2017-2021)
  http://www.la.one.un.org/sdgs
- UNDP Country Programme Document (2017-2021)
  https://www.undp.org/content/dam/laopdr/docs/Reports%20and%20publications/2016/UNDP%20Laos%20CPD.pdf
- Project Document and Project Brief
  https://www.la.undp.org/content/lao_pdr/en/home/projects/support-programme-for-the-8th-nsedps-implementation-towards-ldc-.html
- 8th National Social and Economic Plan (2016-2020)
  www.la.one.un.org/images/publications/8th_NSEDP_2016-2020.pdf
- Lao People's Democratic Republic: Voluntary National Review on the Implementation of the 2030 Agenda for Sustainable Development
  http://www.la.one.un.org/media-center/publications
- UNDP Evaluation guidelines
  http://web.undp.org/evaluation/guideline/index.shtml
- UNEG norms and standard
   http://www.unevaluation.org/document/detail/1914
- Human Development Reports
  http://hdr.undp.org/en/countries/profiles/LAO
- Other UNDP Evaluation Reports
  http://web.undp.org/evaluation/guideline/index.shtml
- Gender Inequality Index
  http://hdr.undp.org/en/content/gender-inequality-index-gii
- National Round Table Website
  https://rtm.org.la/
- Voluntary National Review of SDGs – 2018

- VDCAP – Vientiane Declaration of the Country Action Plan 2016
- Prime Minister's Instructions post RTMs – 2017, 18 & 19.
- Final Report of the Review and Assessment of the Programme of Support to the Ministry of Planning and Investment and the Ministry of Foreign Affairs (2016)
- 8th NSEDP Annual Progress Reports
- Donor Agreements
- Project Annual Progress Reports
- Project Monitoring Reports
- Project Board Meeting Minutes
- Project Combined Delivery Report (CDRs 2017, 2018, 2019)
- Micro Assessment 2015
- Previous Project Audit Reports 2017 & 2018
- Technical Reports and
- Other relevant documents and resources.

Annex E: Evaluation matrix

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

TABLE 1. SAMPLE EVALUATION MATRIX

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

Annex F: Schedule of tasks, milestones and deliverables.

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

Annex G: Inception report template

Follow the link: Inception report content outline

Annex H: Required format for the evaluation report.

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

Annex I: Code of conduct.

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