

Country Programme Document (CPD) 2018-2022

Mid-Term Review

Terms of Reference

1. Background and context

The 2018-2022 Nepal United Nations Development Assistance Framework (UNDAF) forms the overall framework for the joint United Nations Country Team's work in support of Agenda 2030 for Sustainable Development and national development priorities. In alignment with the SDGs and Nepal's Fourteenth Development Plan, the UNDAF has 4 main focus areas: (i) sustainable and inclusive economic growth; (ii) social development; (iii) resilience, disaster risk reduction and climate change; and (iv) governance, rule of law and human rights. The estimated resources for UNDAF 2018-2022 is \$643 million.

Directly contributing to this broader UN-wide programming framework for Nepal, and to support Nepal in achieving the Sustainable Development Goals (SDGs), UNDP's own Country Programme Document (CPD) for 2018-2022 has identified three priority areas, where gender equality and social inclusion remains a cross-cutting issue:

- (i) inclusive economic growth;
- (ii) democratic governance and rule of law; and
- (iii) resilience, disaster risk reduction and climate change

In the area of **inclusive economic growth**, UNDP has been supporting the Government of Nepal (GoN) in eradicating poverty and addressing disparities and inequalities between regions and social groups through the promotion of enterprises, job creation, skill development, agriculture value chain, enhancing market access to cooperatives strengthening of national planning and monitoring capacity and effective management of aid in the country. In the last two decades, UNDP has contributed to the formation of over 140,000 micro-enterprises, and its efforts in supporting better policy-making and capacity-building at the national level have made a positive impact on poverty reduction and the promotion of sustainable development. Besides, with some tailored programs at the national and sub-national level, UNDP has been supporting the federal and provincial governments in localizing the SDGs.

In the area of **democratic governance and rule of law**, UNDP's work in Nepal spans from supporting institutions working on rule of law and human rights to strengthening parliaments and governments at the national and sub-national levels. Issues of inclusive representation, effective accountability, efficient service delivery and responsive planning and monitoring at the province and local level are at the core of governance programming in Nepal. UNDP's work also

includes enhancing access to justice and security institutions while strengthening their capacity to deliver justice services and promote human rights. Over the past few years, UNDP, for instance, has been the leading agency providing support to the Election Commission of Nepal in conducting free, fair and credible elections, including both the 2008 and 2013 Constituent Assembly elections, and the subsequent federal, provincial and local elections held in 2017. UNDP also leads the provision of technical assistance to GoN's framework capacity development programme for provincial and local governments.

In the area of **resilience and reconstruction**, UNDP has been supporting Nepal in building the capacity of national and sub-national governments and local communities to deal with disaster risks and climate change impacts and adopt environmentally friendly low carbon resilient development models. UNDP's interventions are aimed at boosting the provision and use of cleaner, more affordable energy in rural areas, strengthening the institutional and legislative aspects of disaster risk management, and supporting ecosystem-based climate change adaptation measures and biodiversity conservation. Over the past few years, UNDP's support has led to the Government formulating its National DRR Policy and Strategic Action Plan, implement robust e-building permit systems to enhance transparency and accountability in regulating building constructions, enhancing seismic resilience, put in place automatic early warning weather stations at strategic locations and helped thousands of people adapt to climate change. In the areas of promoting people's access to affordable renewable energy, UNDP's support has led to construction of over 500 micro hydro plants that have directly benefited over one million people, mostly living in remote areas of the country.

Gender equality and social inclusion is a cross-cutting issue in all the three outcome areas of UNDP. UNDP's approach to gender and inclusion mainstreaming is human rights based. Nepal is a diverse country and a home to 125 caste and ethnic groups with more than 120 languages, which have historically uneven access to basic services and resources. Hence, the work of UNDP is guided by the national priorities identified by the Government of Nepal, mandated by the 2015 Constitution, the SDGs and other international treaties to which Nepal is a party. UNDP's work is guided by its own gender equality and social inclusion policy customized for Nepal. With the federalization of the country, UNDP has invested its energy and efforts in building the capacities of the elected representatives, particularly women and marginalized groups at the federal, provincial and local level and in promoting gender equality through economic empowerment of women and marginalized groups.

UNDP has also initiated a number of joint interventions with fellow UN agencies in the areas of fighting gender-based violence, promoting the rights of sexual and gender minorities and persons with disabilities, among others. A research on economic empowerment of indigenous women was carried out in 2018, which guided the policy of federal, provincial and local level. UNDP identified key areas for joint interventions, which included persons with disabilities and social

protection with a priority on leaving no one behind. UNDP provided technical support to various stakeholders and reviewed various laws and policies from gender and inclusion perspective.

To deliver on the above results, the original CPD strategy estimated that \$209 million (non-core: \$175mil; core: \$34mil) would be required and mobilized over the programming cycle, through a mix of third party cost-sharing, vertical and trust funds, government cost-sharing and UNDP's core resources during the 2018-2022 period. By 2019, UNDP was able to mobilize \$45.76 million (2018 - \$ 21.25 million and 2019 - \$ 24.51million). The delivery target for 2020 is \$23.86 million. The resources to be mobilized during the remaining CPD period (2021 and 2022) comes to USD \$139.61 million in order to achieve the CPD resource target of \$209million.

The UNDP Programme was designed and organized around three specific priority areas identified in UNDAF 2018-2022 which are focused on supporting GoN in achieving the SDGs and Agenda 2030. The key results (outcomes, outputs), resource required and resource mobilization status as of December 2020 is given in below table.

CPD Outcomes	CPD Outputs	Indicative resource required by 2022 (USD)	Resource mobilization by 2020 (USD, Million) ¹	Resource to be mobilized in remaining period (USD, Million)
OUTCOME 1: By 2022, impoverished, especially economically vulnerable, unemployed and under-employed and vulnerable people, have increased access to sustainable livelihoods, safe and decent employment and income opportunities.	<p><u>Output 1.1.</u> Policy, institutional and capacity development solutions lead to improved disaster and climate resilient livelihoods, productive employment and increased productivity in rural areas.</p> <p><u>Output 1.2.</u> Municipalities adopt disaster and climate-resilient urban policies that promote access to safe and decent employment and income opportunities for vulnerable groups.</p> <p><u>Output 1.3.</u> Improved national capacities in planning, monitoring, financing and reporting on 2030 agenda.</p>	<p>Regular: 10,128,300</p> <p>Other: 44,617,413</p>	23.63	31.11
OUTCOME 2: By 2022, inclusive, democratic, accountable and transparent institutions are further strengthened towards ensuring	<p><u>Output 2.1.</u> National level executive and legislative branches of the Government and commissions have the capacities and tools to implement the constitution, including peaceful transition to federal structure.</p> <p><u>Output 2.2.</u> Systems, procedures and capacities of government institutions at</p>	<p>Regular: 10,128,300</p> <p>Other: 48,500,000</p>	24.81	71.05

¹ The resources include actual delivery 2018, 2019 as well as planned delivery of 2020 as there is secured resources for \$23.86million delivery in 2020. Delivery of 2018 and 2019 was \$21.25million and \$24.51million respectively.

<p>rule of law, social justice and human rights for all particularly for vulnerable people.</p>	<p>subnational level in place for service delivery in an inclusive, transparent and accountable manner.</p> <p><u>Output 2.3</u> Civic space for engagement, voice and participation of youth, women and vulnerable groups broadened at all levels.</p> <p><u>Output 2.4.</u> Justice sector institutions strengthened in accordance with the constitution and human rights standards to ensure greater access to justice.</p>			
<p>OUTCOME 3: By 2022, environmental management, sustainable recovery and reconstruction, and resilience to climate change and natural disaster are strengthened at all levels.</p>	<p><u>Output 3.1.</u> Understanding and knowledge on environment, climate change adaptation and disaster risk reduction enhanced at national, subnational and community levels to make development risk-informed</p> <p><u>Output 3.2.</u> Policy and institutional mechanisms strengthened for integrating gender responsive CCA/DRR and environment management in national and key sector's development planning</p> <p><u>Output 3.3.</u> Mechanisms in place to enable the Government and private sector to increase investment in CCA/DRR, recovery and environment management</p> <p><u>Output 3.4.</u> Capacities of subnational governments and communities strengthened for effective preparedness and response, environment management, CCA/DRR</p> <p><u>Output 3.5.</u> Improved capacities of communities and government for resilient recovery and reconstruction</p>	<p>Regular: 13,504,400</p> <p>Other: 82,329,000</p>	<p>21.19</p>	<p>37.34</p>

2. Objectives and scope of the review

2.1. Objectives of the MTR

The Nepal CPD 2018-2022 has entered the mid-point of its implementation in 2020. This milestone calls for a mid-term review (MTR) to take stock of achievements, progress, and challenges, as well as to inform management's course corrections as warranted and adaptive approaches to ensure the CPD makes the intended impact and contributes to the overall development results at the country level. In line with the Evaluation Plan of UNDP Nepal, the CPD MTR is being conducted to assess the impact of UNDP's development assistance across the major thematic and cross-cutting areas of UNDAF and the national development

priorities. Importantly, the MTR is an opportunity to also review the level of ambition of the original estimates around the CPD funding requirements.

UNDP is commissioning this MTR to review the Country Office (CO) progress against the CPD output results vis-a-vis its programming strategies and contributions towards the outcomes, business plan and financing strategy, as well as the strategy for resource mobilization and partnership for the remaining three years of CPD implementation. The MTR serves as an important accountability function, providing national stakeholders and partners in Nepal with an impartial assessment of the results of UNDP support.

The overall purpose of the CPD MTR is to assess relevance, effectiveness, efficiency and sustainability of the country programme in terms of the many changes in the development priorities and UNDP CO context. The MTR will also review the progress against the key indicators and the projects and programmes developed under the current CPD. The formulation of the CPD took place during a time of considerable socio-political changes in Nepal, and the implementation was premised on several assumptions. These assumptions and risks will be revisited in terms of the new context and the emerging COVID-19 outbreak.

The MTR has two specific objectives:

1. **Assess achievements and progress made against planned results as well as assess challenges and lessons learnt over the past two and a half years of CPD implementation against the programme theory of change.** This will include the following:
 - Review Nepal CO's programme relevance, efficiency, and effectiveness and provide recommendations to revise the resource mobilization strategy in view of the remaining years of CPD implementation (as adjusted for the COVID-19 crisis).
 - Suggest for options for re-prioritization of the planned intervention and results based on the realistic estimation of the resources including pipelines projects.
 - Suggest ways to enhance partnership and communication of the country office in view of enhancing resource base to strengthen partnership and communication with the government and development partners
 - Review individually the three CPD outcomes (or themes) on the what extent to which has progress been made towards outcome and the UNDP contribution to the observed change? How has delivery of country programme outputs led to outcome-level progress? Have there been any unexpected outcome-level results achieved beyond the planned outcome? This includes partnership strategies, resource mobilization, and embedding of the human rights-based approach.

- Review progress against and effectiveness of the UNDP results framework, specifically the outcome and output indicators, baselines and targets, assessing how relevant and measurable they are and make recommendations for improvements, if any.
- Review the data collection and monitoring systems existing in the country to ensure evidence-based measurement of progress against results and how that contributes to results-based management of the country programme.
- Assess the relevance and strategic positioning of UNDP in support of GoN's development priorities towards achieving the Agenda 2030 articulated in the 15th National Development Plan and the UNDAF priorities.
- Assess the programmatic progress/coverage and gaps and what can be derived in terms of lessons learned for future UNDP support to inclusive economic growth, governance and rule of law, and resilience, disaster risk reduction and climate change, as well as gender equality and social inclusion and overall sustainable development, and provide recommendations for re-positioning and re-focusing of the CPD within Nepal's development context and in light of the impact of COVID-19 outbreak.
- Provide forward-looking recommendations and a revised Results and Resources Framework that could possibly inform the next cycle of the country programme, taking into account the broad corporate direction and mandate on socio-economic recovery following the COVID-19 crisis, which will need to inform the next programming cycle.

2. Conduct a light assessment the existing organizational structure of the CO to ascertain whether it is well-suited to delivering the results in line with the aspiration of the CPD and revised resource mobilization strategy.

- Assess whether the structure is working in line with the original objectives of the optimization after the completion of the first year of operation.
- Assess current governance structure of the Country Office in view to promote unified approach of its programmatic engagement strategy in order to enhance clarity on accountability, expectations and minimize duplication of efforts.
- Assess the appropriateness of reporting lines and structure of UNDP field offices based on programmatic footprints and priorities in view of broadening their roles to local programme implementation support.
- Assess how the business processes and systems in the office provide it with the agility to respond to a crisis, such as the COVID19 pandemic.

2.2. Scope of the MTR

The scope of the MTR will include the entirety of UNDP's activities in Nepal and therefore will cover interventions funded by all sources, including core UNDP resources, donor funds, and

government funds. The MTR should pay attention to the current status of federalism implementation within which the UNDP programme continues to operate. The roles and contributions of UNDP to UNCT, including the cooperation with UNV and UNCDF and the joint work with other agencies will also be captured by the review.

This MTR will cover the period 2018-2020 (first half) of the CPD (2018-2022) implementation. It will be conducted with a view to enhancing programmes while providing strategic direction and inputs to the revisions needed to the country programme. The MTR Consultants will assess UNDP's overall intervention including an assessment of appropriateness objectives, planned outputs, activities and inputs as compared to cost-effective alternatives. The evaluation will assess how lessons learned are being captured and operationalized throughout the period under investigation.

Given the recent developments in the federalism context and severe socio-economic impacts of COVID-19, this MTR presents an opportunity to review and redefine the strategic focus of UNDP Nepal (in terms of the scope and focus of the CPD and corresponding projects/programme portfolios which identifies specific development challenges that UNDP should address and the interventions to support it). It also presents an opportunity to undertake a comprehensive review of UNDP's contribution to the country's development, which includes an assessment of the progress-to-date. The review will consider both local changes linked to the socio-political transformation and the priorities as specified in the GoN's 15th Periodic Plan, as well as other national and provincial priorities. The CPD review will be informed by the Federalism Capacity Needs Assessment (finalized by GoN, with support from UNDP and the World Bank in 2020), socio-economic recovery need assessment (in the COVID-19 context), UNDAF MTR (if available), LNOB pilot initiative, and will be an opportunity to re-align UNDP's strategy to the revised UNDAF guidelines and the forthcoming CCA, and the United Nations Sustainable Development Cooperation Framework (UNSDCF).

The first stage of the CPD MTR will be to conduct an assessment of the progress against the CPD RRF including the output results and the resource mobilization targets; review the relevance of the CPD Theory of Change and whether it remains valid; review of the current context taking into account the latest socio-economic and political developments both at national and sub-national levels as well as relevant developments at global level. The second stage is to assess the relevance of the CPD to the current context taking into account the emerging national and global development priorities and severe impacts posed by the COVID-19 outbreak. The third stage is to assess the business model and the financial sustainability of the UNDP CO in light of the CO resource overview. The fourth and final stage will be the provision of key recommendations, including any proposed adjustments to the design of the

current country programme (through a revised Results and Resources Framework) whilst also possibly informing the planning of the next phase of the country programme. This exercise would allow UNDP to engage with key stakeholders and partners to discuss achievements and ways forward in view of the evolving context and development landscape.

3. Review Criteria and guiding questions

The MTR will follow the four OECD-DAC evaluation criteria - **Relevance, Effectiveness, Efficiency, and Sustainability**. Human rights, gender equality and social inclusion will be added as cross-cutting criteria. The evaluation should help the management to answer the following key questions as minimal.

- (i) What have been the major achievements against the CPD outcomes and outputs, and lessons learnt, with a view towards enhancing the relevance, efficiency and sustainability of the current programme cycle?
- (ii) How realistic the CPD is in terms of resources and CO Governance structure to fulfil about the expected size and scope of the results that could be delivered with the available resources and resource mobilization opportunities? What would be the suggested key mid-course adjustments based on the context analysis? What have been UNDP's contributions, gaps and missed opportunities to enable further progress to the country's development priorities as identified in the Results and Resources Framework? To what extent does the CO have capacities to deliver on the intended results?
- (iii) To what extent has the CPD implementation succeeded in contributing to the SDGs achieving?
- (iv) What results has UNDP achieved in promoting gender equality? To what extent is UNDP's selected method of implementation/ partnership modalities suitable to the country and the development context?

The guiding questions outlined below should be further refined by the MTR team and agreed with UNDP.

Relevance

- To what extent is the country programme relevant to the evolving context and the national development agenda?
- To what extent does the country programme ambitions echo the outcome of the optimization plan? To what extent does the CO has capacities to deliver on the intended results?

- To what extent is the CPD aligned with the national development needs and priorities and should adjustments in CPD implementation be considered in line with with the SDGs?
- To what extent is the CPD responsive to the changing environment in country at national and subnational levels and should adjustments be considered to adapt to these changes?
- To what extent is the current governance structure of the Country Office appropriate in view to promote unified approach of its programmatic engagement strategy in order to enhance clarity on accountability, expectations and minimize duplication of efforts.
- To what extent the reporting lines and structure of UNDP field offices appropriate based on programmatic footprints and CO priorities in view of broadening their roles to local programme implementation support?

Effectiveness

- To what extent is the current UNDAF/CPD on track to achieve planned results (intended and unintended, positive or negative) in country programme result framework? What were the key contributing factors for achieving or not achieving the intended results?
- What has been UNDP's contribution to CPD outcomes, and capacity to influence change against established outcome indicators?
- Is the programme on track to achieve its intended results? What strategic and programmatic revisions should UNDP consider achieving the intended results?
- What evidence is there that UNDP support has contributed towards an improvement in national government capacity, including institutional strengthening?
- To what extent has UNDP been able to form and maintain partnerships with government agencies and other development actors including bilateral and multilateral organizations, civil society organizations and the private sector to leverage results?

Efficiency

- To what extent has the CO been able to utilize the core resources to levy external funding to support achieving the SDGs?
- To what extent have the programme or projects outputs been efficient and cost effective?
- Are the monitoring and evaluation systems that UNDP have in place helping to ensure that programmes are managed efficiently and effectively?
- To what extent and how has UNDP mobilized and used its resources (human, technical and financial) and improved inter-agency synergies to achieve its planned results in the current CPD cycle?

Sustainability

- Have UNDP's systems created capacities (human resource, systemic and structural) for sustained results of its programmes and what could be done to strengthen sustainability?
- Does the CO have the capacity to sustain its operations in terms of financial and programmatic implementation based on the resource projection and Governance structure?
- To what extent do national partners have the institutional capacities, including sustainability strategies, in place to sustain the outcome-level results?

Human rights

- How well does the design of the CPD address the needs of the most vulnerable groups in the country?
- To what extent have poor, indigenous and physically challenged, women and other disadvantaged and marginalized groups benefited from the work of UNDP in the country?

Gender equality and social inclusion

- What results has UNDP achieved in promoting gender equality?
- What mechanisms, procedures and policies exist to ensure gender equality, empowerment of women, human rights and human development by primary stakeholders?

Partnerships

- To what extent is UNDP's selected method of implementation/ partnership modalities suitable to the country and the development context?
- What changes should be considered in the current set of partnerships with national institutions, CSOs, UN Agencies, private sector and other development partners in Nepal, in order to promote long-term sustainability and durability of results?
- How the partnership and communication of the country office can be enhanced for enlarging resource base through strengthening partnership and communications with the government and development partners.

4. Methodology

The review methods provided here are indicative only. The review team should review the methodology and propose the final methods and data collection tools as part of the inception report. The methods and tools should adequately address the issues of gender equality and social inclusion. The MTR should build upon the available documents, consultations and interviews which would provide an opportunity for more in-depth analysis to understand progress towards results, results achieved, and challenges faced.

The review team must provide evidence-based information that is credible, reliable and useful. The review team is expected to follow a participatory and consultative approach ensuring close engagement with government counterparts, UNDP Senior Management and other key stakeholders. Evidence obtained and used to assess the results of UNDP support should be triangulated from a variety of sources, including verifiable data on indicator achievement, existing reports, evaluations and technical papers, stakeholder interviews and site visits².

Therefore, the review team will work closely with UNDP CO to undertake the review adopting at least the following approaches. All findings and recommendations have to be based on evidence and data.

4.1. Desk review

The MTR team is expected to review all available documents, such as the project documents and evaluation reports, Monitoring and Evaluation reports, ROARs, Partnership surveys, donor reports, APRs, RRFs as well as national policy documents and reports, and other documents that the team considers useful for the MTR and use the information for analysis.

4.2. Semi-structured interviews with key informants (Key Informant Interviews - KIIs)

The review team should develop semi-structure interview questionnaire and adopt inclusive and participatory approach to hold consultations and interviews with a range of key stakeholders including from sister UN agencies, national and subnational government counterparts, development partners, civil society representatives, private sector, media and academia. Efforts will be undertaken to gather feedback of the beneficiaries in communities.

4.3. Project and portfolio analysis

The review team should conduct separate discussions/consultation with the three portfolio teams as well as selected projects to gather credible information and triangulate the information extracted from the desk review. Central PMSU will be interviewed to assess provide an overarching view on the different projects and portfolios.

4.4. Others

An inception report is to be presented to UNDP following an initial desk review which details the review team's research design and methodology, while presenting preliminary findings on the context analysis and the country programme's relevance in the evolving context. While selecting the respondents, the review team should ensure gender balance.

² The field visit will be confirmed later considering the situation of COVID crisis

The review team should ensure triangulation of the various data sources to maximize the validity and reliability of data. Briefing and debriefing sessions with UNDP CO will be organised during the field mission.

Upon receiving UNDP's feedback on the inception report and debriefing sessions, the review team should develop a draft report, which includes an analysis of the major findings as well as any recommendations. The review team will also be required at this stage to present the major findings to UNDP and select external stakeholders, thereby allowing a review and validation exercise to be conducted prior to finalization of the CPD MTR report.

The evaluator should apply a rating to the country programme's progress towards each planned CPD outputs in the specific template developed by IEO for ICPR. The template is provided in Annex.

On track: Progress is as expected at this stage of implementation and it is likely that the output will be achieved. Standard program management practices are sufficient;

At risk: Progress is somewhat less than expected at this stage of implementation and restorative action will be necessary if the output is to be achieved. Close performance monitoring is recommended;

Off track: Progress is significantly less than expected at this stage of implementation and the output is not likely to be met given available resources and priorities. Recasting the output may be required.

5. Expected Results/Deliverables

The review team should submit the following deliverables:

- Inception report detailing the review team's understanding of what is being reviewed, why it is being reviewed, and how (methodology) it will be reviewed, including evaluation questions and tools for each of the evaluation criteria. The inception report should also include a proposed schedule of tasks, evaluation tools, activities and deliverables.
- Evaluation matrix that includes key criteria, indicators and questions to capture assess them as part of the evaluation report.
- Evaluation debriefing- immediately after completion of data collection, the review team should provide preliminary debriefing and findings.
- Draft review report within stipulated timeline.
- Review report audit trail – The comments on the draft report and changes by the reviewer in response to them should be retained by the review team to show how they have addressed comments.

- Final report within stipulated timeline with sufficient detail and quality by incorporating feedbacks from the concerned parties.
- Individual thematic/outcome-based papers providing sufficient detail on UNDP's contributions vis-a-vis the outcome areas and the effectiveness of the approaches, including recommendations for the future
- An exit presentation on findings and recommendations.
- Final payment is dependent on the approval of the report by the Senior Management. It is understood that if needed multiple drafts may be required until the final approval.

6. Team composition and required competencies

The review team will consist of one international consultant- as a team leader and two national consultants as team members. The team composition should be gender inclusive. Applying team members who are involved in any way in the design, management or implementation or advising any aspect of the CPD that is the subject of the review will not be qualified. The review team will be selected by UNDP CO. The three consultants are expected to work as a team under the international consultant. In case of difference of opinion, the international consultant will make the final decision.

The draft division of time among team members is given in below table. The consultants are expected to work in parallel as a team and the total of estimated persons days to complete the MTR should not exceed 50 days (20 days for lead consultant and 15 days each for national consultants).

Deliverables/ Outputs	Estimated Person days to Complete	1 Lead Consultant (20 days)	1 National Consultant (15 days)	1 National Consultant (15 days)
MTR inception report (including final methodology, data collection tools and questions, proposed schedules, evaluation matrix etc)	6 days	2	2	2
Desk review and analysis	7 days	3	2	2
Interviews and analysis	14 days	4	5	5
MTR draft report	10 days	4	3	3

Debrief on draft findings and recommendations to the management	3 days	1	1	1
MTR Second Report	5 days	3	1	1
MTR final draft	3 days	2	0.5	0.5
Final Presentation	2 days	1	0.5	0.5
Total	50 Days	20	15	15

6.1 International consultant (Team Leader)

Working days: 20 days (50% could be home based or more depending on travel restrictions)

Major roles and responsibilities:

S/he will be responsible to lead the whole MTR of the CPD and ensure overall quality and timely submission of the deliverables. Specifically, the Team Leader will have following roles and responsibilities:

- Overall lead and manage the MTR of the CPD in accordance with the proposed objective and scope of the evaluation and UNDP evaluation guidelines;
- Review of relevant documents and finalize the review methods, scope and data collection and analysis instruments;
- Guide the team member in designing the data collection tools and data gathering processes;
- Lead consultations with key stakeholders and relevant international development partners including donors;
- Contribute to and ensure overall quality of all deliverables, including the final report, ensuring the triangulation of the findings, obtain strong evidence for the analysis of information from multiple sources;
- Provide strategic guidance and inputs to the team member in drafting the report;
- Lead the sharing of key findings of the review to the concerned stakeholders;
- Incorporate the comments and feedback of the stakeholders in the draft report to finalize it and submit the final report to UNDP within stipulated timeline.

Qualification and Competencies:

At least Master's degree in economics, public/business administration, political science, governance, international relations or any other relevant fields with extensive working experience in the international development sectors, including on gender equality and social inclusion.

Required competences:

- Minimum 7 years of solid experience in bilateral project and programme evaluation, and proven accomplishments in undertaken evaluations for international organisations, preferably including UNDP
- Experience of designing and/or conducting Outcome/CPD/UNDAF evaluations/reviews
- Knowledge and demonstrated experience of designing and/or reviewing UNDP CO Business Model and providing solid recommendations for adjustment
- Experience of managing development programmes cross-category programmes with focus on governance, human rights, Sustainable Development Goals, poverty, gender equality and related cross-cutting development issues
- Experience of managing and/or advising on large scale development programmes and portfolios
- Knowledge of qualitative and quantitative evaluation methods
- Knowledge of the regional and national political, cultural, and economic context
- Excellent inter-personal, teamwork and communication skills.
- Experience in gender sensitive evaluation and analysis and demonstrated understanding of issues related to gender-mainstreaming
- Flexibility in remote working arrangements and experience of conducting stakeholder interviews and collecting data remotely
- Openness to change and ability to receive and integrate feedback
- Excellent analytical and report writing, presentation and editing skills in English

6.2 National consultants (Team members)

Number of consultants: Two

Working days: 15 days each (50% could be home based)

Major roles and responsibilities:

The consultants will be responsible for reviewing documents, collecting data and information from different sources, analysing the progress, issues and challenges, providing inputs in drafting the report with guidance of the Team Leader. Specifically, the team members will have the following roles and responsibilities:

- Gathering and reviewing of relevant documents;
- Provide inputs to the team leader in designing the MTR including methodologies and data collection instruments;
- Development of thematic/outcome papers contributing to the larger mid-term review.
- Conduct interviews with the selected respondents, partners and stakeholders;

- Facilitate stakeholders' discussion and focus groups to collect, collate and synthesize information (both in Kathmandu and provinces);
- Analyse the data and support the Team Leader in preparing a draft report as per division of work among the team;
- Assist the Team Leader in finalizing the report and sharing it with stakeholders.

Qualification and Competencies:

At least Master's degrees in Law, Political Science, Public/Business Administration, Governance, Political science or any other relevant subjects with working experience of minimum five years in development sector, including on gender equality and social inclusion.

Required competencies:

- Minimum 5 years demonstrated experience of evaluating development project and programme, monitoring or social research with international organizations. Experience with UN is desirable.
- Experience of working with development programmes with focus on governance, human rights, Sustainable Development Goals, poverty, gender equality and related cross-cutting development issues
- Strong knowledge of qualitative and quantitative data collection and analysis methods
- Knowledge of national political, cultural, and economic contexts
- Excellent inter-personal, teamwork and communication skills.
- Experience of conducting stakeholder interviews and collecting data
- Experience and knowledge of gender sensitive research or monitoring, evaluation and analysis
- Demonstrated understanding of issues related to gender-mainstreaming
- Excellent report writing, presentation and editing skills in English

7. Evaluation Ethics

This evaluation will be conducted in accordance with the principles outlined in the UNEG 'Ethical Guidelines for Evaluation'. 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.

The consultants will be held to the highest ethical standards and are required to sign a Code of Conduct upon acceptance of the assignment.

In particular, the consultant(s) must be free and clear of perceived conflicts of interest. To this end, interested consultants will not be considered if they were directly and substantively involved, as an employee or consultant, in the formulation of UNDP strategies and programming relating to the CPD under evaluation.

8. Implementation arrangements

The team of consultants under the International Consultant will report directly to the Deputy Resident Representative. The principal responsibility for managing this CPD MTR resides with the UNDP's Senior Management in Nepal. The Partnership and Result Team will assure smooth, quality and independent implementation of the MTR with needful guidance from UNDP's Senior Management.

The UNDP CO will select the consultants through an open and competitive bidding process. Interested applicants with the capacity to execute the scope of work described above should submit a detailed and realistic proposal including methodology and work plan along with rationale as to why it would be the best way to carry out the scope of work. The information provided in the scope of work is not prescriptive and UNDP remains open to interested bidders elaborating and presenting what they consider to be the most appropriate methodological approach and work plan in achieving the desired end results. However, the decision as to the final methodology to be followed in the report will rest with UNDP.

The Portfolio and Strategic Engagement Team will be responsible for providing required information, furnishing documents, setting up stakeholder interviews, arranging field visits, coordinating with the Government etc. for the review team. The CO Operation Team will be responsible for the logistics arrangements of the review team.

The review team will be briefed by UNDP upon arrival on the objectives, purpose and output of the MTR. An oral debriefing in-country by the review team on the proposed work plan and methodology will be done and approved prior to the commencement of the MTR process.

9. Timeframe

The duration of the MTR will be maximum 20 days during August and September 2020. The tentative schedule will be the following:

Planned Activities	Tentative Days	Remarks
Desk review and preparation of inception report with final design, methods and tools (home based)	5 days	
Stakeholders meetings and interviews in Kathmandu	7 days	
Analysis, preparation of draft report, presentation of draft findings	3 days	
Incorporate feedback and finalize and submit report (Home Based)	5 days	
Total	20 days	

10. Use of MTR results

The findings of this MTR will be used to revise the CPD targets, resource mobilization and partnership and communication strategy and CO Governance structure in the changed political and socio-economic context post COVID-19 and use the lessons learned and way forward for future course of action of the UNDP business plan. Therefore, the MTR report should provide critical findings and specific recommendations for future interventions.

11. Application submission process and criteria for selection

It will be mentioned in Individual Consultant selection criteria.

12. Annexes³

(i) List of relevant documents to be reviewed: Project documents, evaluation reports, ROARs, donor reports, RRFs national policy documents and reports, CO Business Plan, Organizational Structure, Knowledge products, UNDP Evaluation Guideline etc.

(ii) List of key agencies, stakeholders and partners for review

UN Agencies

- UNDP Senior Management (RR/DRR), Policy Advisors, Portfolio Managers, Operation Managers, Partnership and Result Team
- UN RC
- UNCDF
- UNV

³ These documents will be provided after signing of the contract.

Government counterparts:

- Ministry of Finance
- Implementing partners/NPDs
- Parliament Secretariat
- Office of the Auditor General
- National Planning Commission
- Selected province and local governments

Other Stakeholders:

- International development partners
- Selected donors
- Selected projects' NPM

Implementing Partners

- Federal Parliament and Provincial Assemblies representatives and government officials
- Civil society organizations and media

(iii) Inception Report Contents Outline

(iv) Review matrix

(v) Format of the review report

(vi) Evaluation Audit Trial Form

(vii) Code of Conduct Standard template for status of country programme progress towards outcomes and outputs in results and resources framework