

TERMS OF REFERENCE

FOR INDIVIDUAL CONTRACT

POSITION TITLE: Consultants for MTR of the RBAP Regional Programme Document

AGENCY/PROJECT NAME: UNDP Bangkok Regional Hub (BRH)

COUNTRY OF ASSIGNMENT: Home-based with possible travel to Bangkok, Thailand

Duration: Max 30 days during July-Aug 2020

1) BACKGROUND AND CONTEXT

The [Regional Programme for Asia and the Pacific](#) was approved by the Executive Board First regular session 2018, along with the other 4 UNDP Regional Programmes. The RBAP Regional Programme Document (RPD) 2018-2021 captures the multi-faceted nature of the work that is carried out in Asia and the Pacific region, combining mostly inter-country cooperation and the provision of policy and programme advisory services to support the implementation of country programmes in the region. Closely aligned to UNDP Strategic Plan (2018-2021) and its six Signature Solutions, the RPD focuses on implementation of strategic regional projects and initiatives which add value to development results achieved by UNDP Country Programmes in the region and foster relevant complementarity with the Global Programme.

In its decision adopting the Strategic Plan, the Executive Board requested UNDP to present a mid-term review of the RPD. The purpose of this MTR is to measure and assess results and progress against the Asia-Pacific 2018-2021 Regional Programme outcomes. Overall, the MTR will assess progress against the RPD results for 2018 until June 2020, extract lessons learned, and propose corrective actions and recommendations which will inform the Regional Programme activities and budgets during 2021 and beyond.

The regional programme has 3 main outcomes: Outcome 1. Advance poverty eradication in all its forms and dimensions, Outcome 2: Accelerate structural transformations for sustainable development and Outcome 3: Strengthen resilience to shocks and crisis. The financial resources for the RPD for a four-year period are estimated at \$ 110.14m. The core allocation to the regional programme is around 5 million every year, with the expenditure in the first two years of implementation reaching \$ 39.2m. Annually, there are about 17 Regional Projects with the annual portfolio of average \$20 Million contributing to the regional programme, most of them implemented from Bangkok Regional Hub.

Many longstanding development challenges persist in Asia and the Pacific region and the 2030 Agenda provides an overarching framework for analysing and addressing them. In addition, along with the challenges identified in the IWP and/or ROAR, the coronavirus COVID-19 pandemic is the defining global health crisis of our time and every country needs to act immediately to prepare, respond, and recover. UNDP supports countries through each stage, with a focus on the most vulnerable.

UNDP's capacity to support countries in the COVID-19 response is in line with its integrator role and its ability to work closely with UN Country Teams and Resident Coordinators on the ground. UNDP and the UN Development System (UNDS) are ideally placed to bridge gaps between the 'global' and 'local' levels, in effect seizing opportunities for tailoring and integrating solutions for countries in Asia-Pacific and helping them achieve the SDGs. The key stakeholders of the regional programme are regional initiatives within the RPD, UNDP Country Offices and implementing partners including other entities within UNDS.

In line with the Mid Term Review of the SP, which includes an assessment of results achieved, cost-effectiveness, comparative advantages and progress made in achieving the vision of the strategic plan; RBAP also aims to conduct a performance assessment of its Regional Programme for 2018-2021 through a MTR. The MTR follows the Regional Programme Document for Asia and the Pacific 2018-2021, and its evaluation plan for the four-year period. This MTR will cover the implementation of the RPD during the period of January 2018 to June 2020. While there are results

available until end of 2019 (ROAR), the first half of 2020 can be assessed in view of the responsiveness and agility to a changing context.

The MTR will inform the RPD Advisory Board, Bureau senior management and stakeholders on the status of the regional programme, provide lessons learned and some key findings and recommendations to inform the way forward during the remaining period of the current RPD, focusing particularly on the impact of COVID-19 and how UNDP and the Regional Programme should re-align itself to ensure the sustainability and relevance of the programme results.

2) OBJECTIVES OF THE ASSIGNMENT AND SCOPE OF WORK

MTR Purpose, Scope and Objectives

Purpose

The MTR will support accountability and facilitate learning. It is expected to inform the management and stakeholders of the status of the Regional Programme, allow for adjustments especially due to the impact of COVID-19 pandemic to UNDP programming regionally and in country offices during the remaining programme period, and inform the Regional Programme activities and budgets for remaining months of 2020 and 2021. The evaluation will also take a look into at least one project under each of the 3 thematic outcomes against the evaluation criteria given below.

UNDP has adopted a results-based management approach in its monitoring and evaluation. The Regional Programme establishes clear and measurable indicators of achievement at both the output and outcome levels (please see the Results and Resource Framework in Annex 1).

Scope and objectives

The proposed MTR will assess progress against the RPD results from January 2018 – June 2020 and propose corrective actions and recommendations (especially in the context of COVID-19) which will inform the Regional Programme activities and budgets during 2020-2021 and beyond.

The MTR shall:

- Review the RPD's cumulative development results achieved at the regional level from January 2018 to June 2020, through the implementation of the regional projects and initiatives, both in Asia and the Pacific, and specifically through the implementation of the umbrella Regional Projects, highlighting progress, value add to the CO development results using the regionality principles, drivers of success, main gaps, and recommending mid-course adjustments.
- Review at least three regional projects – two from Asia and one from the Pacific as case studies to investigate in greater depth and provide the evidence needed to showcase results which contribute to the delivery of the RPD/SP Outcomes – and with the intent of contributing to the overall MTR final product.
- Review relevance and effectiveness of the policy advisory services provided in support of the implementation of country/regional programmes in the region. In this regard, review the theory of change and identify the development effectiveness component delivered through support to COs in the achievement of planned development results at the country level.
- Review and clearly identify results of the RPD's multi-faceted nature of the work that is carried out at the regional level supported through global funds and other sources of funding from RBAP. This should include review of the effectiveness and relevance of knowledge products supported by the RPD.

- Assess whether the RPD outcomes are likely to be met by its end period or what are the additional resources and partnerships needed.
- Assess the changes in the programming context, including impacts of COVID-19 pandemic, and review and relevantly update the RPD situational analysis to reflect current situation, context and emerging regional issues in the Asia-Pacific region.
- Examine the extent to which the programme has integrated, fostered and promoted cross-cutting approaches to development by implementing the regional Signature Solutions.
- Review relevance and effectiveness of the policy advisory services provided in support of the implementation of regional programmes in the region. In this regard, review the theory of change and identify the development effectiveness component delivered through support to COs in the achievement of planned development results at the country level.
- Provision of a “way forward” for the RPD that includes both short (during the remaining period of the current RPD) and medium-term recommendations, which inform the programme management about necessary mid-term adjustments and outline corrective actions and which outline future priorities and positioning of the next RPD and beyond given the evolving external and internal UNDP regional development context and the regional level work for the new SDG agenda.

Scope:

- The MTR should cover the Asia and the Pacific region and provide an initial assessment of the contributions of UNDP to the development results in the areas set out in the RBAP RPD (2018-2021) and provide recommendations based on an assessment of changes and context specific issues at the regional and sub-regional levels.
- Further, the MTR should cover and be informed by areas or issues of special focus for RBAP such as the evolving regional development context, innovations, digital inequalities and how the mainstreaming of the 2030 sustainable development agenda and the SDGs can be a powerful opportunity for UNDP positioning in the region in terms of engaging and supporting countries proactively.
- The MTR should assess the extent to which RPD has incorporated UNDP’s commitment to rights-based approach and gender-mainstreaming perspective.

Structure and Content

RPD MTR will be undertaken and structured around a common set of questions and resultant recommendations aligned with the MTR objective and scope as listed below:

Relevance:

- How has UNDP’s operating environment shifted in the region since the adoption of the SP (2018-2021) and the RPD? What strategic opportunities and risks are emerging as a result, especially in the context of COVID-19 pandemic? (Update the RPD situation analysis)
- Context analysis and an understanding of how the partnership environment is evolving based on both UNDP and non- UNDP sources of information, and how can the RPD benefit from this?
- Have the gender analysis and human-rights based approach been integrated in the RPD and to what extent appropriate measures have been taken to fully consider and address the different needs of vulnerable groups as identified by RPD?

Programme Effectiveness:

- To what extent is the RPD on track to achieve the expected development results at the regional level,

mainly guided by the regionality principles, what are the gaps left to achieve UNDP's targets in the region and is the pace good enough to do so?

- What has been the value add of the RPD supported advisory services and products for the achievement of country level development results and development effectiveness;
- What has been the RPD's contributions towards supporting UNDP's role in the Regional undg and engagement with regional bodies?
- What are the underlying causes of underperformance and key drivers of success?
- Where does the RPD and the Regional Projects stand vis-a-vis the corporate quality standards?
- What improvements could be made for improving Regional Program formulation and monitoring in the future? Should the present RPD RRF be revised to reflect necessary updates and changes?

Programme efficiency:

- What resources have been used to achieve/produce the results?
- How can the regional projects and programme improve their value for money?
- To what extent have the monitoring systems provided the Regional Programme and its projects a stream of data that have allowed it to learn and adjust implementation accordingly?
- Has there been an effective partnership strategy to leverage resources and collaboration?
- Have resources been used in an efficient way to integrate human rights-based approach and gender perspective in the design, implementation and monitoring the RPD (e.g. participation of targeted stakeholders, collection of disaggregated data, etc.)?
- To what extent has the programme ensured efficient use of resources to employ a cross-cutting approach to development for achieving the SDGs?

Sustainability:

- How is the resource situation evolving with regard to the RPD budget outlay?
- To what extent has UNDP established mechanisms to ensure sustainability of the regional programme outcomes?
- To what extent do partnerships exist with other national institutions, NGOs, United Nations agencies, IFIs, the private sector and development partners to sustain the attained results? To what extent have partners committed to providing continuing support (financial, staff, aspirational, etc.)?
- What changes should be made in the current set of regional projects and programme partnerships in order to promote sustainability

Lessons learnt and recommendations:

- a) What are the key thematic, operational and institutional lessons to be drawn?
- b) What are the main recommendations for 2020-2021 and beyond, including the positioning of the Regional Programme vis-a-vis the SDGs?

Methodology

The RPD MTR will be undertaken guided by the Purpose, Scope and Objectives and the Structure and Content outlined above. As this is a mid-term review, particular attention should be given to assessing the performance and contributions of the RPD and identifying possible challenges and issues that should be resolved to enhance the current programme performance. The MTR should also provide the basis for concrete and realistic recommendations for the way forward.

The MTR will adhere to the UNDP Evaluation Policy and undg Norms & Standards with its findings and judgements based on sound evidence and analysis, clearly documented in the review report. Information will be triangulated (i.e. verified from different sources) to the extent possible, and when verification is not possible, the single source will be mentioned. Analysis leading to evaluative judgements should always be clearly spelled out. The limitations of the methodological framework should also be spelled out in the review reports.

The MTR should employ a combination of both qualitative and quantitative evaluation methods and instruments. The MTR will employ a participatory approach whereby interviews with key stakeholders will provide and verify the substance of the findings.

The following methodologies for data collection are expected to be applied during the MTR:

- a. Desk review of relevant literature and programme documentation (Results and Resource Framework, Annual Workplans, Audit Reports, Results-oriented Analysis Reports (ROARs), project evaluations, programme monitoring data, technical and financial monitoring reports, etc.)
- b. Semi-structured interviews with major stakeholders as agreed in inception report;
- c. Regular consultations with the regional programme management and regional project managers and staff
- d. Engagement with Country Office senior management or relevant staff for feedback;
- e. In addition, any necessary methodologies for ensuring that the MTR addresses the RPD's multi-faceted nature of work, changes in programming context and needs of vulnerable groups as identified by the RPD

The final methodological approach including interview schedule, and data to be used in the evaluation will be clearly outlined in the inception report and be fully discussed and agreed between UNDP, stakeholders and the evaluator.

Data Sources and Tools

A desk review of relevant documents including, but not limited to:

- RBAP RPD (2018-2021), Strategic Plan (2018-2021); the **Achieving 2030 Agenda for Sustainable Development in AP** umbrella Regional Project Document and the cumulative progress reporting for 2018 until June 2020.
- Selection of up to 3 Regional projects and regional initiatives which contribute to the RPD in Asia and the Pacific
- Annual workplans (IWPs), annual budget plans, progress reports for the RPD in 2018, 2019 and 2020, Mission reports for BRH Advisory Services on RPD related deliverables from Travel Request App. and other sources.
- ROARs, RPD related decentralized evaluations, evaluations and MTRs of regional projects, relevant external evaluations by donors and partners, etc.
- Progress reports and related documentation of selected regional projects contributing to the RPD results both in Asia and the Pacific, including knowledge products, websites, articles and other relevant reports.
- Annual Advisory Board meetings, Sub-Regional Programme in the Pacific Board meetings, and any other progress reports.
- Regional knowledge products and positioning papers, knowledge management and innovation initiatives supported by the RPD both through the umbrella Regional Project as well as others supported through Global Funds, Global TTFs, other sources of RBAP funding, etc.
- UNDP Structural review information and related documents pertaining to RBAP and the RPD.
- Other relevant non-UNDP sources of information which will in particular benefit and better inform context analysis and an understanding of how the partnership environment, resource mobilization opportunities, development priorities in the region evolving

Semi-structured interviews

The evaluator must consult with members of the RBAP Senior management, BRH Senior management and the GPN Team leads.

Additional Semi-structured interviews can be held over the phone or through virtual meetings with a sample of key informants, stakeholders and participants bearing relevance to the RPD, drawn from:

- Government stakeholders, including ministries participating in regional project PACs, Steering

Committees; Advisory Board members

- Current and potential donors and other external partners, both UN and non-UN
- Selected RRs and DRRs and thematic focal points from countries with RPD related regional project interventions and receiving policy advisory services
- Selected Project Managers and Project Staff (at least in 3 projects) and Regional Programme staff Team
- In-depth interviews by the consultants with relevant staff in BRH, including GPN-AP, RBAP NY, BPPS and CB and other relevant HQ Bureaus, etc.

Undertake detailed **case studies of at least three regional projects/initiatives** (two from Asia and one from the Pacific) to selectively investigate some results and their value add in greater depth.

Consultations with and inputs from various stakeholders will be critical and will be sought virtually through relevant web-based surveys, virtual meetings, electronic exchanges, use of studies and reviews undertaken by other relevant stakeholders (donors, regional organizations, etc.)

4) DURATION OF ASSIGNMENT, DUTY STATION AND EXPECTED PLACES OF TRAVEL

The MTR exercise is expected to last 25 working days per person, with a possibility of maximum 5 days extension only if deemed necessary. The expected starting date is 1 July 2020, and the expected ending date is 15 Aug 2020.

The MTR will be carried out by an independent lead consultant supported by one supporting consultant. The consultants will be based in UNDP Asia and the Pacific Bangkok Regional Hub during the desk review. If travelling is not possible and safe due to the Covid-19 pandemic, the MTR will be conducted virtually.

Expected places of travel: Bangkok (depending on travel restrictions)

5) Expected Deliverables

MTR Products

Inception report

Following the contracting, the MTR team will prepare a brief inception report that contains:

- A proposed schedule and division of tasks, list of activities and deliverables
- Proposed Table of Contents of the MTR Report and Annexes
- Clear methodology based on RPD Theory of Change as understood by the consultants and on the basis of which the programme will be reviewed
- Clear Review Framework including a detailed list of review questions for each of the relevant thematic areas/outcomes, sources/methods of data collection, and list of key stakeholders and other individuals, who should be consulted, developed with the assistance of the BRH, including main line of interview questions for each of the stakeholder groups
- A preliminary list of documents that will be reviewed and consulted by the review team.
- The Inception Report will be finalized after it has been reviewed and cleared by the RBAP Management and the Reference Group from UNDP (see Table 1 below)

MTR Report

The key product expected from this MTR is a comprehensive analytical report in English, meeting the required criteria outlined for objective, scope, structure and content, and that should, at least, include the following content:

- Executive summary
 - Introduction
 - Description of the review methodology
 - An analysis of the situation in line with the scope of the MTR;
 - Specific chapter on the selected project findings;
 - Key findings on the RPD;
 - Conclusions
 - Recommendations
 - Annexes: TOR, field visits, people interviewed, questionnaires followed, documents reviewed, etc.
 - Finalization of the report based on comments received followed by either face-to-face or video-conference presentation of the Final Report key findings and recommendations.
- i. The MTR report will contain analysis and provide findings, conclusions and recommendations vis-à-vis both, the substance of the Regional Programme and its relevance as well as its management arrangements
 - ii. In the report, to the extent feasible, there should be segregation of the data, analysis and presentation by sub-region, as for example for the Pacific.
 - iii. The recommendations included in the draft report will be addressed to the different stakeholders and prioritized: they will be evidence-based (with references to the relevant findings in the report), relevant, focused, clearly formulated and actionable.
 - iv. The Draft MTR Report will be submitted first to the RBAP Management and the MTR Reference Group, who will review the document for quality and completeness and request enhancements from the consultants as needed.
 - v. Comments will be incorporated as deemed appropriate by the MTR team. A “Response to comments matrix” will be prepared by the MTR team to show how comments received have been dealt with in the Final MTR Report.
 - vi. The final Mid-Term Review Report should be in English and about 20 pages (8,500 words maximum) of the main text of the report (excluding annexes). The report should be strategic, future-oriented, results-driven and analytical.

Annexes to the MTR report will include, though not limited to, the following as relevant:

- Terms of reference for the MTR
- Additional methodology-related documentation (for example – web based survey results, relevant record of stakeholder consultations and meetings, etc.)
- Case Studies of selected regional projects
- List of documents reviewed
- List of Country Offices, regional institutions, and external stakeholders consulted and interviewed by the MTR team
- List of Managers and Project staff consulted and interviewed
- Others as deemed necessary by the MTR team to support the MTR findings and recommendations in the final MTR Report

Review time required by UNDP: At least two working weeks after submission of each deliverable for review/approval. The final payment is dependent on the final approval of the report from the RBAP Senior Management.

Table 1			
Deliverables/ Outputs	Estimated Person days to Complete	Lead Consultant	Second Consultant
MTR inception report (including preliminary data collection and review)	8 working days	5	3
Desk review and analysis	9 working days	3	6
Interviews and analysis	11 working days	4	7
MTR draft report	8 days	5	3
Debrief on draft findings and recommendations to the management	2 days	1	1
MTR Second Report	6 working days	4	2
MTR final draft	4 working days	2	2
Final Presentation	2 days	1	1
Total	50 Days	25	25

*: the consultants are expected to work in parallel as a team and the total duration of the task should not exceed 25 working days.

*: A buffer of five days is given for both consultants for unforeseen circumstances.

6) PROVISION OF MONITORING AND PROGRESS CONTROLS

1. The over-all management of the RPD MTR process will be by the **Programme Coordinator**, under the guidance of the RBAP Deputy Regional Director (DRD) and Bangkok Regional Hub Manager and supported by the Regional RBM Specialist in BRH and the Strategic Planning Adviser at headquarters in New York.
2. A Reference Group comprising will be constituted and will include selected members from the GPN-AP Focal Points, the RRs and DRRs from selected country offices will provide advice and support and will be consulted for inputs and feedback on the MTR deliverables.
3. The MTR will be conducted by two individual consultants for a duration of 25 working days each as per the schedule given above. The consultants are expected to work in parallel as a team and the total duration of the task should not exceed 25 working days. The process is considered complete once the final report has been approved.
4. One mission to Bangkok will be carried out by the consultants (assuming the consultants are from outside Bangkok) at the beginning of the MTR for relevant briefings and meetings with BRH. If a consultant is hired from Bangkok they will be expected to undertake in-person meetings. If not, an engagement will be taken virtually. The consultants are expected to present drafts and final findings and recommendations to the Reference group and RBAP Senior Management.

5. The RPD MTR report preparation timeline will be from 1 July 2020 with the Final MTR Report submission to RBAP latest by 15 August 2020 including times for reviews and finalization of report.

7) DEGREE OF EXPERTISE AND QUALIFICATIONS

Required competencies – Lead Consultant

The MTR will be conducted by an individual consultant. Travel permitting, the consultant will be based in UNDP Asia and the Pacific Bangkok Regional Hub during the MTR. If travelling is not possible and safe due to the Covid-19 pandemic, the MTR will be conducted remotely.

Required competences:

- Advanced university degree in relevant field (e.g. business administration, law, human rights, governance, political science, etc.)
- Minimum of 12 years of solid experience in managing large scale development organizations, project and programme evaluation, and proven accomplishments in undertaken evaluations for international organisations, preferably including UNDP
- Experience of evaluating and developing bilateral and multilateral projects and programmes
- 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
- Proven experience in data analysis as well as report writing
- Knowledge of qualitative and quantitative evaluation methods
- Knowledge of the political, cultural, and economic contexts of the Asia-Pacific region
- Excellent analytical skills
- 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
- Experience with UNDP and familiarity with Signature Solutions will be considered as asset.
- Excellent report writing, presentation and editing skills in English

The consultant must be independent from any organizations that have been involved in designing, executing or advising any aspect of the intervention that is the subject of evaluation.

Potential consultants will be expected to provide their complete curriculum vitae and references.

Required competencies – Supporting Consultant

- Advanced university degree in relevant field (e.g. business administration, law, human rights, governance, political science, etc.)
- Minimum of 7 years of solid experience in project and programme evaluation, monitoring or social research with international organizations. Experience on evaluations on issues of poverty reduction, governance and crisis and resilience are preferred. Experience with UN is desirable.
- Experience of working with development programmes, preferably UNDP with focus on governance,

human rights, Sustainable Development Goals, poverty, gender equality and related cross-cutting development issues

- Proven experience in data analysis as well as report writing
- Knowledge of qualitative and quantitative evaluation methods
- Knowledge of the political, cultural, and economic contexts of the Asia-Pacific region
- Excellent analytical skills
- Excellent inter-personal, teamwork and communication skills.
- Experience in gender sensitive research or monitoring, evaluation and analysis and demonstrated understanding of issues related to gender-mainstreaming
- Experience of conducting stakeholder interviews and collecting data remotely
- Openness to change and ability to receive and integrate feedback
- Excellent report writing, presentation and editing skills in English

The consultants must be independent from any organization that have been involved in designing, executing or advising any aspect of the Regional Programme Document that is the subject of evaluation.

Potential consultants will be expected to provide their complete curriculum vitae and references.

Both consultants will be working on the product jointly and in parallel in a coordinated fashion. In case of difference of opinion the lead consultant will make the decision.

Evaluation Ethics

To promote trust and confidence in evaluation in the UN, all UN staff engaged in a MTR and MTR consultants working for the United Nations system are required to commit themselves in conducting the MTR in accordance with the principles outlined in the UNEG 'Ethical Guidelines for Evaluation' and writing to the Code of Conduct for Evaluation¹, specifically to the following obligations:

- **Independence:** Consultants shall ensure that independence of judgement is maintained and that evaluation findings and recommendations are independently presented.
- **Impartiality:** Consultants shall operate in an impartial and unbiased manner and give a balanced presentation of strengths and weaknesses of the policy, program, project or organizational unit being evaluated.
- **Conflict of interest:** Consultants are required to disclose in writing any past experience, of themselves or their immediate family, which may give rise to a potential conflict of interest, and to deal honestly in resolving any conflict of interest which may arise. Before undertaking evaluation work within the UN system, each evaluator will complete a declaration of interest form (see Annex X).
- **Honesty and Integrity:** Consultants shall show honesty and integrity in their own behaviour, negotiating honestly the evaluation costs, tasks, limitations, scope of results likely to be obtained, while accurately presenting their procedures, data and findings and highlighting any limitations or uncertainties of interpretation within the evaluation.
- **Competence:** Consultants shall accurately represent their level of skills and knowledge and work only within the limits of their professional training and abilities in evaluation, declining assignments for which they do not have the skills and experience to complete successfully.
- **Accountability:** Consultants are accountable for the completion of the agreed evaluation deliverables within the timeframe and budget agreed, while operating in a cost-effective manner.
- **Obligations to participants:** Consultants shall respect and protect the rights and welfare of human subjects and communities, in accordance with the UN Universal Declaration of Human Rights and other human rights conventions. Consultants shall respect differences in culture, local customs, religious beliefs and practices, personal interaction, gender roles, disability, age and ethnicity, while using evaluation instruments appropriate to the cultural setting. Consultants shall ensure prospective participants are treated as autonomous agents, free to

¹ UNEG, 'Ethical Guidelines for Evaluation', June 2008. Available at:

<http://www.uneval.org/search/index.jsp?q=ethical+guidelines>

choose whether to participate in the evaluation, while ensuring that the relatively powerless are represented. Consultants shall make themselves aware of and comply with legal codes (whether international or national) governing, for example, interviewing children and young people.

- **Confidentiality:** Consultants shall respect people's right to provide information in confidence and make participants aware of the scope and limits of confidentiality, while ensuring that sensitive information cannot be traced to its source.
- **Avoidance of Harm:** Consultants shall act to minimise risks and harms to, and burdens on, those participating in the evaluation, without compromising the integrity of the evaluation findings.
- **Accuracy, Completeness and Reliability:** Consultants have an obligation to ensure that evaluation reports and presentations are accurate, complete and reliable. Consultants shall explicitly justify judgements, findings and conclusions and show their underlying rationale, so that stakeholders are in a position to assess them.
- **Transparency:** Consultants shall clearly communicate to stakeholders the purpose of the evaluation, the criteria applied and the intended use of findings. Consultants shall ensure that stakeholders have a say in shaping the evaluation and shall ensure that all documentation is readily available to and understood by stakeholders.
- **Omissions and Wrongdoing:** Where consultants find evidence of wrong-doing or unethical conduct, they are obliged to report it to the proper oversight authority.

8) REVIEW TIME REQUIRED

The review and approval of payments will be made by the assigned supervisor(s) within 5 days. UNDP will assess the report against IEO's Quality Assessment criteria².

9) CONSULTANT PRESENCE REQUIRED ON DUTY STATION/UNDP PREMISES

NONE PARTIAL INTERMITTENT FULL-TIME

10) PAYMENT TERMS

Please indicate any special payment terms for the contract.

Lumpsum

Daily

Schedule of payments:

- 20 % after submission and approval of the inception report
- 50 % after submission of the draft mid-term evaluation report
- 30 % after submission and approval of the final report

11) RECOMMENDED PRESENTATION OF OFFER

² <http://web.undp.org/evaluation/guideline/documents/PDF/section-6.pdf>

Interested individual consultants must submit the following documents/information to demonstrate their qualifications. Please group them into one (1) single PDF document as the application only allows to upload maximum one document:

- a) Duly accomplished **Letter of Confirmation of Interest and Availability** using the template provided by UNDP;
- b) **Personal CV or P11**, indicating all past experience from similar projects, as well as the contact details (email and telephone number) of the Candidate and at least three (3) professional references;
- c) **Brief description** of why the individual considers him/herself as the most suitable for the assignment, and a methodology, if applicable, on how they will approach and complete the assignment. A methodology is recommended for intellectual services, but may be omitted for support services.
- d) **Financial Proposal** that indicates the all-inclusive fixed total contract price, supported by a breakdown of costs, as per template provided. If an Offeror is employed by an organization/company/institution, and he/she expects his/her employer to charge a management fee in the process of releasing him/her to UNDP under Reimbursable Loan Agreement (RLA), the Offeror must indicate at this point, and ensure that all such costs are duly incorporated in the financial proposal submitted to UNDP.

12) CRITERIA FOR SELECTION OF THE BEST OFFER

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

13) ANNEXES

The following supporting background documents and more detailed guidelines on evaluation can be found in Annexes (to be added):

- Annex 1 – Regional Programme Document (2018-2021)
- Annex 2 - UNEG Code of Conduct for Evaluation in the UN System and Code of conduct forms (to be added)
- Annex 3 - IEO's Quality Criteria and standards for Evaluations

This TOR is approved by:

Signature: _____
Name and designation: _____
Date of signing: _____

